

11 December 2018 at 7.30 pm

Conference Room, Argyle Road, Sevenoaks
Despatched: 03.12.18



Economic & Community Development Advisory Committee

Membership:

Chairman, Cllr. Hogarth; Vice-Chairman, Cllr. Maskell
Cllrs. Abraham, Barnes, Dr. Canet, Esler, Eyre, Krogdahl, Lake, McGarvey,
McGregor and Pearsall

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. Minutes To agree the Minutes of the meeting of the Committee held on 25 September 2018, as a correct record	(Pages 1 - 6)	
2. Declarations of Interest Any interests not already registered		
3. Actions from Previous Meeting	(Pages 7 - 8)	
4. Update from Portfolio Holder		Cllr. Hogarth
5. Referrals from Cabinet or the Audit Committee (if any)		
6. Visit by Lord Colgrain to speak on the Rural Economy Due to current events Lord Colgrain is unable to attend this meeting.	(Pages 9 - 10)	Andrew Stirling Tel: 01732 227099
7. Economic Development Strategy 2018-21 Report	(Pages 11 - 88)	Andrew Stirling Tel: 01732 227099
8. Community Plan Priorities 2019-2023	(Pages 89 - 160)	Alan Whiting Tel: 01732 227446
9. Economic Development Strategy 2014-2017 Final Monitoring	(Pages 161 - 180)	Emily Haswell Tel: 01732 227261

10. **Work Plan**

(Pages 181 - 182)

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.

ECONOMIC & COMMUNITY DEVELOPMENT ADVISORY COMMITTEE

Minutes of the meeting held on 25 September 2018 commencing at 7.30 pm

Present: Cllr. Hogarth (Chairman)

Cllrs. Barnes, Dr. Canet, Esler, Eyre, McGarvey and Pearsall

Apologies for absence were received from Cllrs. Abraham, Krogdahl, Lake, Maskell and McGregor

11. Minutes

Resolved: That the Minutes of the meeting held on 28 June 2018, be approved and signed by the Chairman as a correct record.

12. Declarations of Interest

No additional declarations of interest were made.

13. Actions from Previous Meeting

There were none.

14. Update from Portfolio Holder

The Portfolio Holder, and Chairman, advised that the Sevenoaks District Council Voluntary & Community Awards was now open for entries. He advised that the Chairman of the District would visit all community groups throughout her year encouraging applications.

He also advised that the Economic Development Strategy consultation was under way, with results to be reported back at the next meeting.

He reported that the Premier Inn was now open for business which had helped both Sevenoaks District Council by creating an investment, and helping the needs of the district with the addition of a hotel.

The Portfolio Holder, and Chairman also advised Members that the two floors above the High Street shop M&Co had been developed into artist studios for 20 artists, which was now 84% full.

15. Referrals from Cabinet or the Audit Committee

There were none.

Agenda Item 1
Economic & Community Development Advisory Committee - 25 September 2018

16. Budget 2019/20: Service Dashboards and Service Change Impact Assessments (SCIAs)

The Chief Finance Officer presented a report, which explained that this was the second stage of the budget process and ensured that all Members of the Advisory Committees had a role to play in the governance of the Council and the budget decision making process. He explained that since the current financial strategy was introduced in 2011/12, over £7 million of savings had been agreed.

To continue to have a balanced budget position and remain financially self-sufficient, a net savings requirement of £100,000 per annum was included in the budget. The Chief Finance Officer also advised Members that other pressures may come out later in the budget process such as when the Local Government Finance Settlement was announced in December. These may result in additional savings being required.

No growth and savings proposals were included in the report for this Committee but Members were asked for their suggestions, in order to achieve the £100,000 net saving required for the next year, which would be considered by Cabinet, before finalising the budget for 2019/20.

Members questioned what the capital budget of £51,000 for Parish Projects, shown in Appendix B was and whether this could become a saving due to the Community Infrastructure Levy (CIL) funding now available. The Chief Officer Communities & Business explained that this capital expenditure was for rural parishes and village halls, or for the need of disabled access for community buildings and had been a one off capital sum.

The Chairman expressed his thanks to Officers for their work in maintaining the financial self-sufficiency of the Council.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That it be recommended to Cabinet that

- a) no growth and savings proposals had been identified in Appendix D to the report; and
- b) the Parish Projects capital budget of £51,000 be investigated as a possible one off saving due to the now alternative option of Community Infrastructure Levy (CIL) funding.

17. Community Plan 2017-18 Annual Report

The Community Planning & Projects Officer presented the report which set out the Annual monitoring for the second year (2017/18) of the Sevenoaks District Community Plan 2016-19.

In response to questions by Members whether the One You Your Home project would be rolled out to the north of the District, the Chief Officer Communities & Business confirmed that the Dartford, Gravesham & Swanley Clinical Commissioning Group (CCG) had asked Sevenoaks District Council to coordinate a Care Navigator bid.

Members also questioned whether there was evidence of how many people the One You and One You Your Home service had provided for. The Chief Officer Communities & Business explained that there had been partnership work with neighbouring Councils to create a database that now captured information about customers seen.

Resolved: That the report be noted.

18. Sevenoaks District Community Safety Strategy & Action Plan Annual Report 2018-19

Members considered the report and the Community Safety Manager gave a [presentation](#) on the Sevenoaks District Community Safety Strategy & Action Plan annual report for 2017-18.

She explained that there had been 653 daily taskings from 1 April 2017 - 31 March 2018, and the Police had confirmed that the Sevenoaks District Community Support unit (CSU) was one of the most successful in Kent. She also confirmed that there had been a 24% reduction in anti-social behaviour reported to the Sevenoaks District CSU and to the police.

Members asked if the Community Safety Manager could notify Members of crimes per a thousand people in the District. She confirmed this could be done and would be circulated after the meeting.

Action 1 - The Community Safety Manager to give breakdown of crimes per a thousand residents for the Sevenoaks District.

In response to questions as to whether the Sevenoaks District Community Safety Unit (CSU) could forward reported crimes to the emergency services number 101, the Community Safety Manager clarified that individual crimes and incidents should always be reported to the police but where there seemed to be a pattern of crime or repeated anti-social behaviour it was helpful if it could be reported to the CSU. People would still need to report to the police as this helped build an evidence base but the CSU could take a more holistic approach to solving the problem for the local community.

Agenda Item 1
Economic & Community Development Advisory Committee - 25 September 2018

The Community Safety Manager also confirmed the Sevenoaks District CSU were awarded a Team Contribution Award from Kent Police for their work.

The Committee congratulated the Community Safety Manager on her team's award and thanked her for their efforts over the year.

Resolved: That this report be noted

19. Dunton Green Annual Report 2017-18

The Community Safety Manager presented the report and gave a [presentation](#) on the Dunton Green Community Development project for 2017-18.

She highlighted the work the team at Sevenoaks District Council had put in, in order to bring communities in the area closer together. She explained that there had been over 1240 attendees in its activities during the year, and all projects had been promoted in a variety of ways including newsletters, which had been posted to every household.

The Community Safety Manager advised Members of the activities that had been opened in the area, including netball, which had seen 70 people attend since its opening and a Christmas bazaar in 2017, in which 250 families attended.

Resolved: That the report be noted.

20. Community Grants Scheme 2017-18 year end monitoring

The Chief Officer Communities & Business presented a report on the year-end monitoring for the Community Grants Scheme 2017-18. She explained that monitoring of the Community Grants was split into two levels. The first was up to £500, for which a confirmation was required from the organisation that the funding had been spent on the intended purpose, and for grants over £500, for which there were agreed performance indicators, which were monitored twice yearly.

Where an organisation was not meeting its required indicators, Officers would make a visit to discuss how this should be addressed. Further explanation was given to Members that the Chairman of the District would visit every community group that had received a grant throughout her year and promote the community grants scheme for the coming year.

Members questioned whether the current financial pressures were contributing to a reduction in community grants. The Chief Officer Communities & Business advised that in her opinion, voluntary groups had changed over the past ten years, in response to the commissioning of services by organisations such as Kent County Council and the Clinical Commissioning Groups. This meant that more workers were paid employees. In addition, funding tended to be more focused on new projects which meant that voluntary organisations were constantly trying to reinvent their services in order to obtain funding. The District Council, at its last review of grant guidelines had deliberately focused on volunteering and volunteers

and voluntary organisations were able to apply for funding towards core costs. The District Council's grants budget had remained unchanged for some years.

In response to a question from a Member, the Chief Officer Communities & Business confirmed that an organisation that seemed to be struggling would receive a visit or an invitation to meet Officers.

Resolved: That the report be noted.

21. Work Plan

The work plan was noted.

THE MEETING WAS CONCLUDED AT 8.55 PM

CHAIRMAN

ACTIONS FROM THE MEETING HELD ON 25 September 2018 (as at 04.10.18)

Action	Description	Status	Contact Officer
Action 1	Community Safety Manager to send Members of the Committee a breakdown of crimes per a thousand residents for the Sevenoaks District.	An Excel spreadsheet containing crime statistics sent out to Members by George Lewis on 04.10.2018	Kelly Webb Ext. 7474

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VISIT BY LORD COLGRAIN TO SPEAK ON THE RURAL ECONOMY

Economic & Community Development Advisory Committee - 11 December 2018

Report of Chief Officer Communities & Business

Status For information

Key Decision No

Portfolio Holder Cllr. Roddy Hogarth

Contact Officer Andrew Stirling, Ext. 7099

Recommendation to Economic & Community Development Advisory Committee:

That the report be noted.

Introduction and Background

4 ~~Lord Colgrain is attending the meeting to discuss the Rural Economy.~~ Lord Colgrain is unable to attend the meeting (as at 10/12/18).

Key Implications

Financial

None directly arising from this report.

Legal Implications and Risk Assessment Statement.

None directly arising from 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.]

Appendices None.

Background Papers None.

Lesley Bowles

Chief Officer Communities & Business

DEFERRED

ECONOMIC DEVELOPMENT STRATEGY 2018-2021

Economic and Community Development Advisory Committee - 11 December 2018

Report of Chief Officer Communities and Business

Status For Decision

Also considered by Cabinet - 10 January 2019

Key Decision Yes

Executive Summary: The report details the responses to the consultation on the draft Economic Development Strategy 2018 -2021 and recommends adoption of the Strategy. The new Economic Development Strategy has three areas of common interest; Innovation & Technology, the Rural Economy and Sustainability and is based around five themes; Growth and Investment, Infrastructure, Visitor Economy, Skills and Enterprise.

Each theme has a series of outcomes and those cover investment and regeneration, improvements to infrastructure for digital connectivity, health and wellbeing, maintaining a strong Visitor Economy, improved skills and training and the provision of support for new and existing business.

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. Roderick Hogarth

Contact Officer Andrew Stirling, Ext. 7099

Recommendation to Economic and Community Development Advisory Committee:
That

- (a) the Committee notes the consultation responses to the Economic Development Strategy; and
- (b) the Committee recommends to Cabinet that the Economic Development Strategy be approved.

Recommendation to Cabinet:

That the Economic Development Strategy be approved.

Reason for recommendation: The consultation with partners and stakeholders has been completed and the Strategy is now ready for formal adoption by the District Council.

Introduction and Background

- 1 The Council's current Economic Development Strategy was prepared in 2014 and has become out of date, due to national and international policy and economic changes, emerging new technologies and opportunities for growth. The new Economic Development Strategy will cover the period from 2018 to 2021.
- 2 The Strategy has three areas of common interest; Innovation & Technology, the Rural Economy and Sustainability; with five themes; Growth & Investment, Infrastructure, Visitor Economy, Skills and Enterprise.
- 3 The outcomes are for investment and regeneration, improvements to infrastructure for digital connectivity, health and wellbeing and maintaining a strong Visitor Economy. Additional outcomes are to improve skills and training and the provision of support for new and existing business.
- 4 The Strategy reflects the context in which the Council undertakes its Economic Development activity and the number of organisations and partners who are involved through setting policy, providing funding sources or controlling the ability to deliver outcomes which benefit our residents, businesses and visitors.
- 5 The Strategy has been designed to be a short document which can be used to underpin specific action plans to realise individual outcomes or be adapted to future changes in the economy arising from changes in national and international policy and financial circumstances.
- 6 The Strategy has also been prepared in parallel with the draft Local plan and in close collaboration with the Planning Policy team. The Strategy will help to achieve the growth outcomes set out in the draft Local Plan.
- 7 The development of the Strategy and the detail within the themes has been informed by the workshop session that the Committee undertook at its October 2017 meeting and by the subsequent consultation programme.

Consultation

- 8 The Consultation on the draft Strategy was completed on 26 October. The consultation was publicised in Inshape, on Twitter, the Real Business newsletter and the Town and Parish Council newsletter. A promotional video was prepared and Digital Advertising used to publicise the consultation. Presentations given to the Rural Landowners Group and Sevenoaks Town Partnership, a Business focus group was held and direct e-mail contact was made with over 450 businesses.

- 9 An online survey was created on Survey Monkey and that received 32 responses. A further 3 responses were received directly by the Economic Development team. Of the 32 survey responses received 7 were from local businesses, 15 from members of the public and 10 from a range of other respondents.
- 10 A full breakdown of the survey is attached at Appendix 2. The key points from the survey are shown below:

Of the 7 business responses 6 gave further information about their characteristics. 2 employed between 1 and 9 people and 4 employed between 10 and 19 people. 1 business has been established between 1 and 5 years, 1 business between 5 and 9 years and 4 had been established longer than 10 years.

The most important aspects of the Strategy for respondents were:

Of the three overarching themes Sustainability was ranked most important by 75% of the respondents.

Across the 5 individual themes the most important elements were as follows:

Theme	Most important to business	Highest average score of importance to business
Growth & Investment	Development of new and refurbished commercial space	Investment/regeneration in our towns and villages
Infrastructure	Improved transport infrastructure	Improved transport infrastructure
Visitor Economy	Availability of locally produced food and drink	Availability of locally produced food and drink
Skills	Work ready young people	Work ready young people
Enterprise	Access to flexible employment space	Information on potential business funding sources

Whilst the first four themes showed clear preferences about the most important themes for business, under the Enterprise theme the highest percentage scores were 3 or 4 with a single point of contact for business scoring a 4 and events and access to business support and advice scoring a 3.

- 11 The individual responses have been tabulated and comments made to each response. Those are attached at Appendix 3. Responses were drawing out specific issues which are either reflected in the Strategy, outside of the

Agenda Item 7

direct control of the District Council or are being addressed within the draft Local Plan.

- 12 As part of the consultation a Business Focus Group was convened. The key issues that came from that group are set out in the table below:

Theme	Feedback from the Focus Group
Growth & Investment	<p>A map of the district would be useful for understanding where businesses are located across the District and for attracting investment. This could include the % of rural areas, a cluster map of existing employment land and a breakdown of existing employment space.</p> <p>Swanley is seen as having potential for growth and investment, need to engage better with business community in Swanley</p> <p>The supply of good quality office/industrial space is low. Consideration should be given to encouraging business hubs/flexible workspace and developing an investment strategy to deliver small industrial estates.</p> <p>Further work could be done to understand potential needs of current businesses to predict their future demand, together with the drivers for business relocations. In any regeneration or redevelopment consideration should be given to accommodating local 'service' businesses.</p>
Infrastructure	<p>The provision of Broadband is a continuing challenge for the future and it needs to be reliable.</p> <p>There is a need for flexibility in planning policy on energy efficiency measures with relation to older buildings.</p> <p>There is an opportunity to improve our Waste education about what can be recycled and re-used.</p> <p>The emergence of Car clubs and provision of electrical charging points.</p>
Visitor Economy	<p>There is a need for more hotel accommodation across the District.</p> <p>Mapping/Wayfinding at Sevenoaks Train Station to provide information including how many minutes' walk to get to the town centre and attractions.</p> <p>The opportunity exists to improve visitor 'dwell time' in the District and improve transport links for visitors</p>

<p>Skills</p>	<p>There are not enough people in the District with the right skills. Is there an opportunity to support businesses in developing employee skills? Upskilling of older workers or returnees to work is vital.</p> <p>Teachers do not always advise students of different career opportunities, like degree apprenticeships, and may not understand the range of different industries /careers there are or have the time.</p> <p>Jobs fairs/ events sometimes don't work as schools can select lower achieving students only to participate.</p> <p>Sports clubs and their links to career avenues in the future need local business support.</p> <p>Can FE provision be developed in Sevenoaks?</p>
<p>Enterprise</p>	<p>Need to think about how people are going to be working in the future, the implications of potential increased home working. Business hubs will be useful to reduce isolation for those working from home, and provides meeting space.</p> <p>There is a need to find different ways to communicate key messages to businesses.</p> <p>The self-employed need support, as well as established businesses.</p>

- 13 Additional direct consultation responses also noted the importance of the visitor economy to the District, particularly the food and drink sector, and the benefit of diverse town centres that served both those who work in them as well as visitors. The response noted the benefit of the food and drink sector to 'destination' towns such as Malton, Ludlow and Whitstable.

The provision of housing that was affordable for all and enabled businesses to attract and retain their staff was important, together with the provision of good quality employment space, as well as space available at low cost.

The lack of a Higher Education offer in the District was noted and the promotion of apprenticeships and vocational training was welcomed.

- 14 The new Strategy provides the basis for development of individual action plans or projects. From the responses the Team Around Your Business model, the identification of areas for improvement in Broadband provision and further collaboration with the Visitor Economy sector are three topics for early work arising from the adoption of the Strategy.

Agenda Item 7

Key Implications

Financial

There are no financial implications for the delivery of the Strategy which is resourced through the Economic Development budget and by working in partnership with other organisations. Specific projects arising from the strategy would be subject to their own funding proposals to be agreed by the Council or partners.

Legal Implications and Risk Assessment Statement

There are no legal implications for delivery of the Economic Development Strategy.

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

The development of the new Economic Development Strategy reflects the significant national and international political and economic changes that have occurred since the previous Strategy was written. The Strategy reflects the vision and themes and the feedback given by the Committee at its meeting in October 2017 and aligns with the policies in the emerging Local Plan.

The consultation responses have supported the choice of themes for the Strategy and show the close relationship that exists with the policies in the draft Local Plan. Infrastructure and transport are two areas where other partners take the lead and our role is more of an influencer through our networks such as the Kent and Medway Enterprise Partnership or the West Kent Partnership.

The new Strategy provides the basis for development of individual action plans or projects. The Team Around Your Business model, Broadband service improvements and further collaboration with the Visitor Economy sector are three areas for early work arising from the Strategy.

Appendices

Appendix A - Draft Economic Development Strategy 2018-2021

Appendix B - Breakdown of the Survey

Appendix C - Individual Survey free text responses

Background Papers

None.

Lesley Bowles

Chief Officer Communities and Business



Draft Economic Development Strategy 2018 – 2021



Contents

Foreword.....	5
Introduction.....	6
About the Sevenoaks District.....	8
The economy in numbers	10
Context.....	13
Economic strengths, weaknesses, opportunities and threats	14
Growth and investment	16
Infrastructure.....	18
Visitor Economy.....	20
Skills.....	22
Enterprise	24
Strategy framework.....	26
Monitoring and measuring.....	28

Page 19



Agenda Item 7



Foreword

Sevenoaks District offers the best of both worlds, excellent connectivity to London and further afield, whilst situated in picturesque countryside. This presents opportunities and challenges for the economic growth of the District, which this strategy seeks to address.

Our strategy complements our promises in the Council Plan to build on our thriving economy through regeneration of our market towns and enhancing the visitor and rural economies; to protect our economy through preserving and making better use of employment sites and redeveloping previously used land; and to support new and existing businesses and encouraging employers to promote mental and physical wellbeing at work.

We want to continue to build on its strong economic performance, whilst acknowledging the pace of change in innovation and technology which is shaping future patterns of employment and growth. Our District is home to many smaller enterprises, particularly in the rural and visitor economies, and the District will continue to work with partners to maintain and improve digital and physical connectivity.

The District is attractive to residents, employers and visitors and our ambition is to leave a positive legacy from our future growth. We want to do this through encouraging a sustainable approach, whether through new technologies, careful use of natural resources or enabling local growth to underpin the continuing vitality of our towns and smaller settlements.

Over the next four years, we will continue to work with local businesses and give them the support they need to prosper. We will also be working closely with employers and partners to ensure our residents have the skills they need to gain employment opportunities in the District.

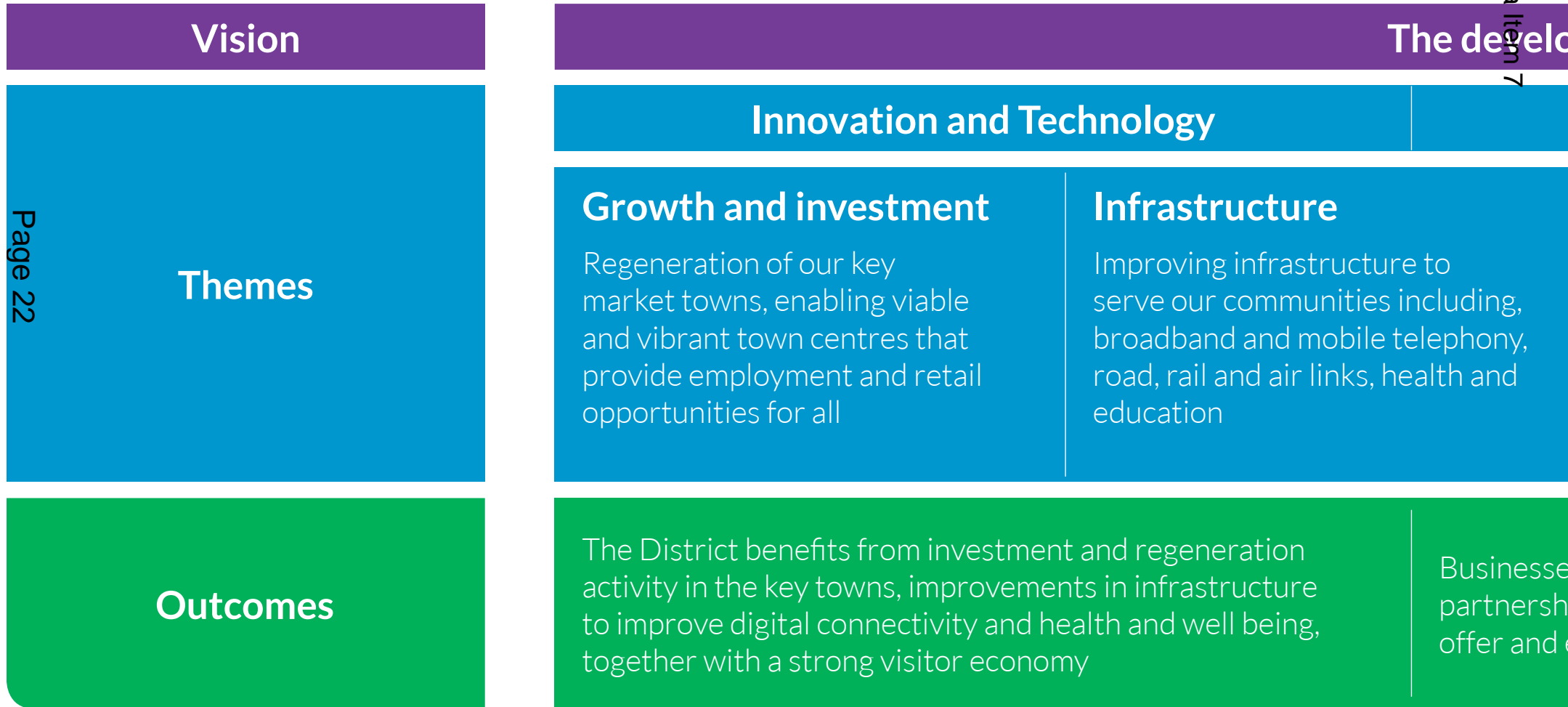
Councillor Roddy Hogarth

Portfolio Holder for Economic & Community Development



Introduction

The strategy sets out five themes for economic development in the District over the next four years from 2018-2021. Those themes will reflect three areas of common interest; Innovation and Technology, the Rural Economy and Sustainability and are shown in the diagram below:



Economic
Agenda Item 7

Economic Development Strategy 2018-2021

Development of a fair, safe and thriving economy

Rural Economy

Sustainability

Visitor Economy

Engaging with and supporting the Visitor Economy sector, local food producers and arts and culture venues, to maintain Sevenoaks District as a key destination for visitors

Skills

Ensuring residents and businesses can gain the skills they require to sustain a prosperous District, including supporting young people into employment and life-long learning and training

Enterprise

Working with businesses to ensure Sevenoaks District continues to be a place where businesses can prosper and grow

Businesses and residents benefit, through effective partnership working, from an improved skills and training enhanced access to lifelong learning

The expansion of businesses is underpinned through the provision of support services for business, continuing the Team Around Your Business model

About Sevenoaks District

Sevenoaks District is located in West Kent, with the edge of Greater London to the north-west, Surrey to the west and East Sussex to the south. The District covers almost 143 square miles and 93% is designated Green Belt. The main towns are Sevenoaks, Swanley, Edenbridge and Westerham, where a significant proportion of the 119,160 residents in the District live. There are over 30 villages and smaller settlements, of which the largest is New Ash Green.

The District is a popular place to live, partly because of its proximity to London and the continent. Major transport links are provided by the M25, M26, M20, A21, A20 and A25. Stations throughout the District provide rail access to London in under an hour, with travel from Sevenoaks and Swanley around half an hour. The District is also well located for Gatwick, Heathrow and Biggin Hill airports, as well as the Channel Ports, Ashford and Ebbsfleet International stations.

The District has the lowest level of unemployment in Kent. The residents of the District are generally well qualified with only 8% of the population having no qualifications. There are a number of employment areas within the District. The majority of residents work in the West Kent area but more than 40% work within Greater London. The District also has a strong rural economy, but issues of poor connectivity and slow or limited broadband are common.

The District has vibrant town centres with many independent shops and a good retail offering. There is strong competition from nearby areas including Bluewater and Tunbridge Wells. Some areas are in need of regeneration, including Swanley town centre and New Ash Green village centre. Areas outside towns are served by local facilities within











villages. These services are of great value to local communities and contribute to the District's rural economy.

The District has a high quality landscape with a mostly rural character. 60% of the District lies within the Kent Downs or High Weald Areas of Outstanding Natural Beauty. There are many areas of woodland, much of which is designated as Ancient Woodland, two Country Parks and a large network of public rights of way. Parts of the District afford impressive views over Kent and the South East, particularly from the North Downs and the Greensand Ridge.

There are many historic settlements in the District, reflected in the high number of conservation areas and listed buildings. The District also boasts many nationally recognised heritage assets, including the historic estates of Knole, Chartwell, Hever Castle, Penshurst Place and Lullingstone Castle. Other places of interest include the National Trust village at Chiddingstone, Eynsford Castle, Lullingstone Roman Villa, Otford Palace and Toys Hill (the birthplace of the National Trust). There are many visitor attractions within the District and it is particularly popular with day visitors.



The Sevenoaks District economy in numbers

<p>Population 118,800 projected to rise to 137,200 by 2031</p>		<p>47,020 households</p>		<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Agenda Item 7</p>
<p>30.4% with qualifications to level 4 or equivalent and above</p>		<p>71.5% of 16-64 year olds are in employment</p>		
<p>6,580 enterprises registered for VAT</p>		<p>£3,204 million GVA</p>		
<p>From 28 minutes to London 2hrs to Europe</p>		<p>Gatwick within 45 minutes Heathrow within 75 minutes Biggin Hill within 30 minutes</p>		
<p>52.5% of those in employment drive to work</p>		<p>3.9 m visitors generated £230m and 5,032 jobs in the Visitor Economy</p>		

84,100 economically active residents projected to rise to 99,000 by 2031



Median weekly earnings: £580 for District residents £543 for employees in District businesses



90.6% of businesses have fewer than 10 employees



Dover within 75 minutes



93% of the District is designated as Green Belt and 60% in an Area of Outstanding Natural Beauty



Agenda Item 7



ONE 60
LONDON RD

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Context

Following the referendum on membership of the European Union in 2016, and the triggering of Article 50 in March 2017, the impact and implications of that decision on the economy are still to be fully understood. The District Council is assessing the impact on the local economy, including engaging with national and local partners who are undertaking similar assessments at a national and regional level.

The Government published its Industrial Strategy 'Building a Britain fit for the future' in November 2017, seeking to enable all parts of the country to succeed in delivering a high-skilled, competitive economy. The Industrial Strategy will underpin any future investment and growth funding that will be put in place by Government, including any funding packages, as part of the Shared Prosperity Fund, to replace existing EU funded programmes beyond March 2019.

Funding to support economic growth is currently channelled through national agencies and, at a regional level, Local Enterprise Partnerships. The South East Local Enterprise Partnership (SELEP) which covers Kent, East Sussex and Essex includes Sevenoaks District within its geography. At a sub-regional level the Kent and Medway Economic Partnership (KMEP), on which the District Council is represented, is the interface between SELEP and businesses, partners and local authorities in Kent and Medway. The Industrial Strategy sees a continuing place for Local Enterprise Partnerships in delivering its outcomes, but their role, structure and geographical boundaries may alter.

Both SELEP and KMEP have Strategic Economic and Growth Plans which set out the strategic economic investment priorities. These provide the framework for bidding, allocation and governance of

funding such as the Local Growth Fund, current European Structural and Investment Funds and other public funding sources.

Locally the West Kent Partnership, comprising the Sevenoaks, Tunbridge Wells and Tonbridge & Malling Councils, is delivering skills and business support projects with local partners, together with the LEADER programme which provides opportunities for funding for rural enterprises. The Partnership's vision is to sustain a dynamic and well connected economy and seeks to promote West Kent as a place to do business.

Economic strengths, weaknesses, opportunities and threats

Opportunities:

- Diversification of the rural economy and new live/work units in rural areas
- Growth of sectors including creative and digital, tech start-ups, logistics and tourism
- Regeneration in Swanley and New Ash Green

The longer term redevelopment of Fort Halstead

Strengths:

- Strategic location of the District with access to London and further afield by road, rail and air
- A highly skilled population and labour force
- A very strong reputation as an attractive and desirable place to live and work
- Significant number of micro businesses with higher than average 'survival rates for start ups'

Threats:

- Pressure on employment sites for housing development and extension of permitted development rights to allow conversion of offices to housing
- Demographic factors including an ageing population and failure to retain younger workforce
- Changes in retail sector impacting on high streets
- Employment changes in the rural economy arising from technology and workforce availability

Weaknesses:

- Shortage of commercial development sites and premises, including low cost workspace, and an ageing existing stock
- Poor public transport links to employment, education and tourism destinations
- Varying quality of broadband and mobile telephony coverage
- Affordability of housing affecting demographic spread and recruitment of workforce



Theme 1: Growth and investment

Whilst the District continues to maintain the growth of new businesses and its attractiveness as a location, to live work and visit, there are a number of challenges to address. The District Council will not be able to solve those challenges on its own and will continue to work closely with partners to achieve the necessary outcomes.

As housing growth continues, it creates additional demand for businesses, services and new infrastructure and will require our existing towns and larger settlements to adapt to those changes. The District Council is currently preparing a new Local Plan for the period to 2035. This Strategy is one of a number of tools to support the emerging growth proposals in the Local Plan.

Swanley, Sevenoaks, Westerham and Edenbridge are the main town centres in the District. Other larger settlements include New Ash Green, Otford and Hartley. Areas of future growth in the District are likely to be Swanley, the northern fringe of Sevenoaks, Westerham, Edenbridge and Fort Halstead.

In Swanley, work is continuing on regeneration proposals for individual sites in the town centre. Additionally, the District Council continues to lead work on a wider Master Vision for the town. Sevenoaks Town Council has prepared a Northern Sevenoaks Masterplan. This is promoting growth around Bat and Ball station and making use of quarries on the urban fringe for new housing development and additional commercial and employment space. In the centre of Sevenoaks, the District Council will use its land ownerships and work with partners to promote or undertake further development to maintain the vitality of the town centre. A major landowner with

interests around Westerham is promoting the potential for future growth, primarily residential, to enable the construction of a bypass around the town. In Edenbridge there are key retail sites in the High Street and to the north of the town centre to be brought into use, as well as sustaining the current stock of employment land and buildings. The regeneration of the commercial centre in New Ash Green continues to be a local priority.

Fort Halstead, through the approved employment led redevelopment scheme, is the main site for longer term growth in the District in the early 2020s. This location, when combined with the growth of avionics and aviation support businesses at Biggin Hill and development opportunities in Croydon and Swanley, can provide the foundations for a technology and engineering cluster along the North Downs.

Whilst growth is predominantly housing led, the loss of existing employment sites through permitted development rights is eroding our supply of employment land and space. We will seek to encourage, either through direct investment or promoting Inward Investment, the retention, refurbishment or new provision of employment and retail sites and buildings in the District. To support this we will continue our collaboration with the Planning Policy and Development Management teams to maximise development opportunities.



Theme 2: Infrastructure

The continuing growth of the District has to be matched, where possible, by additional infrastructure to support our communities. The Council will continue to work closely with utility and transport providers, government departments and agencies or other local authorities to enable the provision of our infrastructure needs. Through new growth, additional Council Tax, Business Rates and section 106 Agreement and Community Infrastructure Levy, contributions will be realised to provide funding towards projects or schemes mitigating the impact of new development.

Good road, rail and air transport infrastructure underpins the economic vitality of the District. Our strategy, in conjunction with the emerging Local Plan, will take account of the Lower Thames Crossing, the Southeastern railway franchise transfer in April 2019 and Transport for London's future aspirations for Metro rail services, together with the growth of Heathrow, Gatwick and Biggin Hill airports.

Bus services and community transport schemes provide important links between our hamlets and villages and our larger centres. We will work with partners to seek to maintain or develop alternative services for the benefit of the District's residents, employers and visitors.

As the pace of change to electric vehicles and autonomous driving technology increases, the Council will seek to promote these technologies and encourage provision of vehicle charging infrastructure to support the use of commercial and private electric or hybrid vehicles.

There are areas of poor broadband and mobile telephony connectivity and these have a particular impact on new and existing businesses in the rural parts of the District. A particular focus will be finding solutions for those areas where the 'Making Kent Quicker' broadband delivery programme is unable to reach. Those solutions may either come through independent providers, enabling provision of fibre to the premises or cabinet, using local networks serving clusters of properties, or through use of wireless or satellite solutions. 5G technology will offer future options for improving connectivity. We will continue to work closely with the County Council, independent providers and partners to maximise future funding opportunities, including 'Voucher' schemes, to improve digital connectivity.

The Kent and Medway NHS Sustainability and Transformation Plan (STP) is aiming to provide the necessary healthcare services and infrastructure for the future and we continue to work with the two NHS Clinical Commissioning Groups to enable opportunities for new medical facilities within future developments.

Life-long learning infrastructure (schools, further, higher or adult education and skills training) and libraries is also key to the economic vitality of our communities and we will continue to work with partners to enable opportunities for new facilities, particularly for post 16 education within future developments.



Theme 3: Visitor Economy

The Visitor Economy sector is a cornerstone of our rural economy and a major contributor to the District's strong economic performance. There are strong relationships between with local food and drink producers and arts and cultural venues, and both this strategy and the emerging Local Plan recognise the significant importance of this sector.

Our local food and drink producers form part of our diverse rural economy which help sustain our smaller settlements and also underpin the very high levels of self-employment and home-based working within the District. The management of our landscapes by our rural enterprises maintains the attractiveness of our District to both visitors and residents.

We will continue to work with Visit Kent and Produced in Kent, as well as other national and local bodies, to maintain the profile of the District and its attractions and suppliers. The availability of funding programmes remains important for rural enterprises and they help to underpin the provision of basic services such as village shops and enable diversification and expansion of farming and forestry businesses. The West Kent LEADER programme currently provides those funding opportunities, together with any future schemes brought in after March 2019, and the District Council will continue to actively promote those programmes.

High demand continues for a diverse range of accommodation for visitors to the District, whether Bed and Breakfast, mid-range or luxury hotel accommodation. We have built a new 83 bed Premier Inn hotel, which opened in Sevenoaks in summer 2018, and further accommodation opportunities will be sought and encouraged to be developed in the District to serve different market segments.

A sector led study of our Visitor Economy has highlighted the challenge of maintaining visitor numbers and diversifying their activities without saturating, changing or damaging our historic landscape and properties. Visitors are seeking more of an 'experience' at the venues they visit, including direct participation or understanding the provenance of the food and drink being purchased or served to them. We will support and encourage the sector to innovate. Examples of innovation include providing charging points for electric or hybrid vehicles, hiring electric bicycles, or developing smart 'apps' for walking, cycling and ticketing and marketing. We will also encourage links with local food and drink producers and collaboration with the train operating companies to increase access for visitors by rail to the Eden and Darent Vallys.

Our major landowners in the District are at the forefront of sustaining our rural economy and maintaining and managing our rural landscapes. We will continue to work with them to support their diversification and innovation they bring in terms of renewable energy supplies, conversion of redundant buildings into small business units and improving local broadband and mobile telephone connectivity.

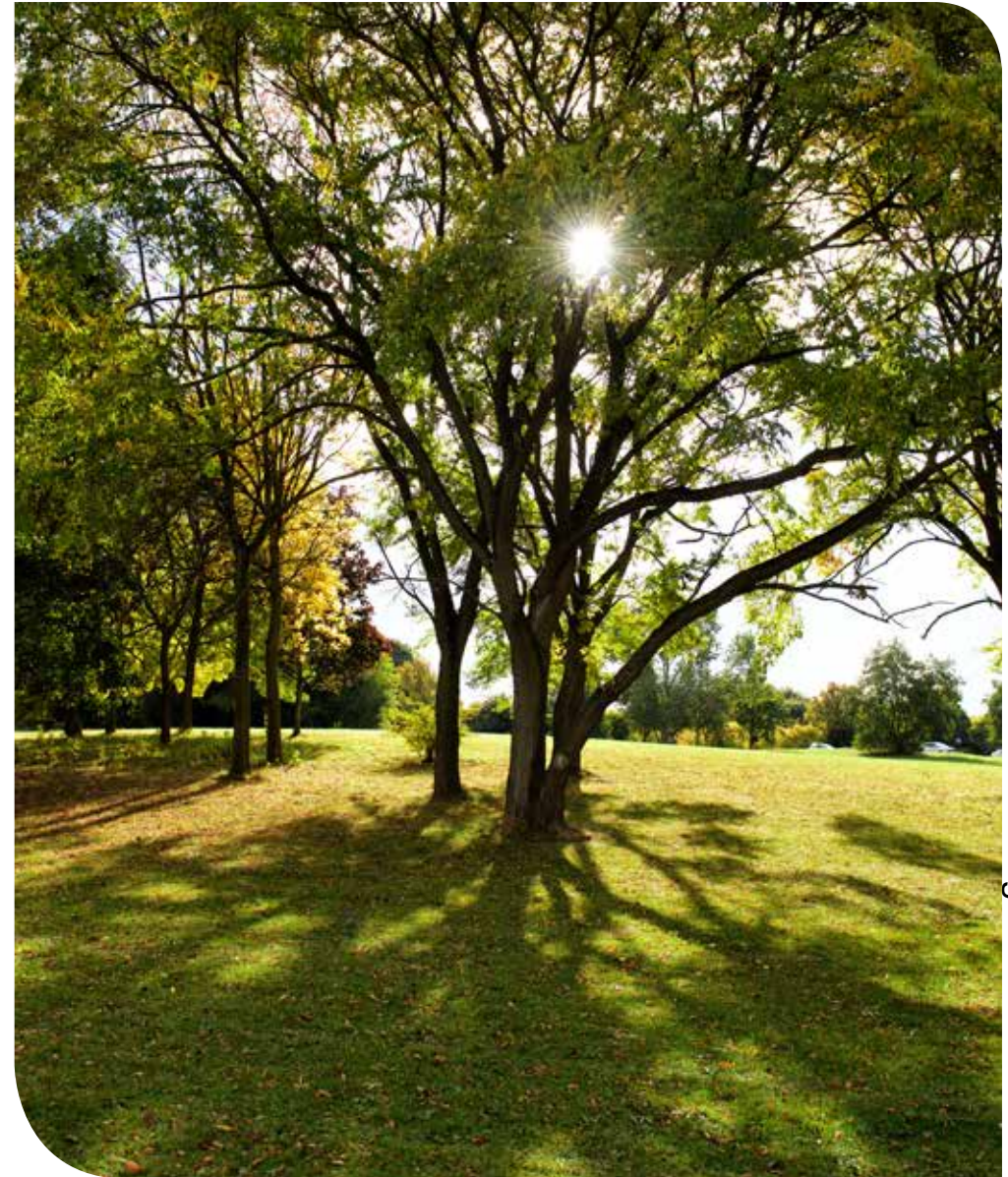
“LEADER funding enabled us to purchase our tracked wood chipper, a machine we previously hired multiple times a month. Since owning our own machine, we have experienced an upsurge in the acceptance of jobs relating to woodland works. This is primarily because we no longer need to include the hire charge of a machine within our quote package. Our focus is now on developing our growth strategy with conversion and margins leading the process.”

Navin Sehmi – Down to Earth

“We feel incredibly lucky to be located in such a beautiful area. Shoreham, voted the second best village in England last spring by The Times newspaper, lies in the Green Belt and an Area of Outstanding Natural Beauty, and also benefits from a wonderfully welcoming and thriving community. We are proud to be close neighbours of Sevenoaks with all its amenities and are lucky to have great public transport access to both the town and London via the trainline. There is a good spirit of collaboration between local, independent businesses which is so important too.

We have received wonderful support from the Council with regards to understanding collaborative opportunities in the area and support in business development and look forward to a continued good relationship with them as we grow and evolve.”

Lizzie Buxton – The Mount Vineyard



Theme 4: Skills

The projected growth in the District is estimated to generate 9,358 additional jobs in the period to 2035 (source: Employment Needs Study for SDC Turley 2016) and our residents will need to be fully equipped with the skills to enable them to benefit from these new job opportunities. The projected areas of growth for employment over this period include professional services, computing and telecoms and real estate.

Whilst the District has a very low unemployment rate, and a high proportion of residents with NVQ level 4 or above, this masks difficulties that employers have in recruiting employees with the appropriate skillsets as well as, particularly for younger people, a lack of preparedness for work and knowledge of the many career opportunities available to them. The District does not have direct Further or Higher Education provision, with students travelling to colleges or universities elsewhere in Kent or further afield.

The Council, through its membership of the West Kent Partnership, including Further and Higher Education providers, the County Council and JobCentre Plus on a number of initiatives. These include the promotion of careers to young people still at school and building and maintaining relationships with business. The West Kent Partnership launched an Enterprise Adviser network in September 2017 and this is already opening up opportunities in schools across the District. Besides the existing Job Fairs in the Partnership area, we are working with the Local Strategic Partnership on a project to bring careers advice and support to harder to reach young people in the District.

We will also work with employers and training providers across specific

sectors to enable the design and delivery of relevant skills training and support that will meet the needs of businesses. This is particularly relevant to the take up of Apprenticeships and Degree Apprenticeships.

As higher education institutions seek to expand their research and development activities, we will seek opportunities to collaborate on the use of 'Big Data' to inform planning for the future economic growth of the District.

Improving the skills of our workforce also has an influence on the wider health and wellbeing of the District. As our population ages, there will be increased demand on health and social care and this will provide a range of employment opportunities arising from new business activity and innovation in the sector.



Theme 5: Enterprise

The projected employment growth in the District, together with high rates of retention of existing businesses, places a clear emphasis on supporting existing businesses and nurturing new ones. Our economy is dominated by small businesses, with over 90.5% having less than 10 employees and 79.9% having less than five employees. The survival rate for businesses is 64.7% after three years and 45.5% after five years, which is higher than the Kent average.

In order to strengthen and sustain the numbers of businesses, through working with partners, we are able to signpost businesses to advice and support on starting up or expansion, funding opportunities or specific guidance for exporters. The Kent and Medway Growth Hub, funded through SELEP, provides web based support for business start up and expansion. Whilst future funding opportunities will vary, and may be sector or category specific, current examples of available funding have included packages for start ups as well as expansion of businesses and the employment of apprentices. The West Kent Partnership has a Business Support Programme which enables local businesses to access free 1:1 support.

Additionally there is a diverse range of business in the District including Chambers of Commerce in Sevenoaks, incorporating Westerham and Swanley and Edenbridge, together with other formal and informal groups. These can provide advice, mentoring and marketing opportunities for new and existing businesses.

The provision of low cost employment space for business start ups or micro-businesses, particularly in the creative and digital and tech sectors, is going to be a key element of future growth. We will

encourage and support the provision of this type of workspace in the District.

We undertake a number of statutory roles including planning and building control, environmental health, licencing and administering business rates that are relevant to new and existing businesses. Our 'Team Around Your Business' model provides assistance for businesses using those services with the aim to simplify access and points of contact with the Council.

As part of our communications plan, we provide a regular e-newsletter, realBusiness, and use Twitter to publicise events, such as Global Entrepreneurship Week and Small Business Saturday, and funding opportunities for businesses in the District.

As further advances in technology occur (green energy, carbon reduction, electric vehicles, artificial intelligence and robotics) together with the associated risks including cyber crime and fraud, we will continue to promote events and workshops, in conjunction with partners, to provide advice to businesses on these topics.

"We started our business in Sevenoaks 7 years ago introducing local businesses to part time and flexible professionals and have seen the town thrive in that period. Our client base has grown considerably and 2017 was our most successful year yet."

Andrea Starbuck - Ten2Two



Economic Development strategy framework

The table summarises the challenges and actions arising from the Strategy's themes and provides a framework to develop specific action plans and targets to monitor and measure success.

Theme	Challenges	Actions
1: Growth and investment	Loss of employment sites through Permitted Development Rights Changes in retail sector Quality of employment and retail space	Encourage diversification of uses in town centres Secure investment and regeneration in towns and large villages
2: Infrastructure	Funding Planning	Mapping need and priority Securing funding
3: Visitor Economy	Limited visitor accommodation Capacity of individual destinations Increasing visitor 'stay' or 'dwell' time	Supporting sector led initiatives Working with Visit Kent, Produced in Kent and others to maximise promotion
4: Skills	Improvement of Qualifications and Skills Low wages	Partnership working with education and training providers West Kent Enterprise Adviser Network Links to employer guilds
5: Enterprise	New technologies Networks Workspace	Communication Advocacy and networks Low cost workspace

	Measures	Benefits
	Retail and business premises vacancy rates Business satisfaction	More space for business Improved retail offer Retaining spend within the District
Page 43	Broadband speed and access	Better places to live and work Improved efficiency for business
	Visitor numbers Visitor spend Visitor 'stay' and 'dwell' time	Wider accommodation choice Increased local spend on goods and services
	Unemployment and JSA rates KS4 attainment	Improved labour market to support businesses Increased personal income supports demand and local business
	Number of businesses Business survival rates	Jobs for local people Diversity of businesses and services for local communities

Economic Development strategy framework – monitoring and measuring

Theme	Indicator	Source
Growth and investment	Retail vacancy rates	Goad
Growth and investment	% of available employment space in District	SDC Annual Monitoring Report
Growth and investment	Loss of office accommodation under permitted development rights	SDC Annual Monitoring Report
Infrastructure	Average Broadband download and upload speeds	ThinkBroadband.com
Infrastructure	% properties with UK superfast broadband access	ThinkBroadband.com
Visitor Economy	Visitor numbers	Visit Kent
Visitor Economy	Visitor spend	Visit Kent
Visitor Economy	Visitor dwell time	Visit Kent
Skills	Estimate of unemployment	ONS
Skills	Number and % of residents claiming JSA	Department for Work & Pensions
Skills	KS4 attainment	Department for Education/KCC (Kelsi)
Enterprise	Number of businesses in the Sevenoaks District	ONS Business Demography
Enterprise	Size of businesses and numbers of employees in the Sevenoaks District	ONS Business Demography
Enterprise	Business survival rates (three and five year)	ONS Business Demography

	Frequency
	Annually
	Annually
	Annually
	Quarterly
	Quarterly
	Annually
	Annually
	Annually
	Quarterly
	Monthly
	Annually
	Annually
	Annually
	Annually





09/26

Agenda Item 7



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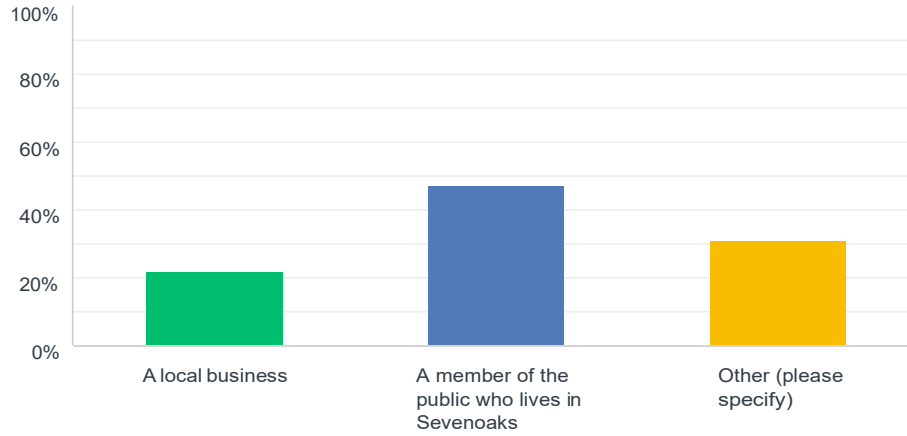
 [sdc_newsdesk](#)
 [Sevenoaks District Council Official](#)



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Bout
www.mimilewes.co.uk

Q1 Are you responding to this questionnaire as:

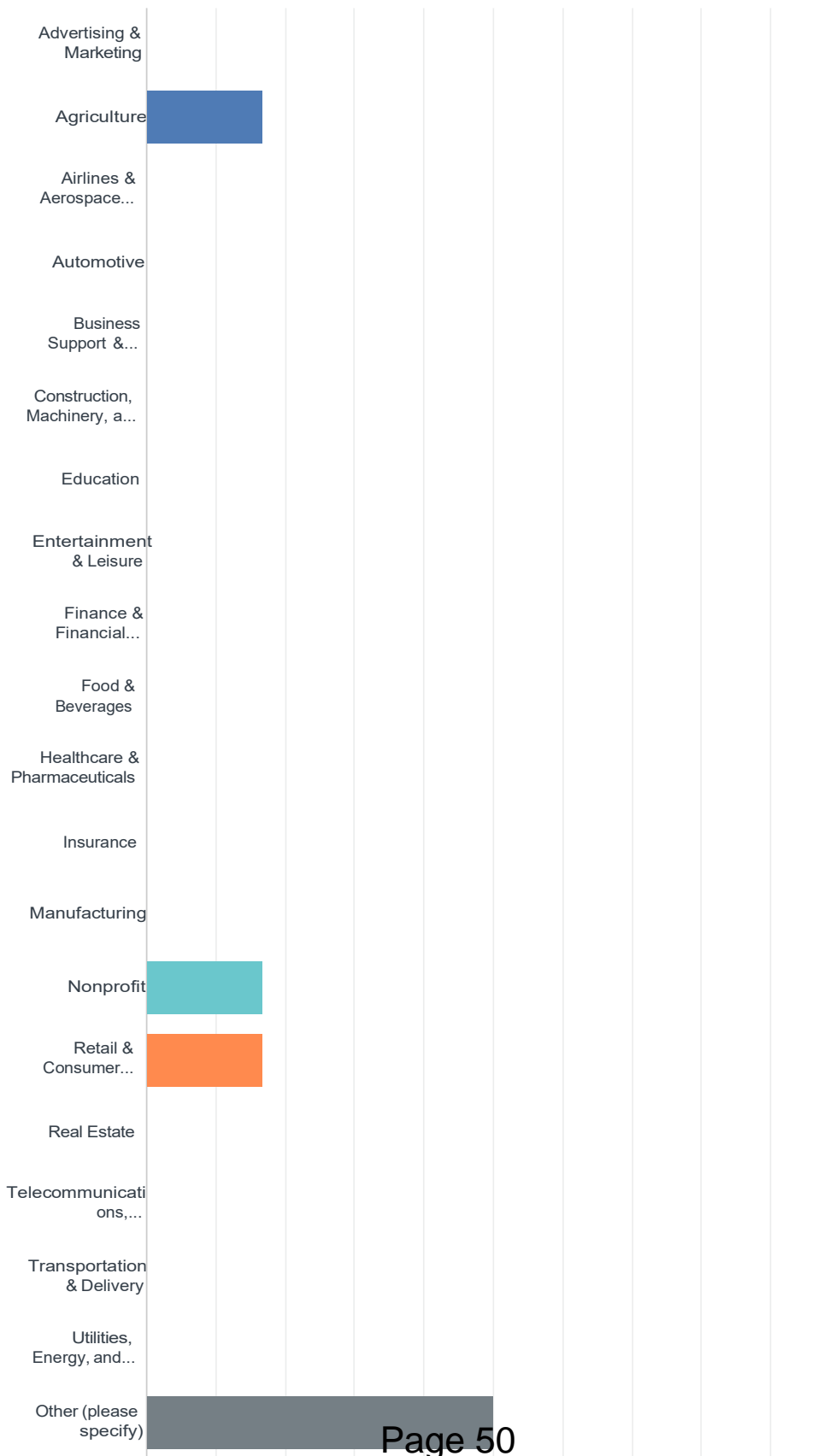
Answered: 32 Skipped: 0



ANSWER CHOICES	RESPONSES	
A local business	21.88%	7
A member of the public who lives in Sevenoaks	46.88%	15
Other (please specify)	31.25%	10
Total Respondents: 32		

Q2 Which sector is your business in?

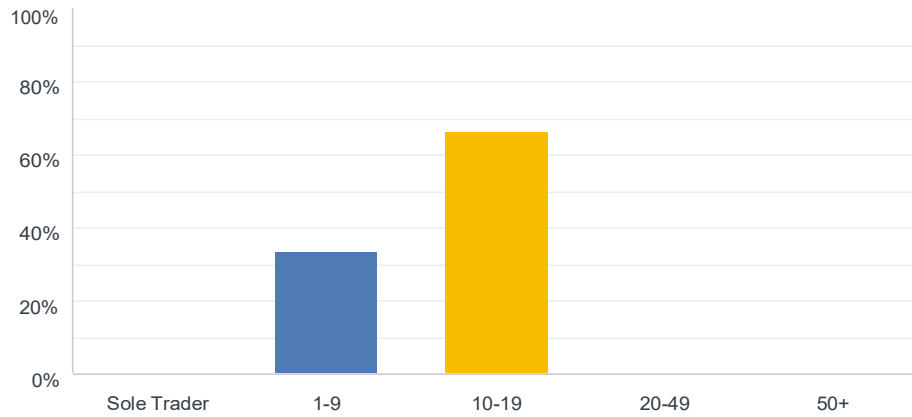
Answered: 6 Skipped: 26



ANSWER CHOICES	RESPONSES	
Advertising & Marketing	0.00%	0
Agriculture	16.67%	1
Airlines & Aerospace (including Defense)	0.00%	0
Automotive	0.00%	0
Business Support & Logistics	0.00%	0
Construction, Machinery, and Homes	0.00%	0
Education	0.00%	0
Entertainment & Leisure	0.00%	0
Finance & Financial Services	0.00%	0
Food & Beverages	0.00%	0
Healthcare & Pharmaceuticals	0.00%	0
Insurance	0.00%	0
Manufacturing	0.00%	0
Nonprofit	16.67%	1
Retail & Consumer Durables	16.67%	1
Real Estate	0.00%	0
Telecommunications, Technology, Internet & Electronics	0.00%	0
Transportation & Delivery	0.00%	0
Utilities, Energy, and Extraction	0.00%	0
Other (please specify)	50.00%	3
TOTAL		6

Q3 How many people are employed at your company?

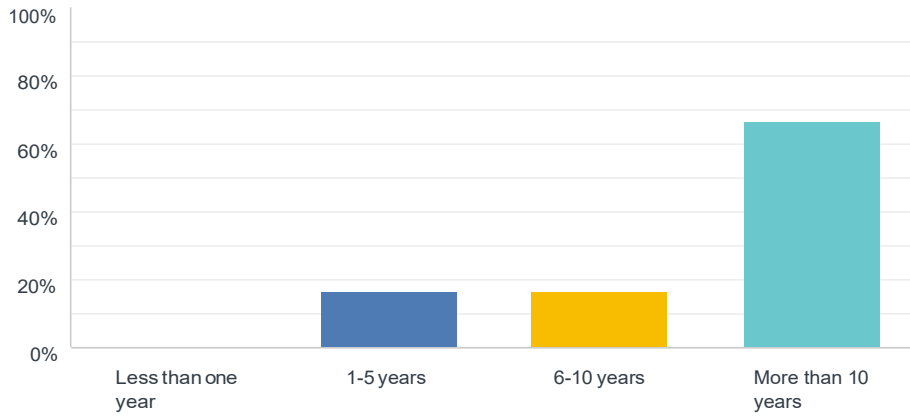
Answered: 6 Skipped: 26



ANSWER CHOICES	RESPONSES	
Sole Trader	0.00%	0
1-9	33.33%	2
10-19	66.67%	4
20-49	0.00%	0
50+	0.00%	0
TOTAL		6

Q4 How long has your company been in business?

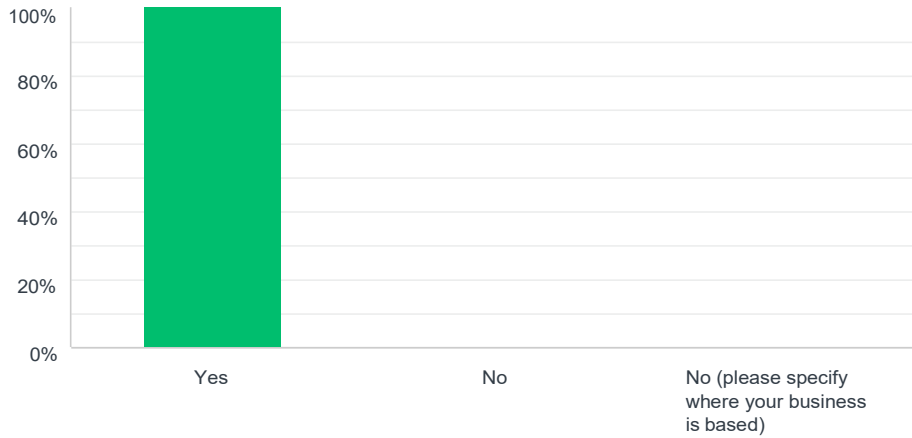
Answered: 6 Skipped: 26



ANSWER CHOICES	RESPONSES	
Less than one year	0.00%	0
1-5 years	16.67%	1
6-10 years	16.67%	1
More than 10 years	66.67%	4
Total Respondents: 6		

Q5 Is your business located within the district of Sevenoaks?

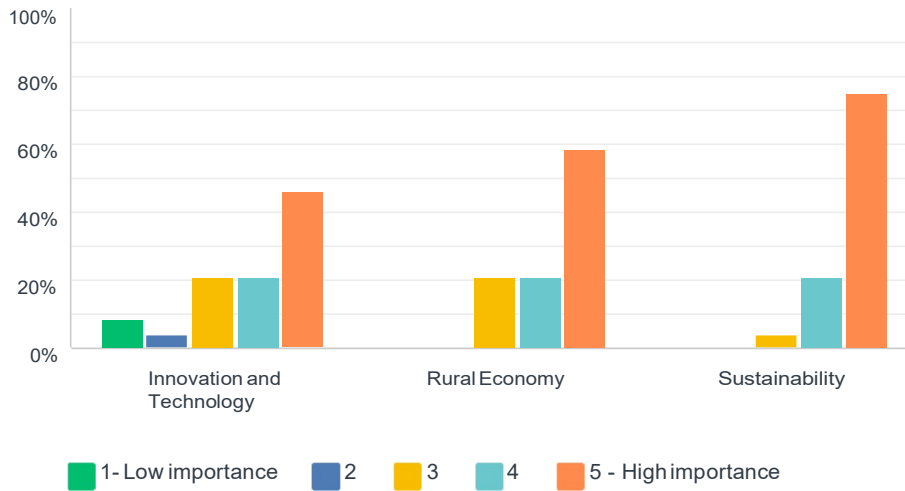
Answered: 6 Skipped: 26



ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
No (please specify where your business is based)	0.00%	0
Total Respondents: 6		

Q6 Our draft strategy proposes three cross-cutting themes, how important are these to you/your business?

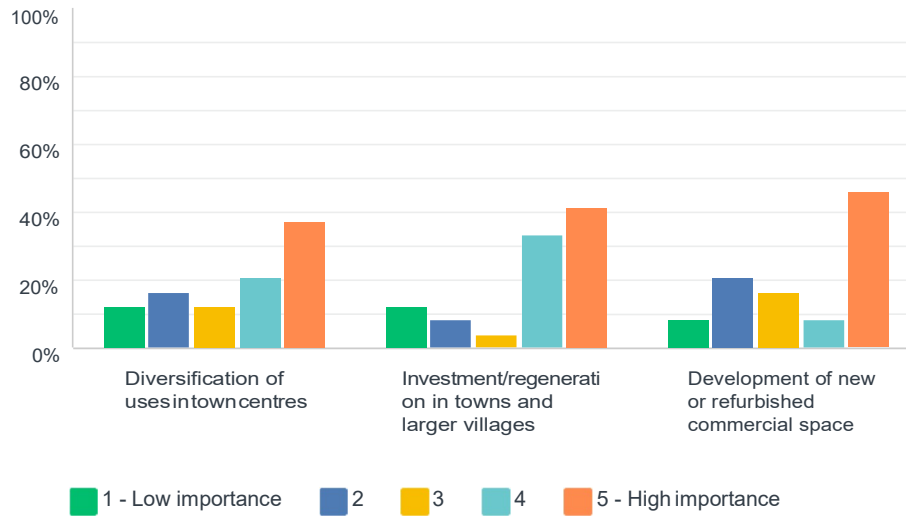
Answered: 24 Skipped: 8



	1- LOW IMPORTANCE	2	3	4	5 - HIGH IMPORTANCE	TOTAL	WEIGHTED AVERAGE
Innovation and Technology	8.33% 2	4.17% 1	20.83% 5	20.83% 5	45.83% 11	24	3.92
Rural Economy	0.00% 0	0.00% 0	20.83% 5	20.83% 5	58.33% 14	24	4.38
Sustainability	0.00% 0	0.00% 0	4.17% 1	20.83% 5	75.00% 18	24	4.71

Q7 On a scale of 1 to 5, 1 being low and 5 being high, please tell us how important you think each area is to you/your business

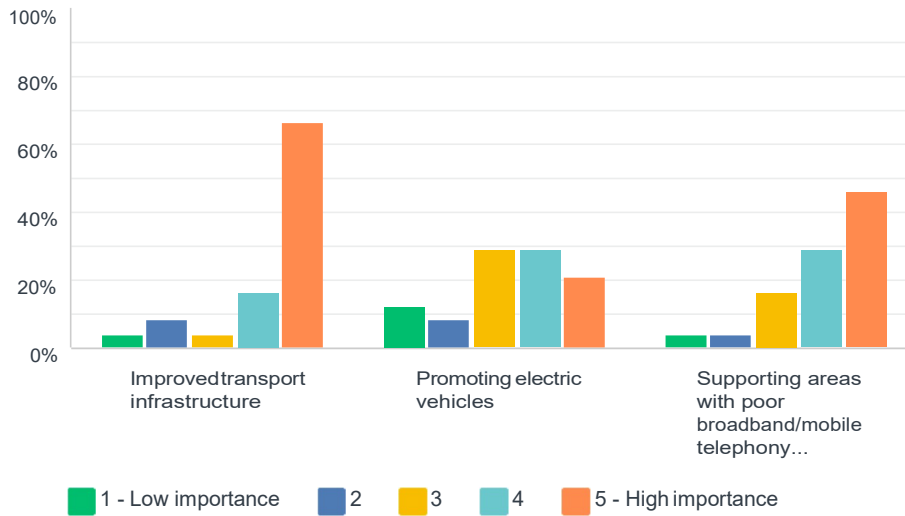
Answered: 24 Skipped: 8



	1 - LOW IMPORTANCE	2	3	4	5 - HIGH IMPORTANCE	TOTAL	WEIGHTED AVERAGE
Diversification of uses in town centres	12.50% 3	16.67% 4	12.50% 3	20.83% 5	37.50% 9	24	3.54
Investment/regeneration in towns and larger villages	12.50% 3	8.33% 2	4.17% 1	33.33% 8	41.67% 10	24	3.83
Development of new or refurbished commercial space	8.33% 2	20.83% 5	16.67% 4	8.33% 2	45.83% 11	24	3.63

Q8 On a scale of 1 to 5, please tell us how important you think each area is to you/your business

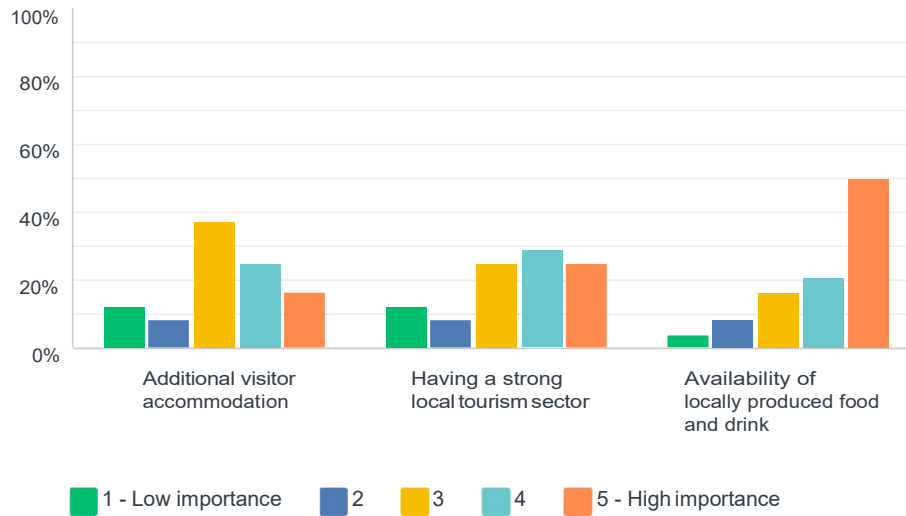
Answered: 24 Skipped: 8



	1 - LOW IMPORTANCE	2	3	4	5 - HIGH IMPORTANCE	TOTAL	WEIGHTED AVERAGE
Improved transport infrastructure	4.17% 1	8.33% 2	4.17% 1	16.67% 4	66.67% 16	24	4.33
Promoting electric vehicles	12.50% 3	8.33% 2	29.17% 7	29.17% 7	20.83% 5	24	3.38
Supporting areas with poor broadband/mobile telephony connectivity	4.17% 1	4.17% 1	16.67% 4	29.17% 7	45.83% 11	24	4.08

Q9 On a scale of 1 to 5, please tell us how important you think each area is to you/your business

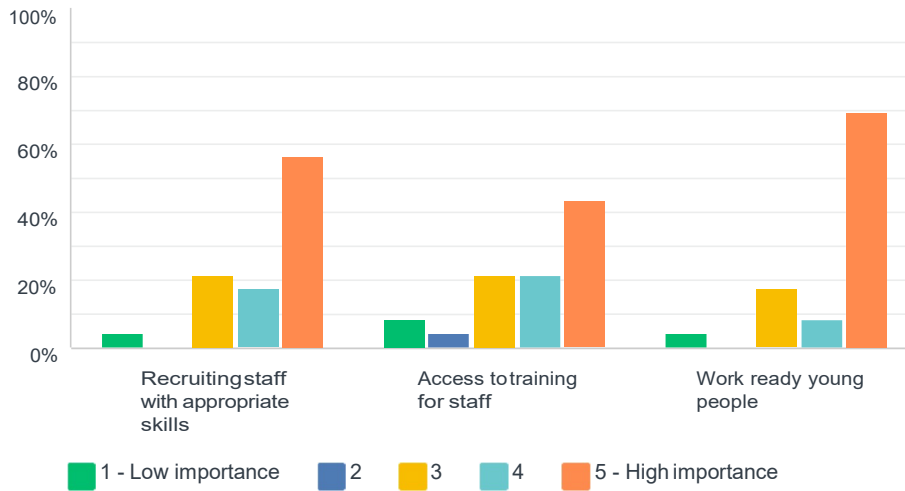
Answered: 24 Skipped: 8



	1 - LOW IMPORTANCE	2	3	4	5 - HIGH IMPORTANCE	TOTAL	WEIGHTED AVERAGE
Additional visitor accommodation	12.50% 3	8.33% 2	37.50% 9	25.00% 6	16.67% 4	24	3.25
Having a strong local tourism sector	12.50% 3	8.33% 2	25.00% 6	29.17% 7	25.00% 6	24	3.46
Availability of locally produced food and drink	4.17% 1	8.33% 2	16.67% 4	20.83% 5	50.00% 12	24	4.04

Q10 On a scale of 1 to 5, please tell us how important you think each area is to you/your business

Answered: 23 Skipped: 9



	1 - LOW IMPORTANCE	2	3	4	5 - HIGH IMPORTANCE	TOTAL	WEIGHTED AVERAGE
Recruiting staff with appropriate skills	4.35% 1	0.00% 0	21.74% 5	17.39% 4	56.52% 13	23	4.22
Access to training for staff	8.70% 2	4.35% 1	21.74% 5	21.74% 5	43.48% 10	23	3.87
Work ready young people	4.35% 1	0.00% 0	17.39% 4	8.70% 2	69.57% 16	23	4.39

Q11 On a scale of 1 to 5, please tell us how important you think each area is to you/your business

Answered: 23 Skipped: 9



	1 - LOW IMPORTANCE	2	3	4	5 - HIGH IMPORTANCE	TOTAL	WEIGHTED AVERAGE
Access to business advice and support	4.35% 1	8.70% 2	39.13% 9	26.09% 6	21.74% 5	23	3.52
Information on potential business funding sources	4.35% 1	4.35% 1	30.43% 7	30.43% 7	30.43% 7	23	3.78
Access to flexible employment space	13.04% 3	4.35% 1	17.39% 4	30.43% 7	34.78% 8	23	3.70
Single point of contact for using council services (Team Around Your Business)	0.00% 0	17.39% 4	26.09% 6	39.13% 9	17.39% 4	23	3.57
Events relevant to your business	13.04% 3	8.70% 2	39.13% 9	30.43% 7	8.70% 2	23	3.13

Q12 Do you have any suggestions on how we can support a dynamic and sustainable economy for Sevenoaks District?

Answered: 19 Skipped: 13

See Appendix C.

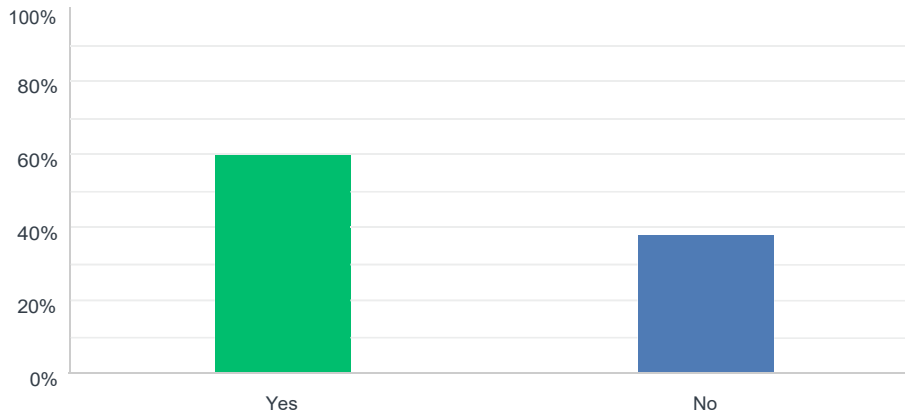
**Q13 Do you have any other comments, suggestions or views on the
Economic Development Strategy?**

Answered: 7 Skipped: 25

See Appendix C.

Q14 Would you like to receive further information from our Economic Development Team?

Answered: 21 Skipped: 11



ANSWER CHOICES	RESPONSES	
Yes	61.90%	13
No	38.10%	8
Total Respondents: 21		

Q15 Please provide your details to receive further information.

Answered: 14 Skipped: 18

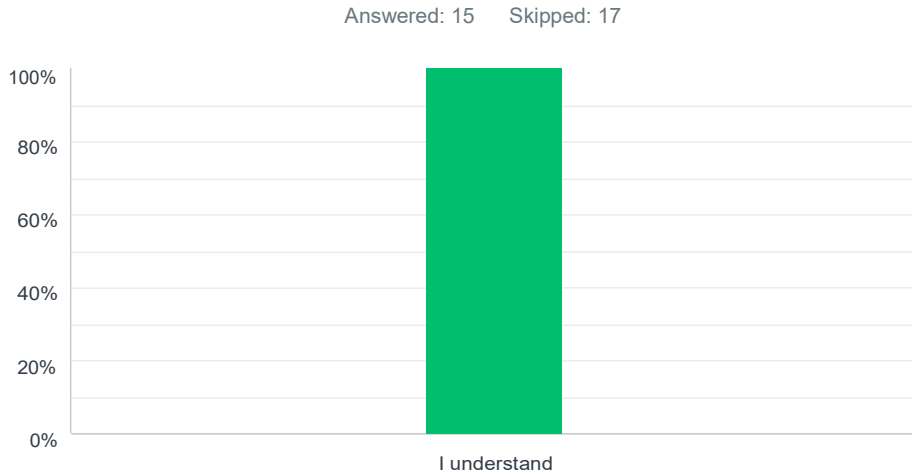
ANSWER CHOICES	RESPONSES	
Name	100.00%	14
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	0.00%	0
Phone Number	0.00%	0

Q16 Please provide only details you would like us to use to contact you in the future.

Answered: 14 Skipped: 18

ANSWER CHOICES	RESPONSES	
Name	0.00%	0
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	100.00%	14
Phone Number	71.43%	10

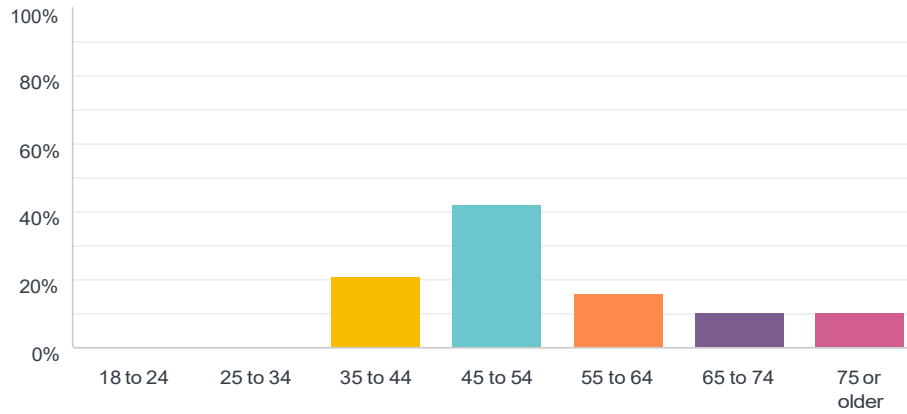
Q17 I understand that you will retain my information, which will be used for updates from the Economic Development Team and for other closely related purposes such as our realBusiness newsletter or to notify me of relevant events and opportunities. This information would also be subject to the Council's privacy notice, which can be accessed on www.sevenoaks.gov.uk I understand that I can cancel my subscription at any time by contacting business@sevenoaks.gov.uk all details will then be deleted from our records.



ANSWER CHOICES	RESPONSES
I understand	100.00% 15
Total Respondents: 15	

Q18 What is your age?

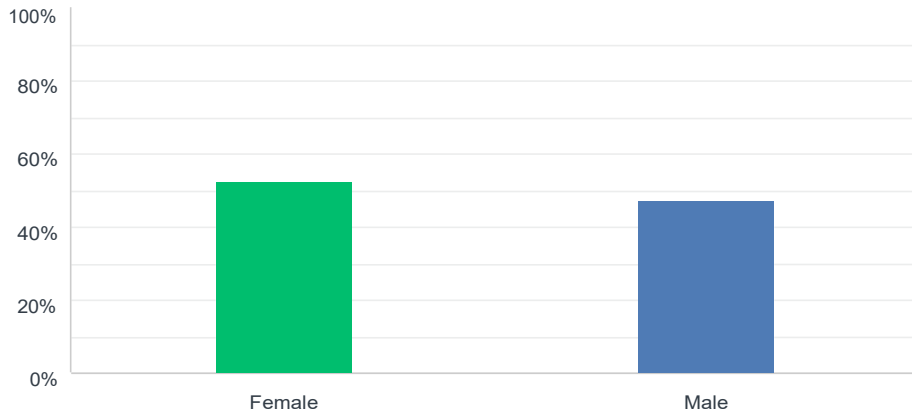
Answered: 19 Skipped: 13



ANSWER CHOICES	RESPONSES	
18 to 24	0.00%	0
25 to 34	0.00%	0
35 to 44	21.05%	4
45 to 54	42.11%	8
55 to 64	15.79%	3
65 to 74	10.53%	2
75 or older	10.53%	2
TOTAL		19

Q19 What is your gender?

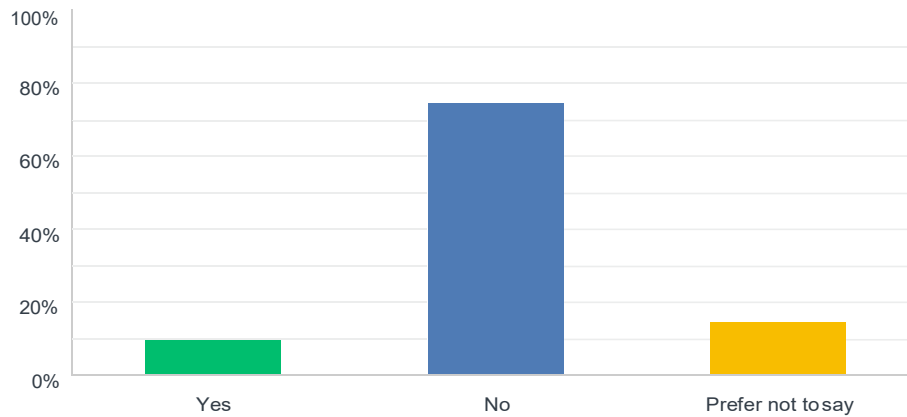
Answered: 19 Skipped: 13



ANSWER CHOICES	RESPONSES	
Female	52.63%	10
Male	47.37%	9
TOTAL		19

Q20 Under the Equalities Act 2010 a person has a disability if they have a physical or mental impairment which has a long-term and substantial adverse effect on their ability to carry out normal every day duties. Are your day to day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?

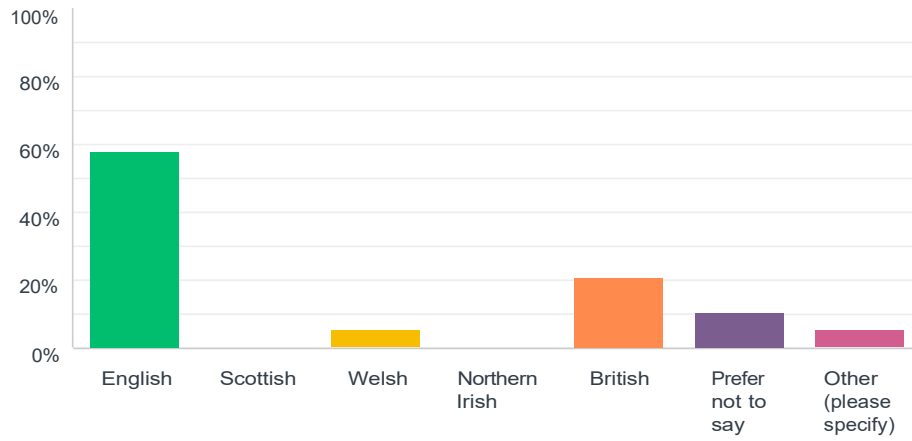
Answered: 20 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes	10.00%	2
No	75.00%	15
Prefer not to say	15.00%	3
Total Respondents: 20		

Q21 Which race/ethnicity best describes you? (Please choose only one.)

Answered: 19 Skipped: 13



ANSWER CHOICES	RESPONSES	
English	57.89%	11
Scottish	0.00%	0
Welsh	5.26%	1
Northern Irish	0.00%	0
British	21.05%	4
Prefer not to say	10.53%	2
Other (please specify)	5.26%	1
TOTAL		19

Appendix 3 - Economic Development Strategy 2018-2021 Consultation ‘free text’ responses to questions and comments on responses

Our draft strategy proposes three cross-cutting themes.

Are there any areas you feel are missing?

Appendix C

Response to question	Comment on response
<ul style="list-style-type: none"> • Cost of housing for young people in the district means that they are unable to live and work in the area, and encourages them to move away. 	<p>This is identified as a weakness within the ‘SWOT’ analysis in the Strategy. The Council’s Housing Strategy seeks to address the issue of provision and affordability for all.</p>
<ul style="list-style-type: none"> • Areas outside of Sevenoaks. 	<p>The Growth and Investment section of the Strategy addresses specific issues and opportunities in other towns across the District. Other sections of the strategy apply across the whole District</p>
<ul style="list-style-type: none"> • I don't find these themes particularly useful at all in the drafting of an economic development strategy. But if you want these kind of themes, why just "rural economy" and not also "urban economy" and why not the other things which business need to thrive in addition to "innovation and technology"? 	<p>A significant part of the District is rural and plays a key part in influencing the character and economic structure. The individual themes reflect the “urban economy” and other areas of business need</p>
<ul style="list-style-type: none"> • Transport 	<p>The Strategy acknowledges the role of transport in the Infrastructure theme.</p>
<ul style="list-style-type: none"> • No 	
<ul style="list-style-type: none"> • Exercise park for young and old 	<p>The provision of open spaces and leisure facilities for exercise forms part of the District Council’s Leisure Strategy, Health Inequality Action Plan, Community Plan and Local Plan.</p>
<ul style="list-style-type: none"> • connectivity - transport ideas linked to the other 3 themes 	<p>The Strategy acknowledges the role of transport in the Infrastructure theme.</p>
<ul style="list-style-type: none"> • Residential Quality - Sevenoaks and its surrounding villages have been built up over the last 150 years on the basis that it's a great place to live, with access to work and to markets in London, and many of its businesses depend on that. The interaction between local residents and the local economy needs more work, and greater emphasis. 	<p>The Strategy acknowledges the unique sense of place in the District and how we can ensure that the local economy is there to serve and support our residents and to create opportunities for new businesses in the District.</p>
<ul style="list-style-type: none"> • No 	

<ul style="list-style-type: none"> Lack of concern for transport infrastructure 	<p>The Strategy acknowledges the role of transport in the Infrastructure theme. Whilst the provision of transport infrastructure is outside of the direct control of the District Council, we continue to work with partners on their plans and proposals for new or improved transport infrastructure.</p>
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Growth and Investment priority

What else is a Growth and Investment priority for you?

Response to question	Comment on response
<p>Reasonably priced accommodation for professionals visiting the area unless they stay in Sevenoaks. Sensible planning policies to include a broader definition of brown field sites. Getting around the area. I really feel the junction of Cold Arbor Road and the A25 is ridiculous. All traffic, of any size, has to turn right into Riverhead. With the schools on the A25 I do think you should be also focusing on clean air. Having just undertaken a traffic survey at Salters Heath Farm, it is interesting to note that there are more vehicles heading to Edenbridge in the morning than there are heading to Sevenoaks. I thought it would be the other way around with tradesmen from Edenbridge heading to Sevenoaks and school runs. Clearly, from this information there must be a lot of employment in Edenbridge.</p>	<p>The Strategy notes the need for additional visitor accommodation in the District and encourages provision. The draft Local Plan contains a range of policies to enable growth in the District.</p>
<p>Sevenoaks District Council needs to focus more on economic development outside Sevenoaks Town. A lot of Sevenoaks DC thought and investment appears to go into Sevenoaks Town as opposed to other towns in the District. The first question in this consultation does not make a distinction between Sevenoaks Town and Sevenoaks District - but it is confusing as a result = and the rest of the strategy does mention the other towns but the photos seem to be more representative of Sevenoaks Town than Sevenoaks District. All the town in Sevenoaks District are small and need some careful planning so that their growth population-wise and economically grow hand</p>	<p>The Growth and Investment section of the strategy identifies specific opportunities for growth in towns and large villages including Edenbridge, Swanley and New Ash Green and the Council is working with landowners and partners to enable growth and investment.</p> <p>The Council's draft Local Plan provides the policies for the future growth of the District which reflect the need for economic growth and housing.</p>

<p>in hand so that they remain good places to live, work, and spend leisure time and money in.</p>	
<ul style="list-style-type: none"> Affordable Parking 	<p>The District Council carries out an annual parking management review and consultation on parking charges.</p>
<ul style="list-style-type: none"> Affordable office space for small businesses and availability of space for growing business. 	<p>The Strategy encourages the provision of this type of office accommodation as part of the Enterprise theme.</p>
<ul style="list-style-type: none"> Parking facilities and traffic in Sevenoaks town centre. I need better provision for staff parking as well as for customers - in order for the centre to remain vibrant I need it to be easy for customers to travel in, park cheaply and without difficulty and shop. 	<p>The Council is providing additional capacity through the redevelopment of the Buckhurst 2 multi storey car park into a multi storey car park. This will provide additional long stay capacity for the Town Centre.</p>
<ul style="list-style-type: none"> In order to grow you cannot lose sight of the heart of the Towns. By ripping out everything that is there and replacing it will destroy it ie Woolwich, Eltham and Bromley. Towns like Tenterden and Hythe have retained their characters and history whereas Eltham? All anyone remembers is Stephen Lawrence and not Henry VIII or Anne Boleyn. Investment programmes for SMEs. Ones that can help develop and grow a business and not make them another statistic after three years. 	<p>The District Council is promoting business support programmes, including Business Boost and Scale Up that are provided through the West Kent Partnership and other partners.</p>
<ul style="list-style-type: none"> Public transport links within the district and to surrounding districts. 	<p>The Infrastructure theme in the Strategy notes that the District Council will continue to work with partners and transport providers.</p>
<ul style="list-style-type: none"> Protect local towns from overdevelopment NO to tower Blocks 	<p>The scale of development in towns reflects national and local planning policies and consideration of the impact of the proposed development on its surrounds.</p>
<ul style="list-style-type: none"> Development of stronger infrastructure and networks for people who work from home. 	<p>The District Council is working with the County Council on a review of existing broadband provision on a parish by parish basis and will look to work with providers to find solutions to improve provision in those currently poorly served areas.</p>
<ul style="list-style-type: none"> As an agricultural estate we would like to see centres developed outside the town centre. We are particularly interested in hubs of food and drink tourism (like the Westerham Brewery / Squerryes Winery we've developed) to draw consumers out of London into our district. We see this as an important compliment to heritage sites within the 	<p>This fits with the Visitor Economy theme in the Strategy and we will work with the sector to develop those ideas further. We will also promote any successor to the West Kent LEADER programme, which has been successful in providing support to food and drink producers.</p>

<p>district e.g. National Trust properties, Hever Castle, Penshurst etc. Consumers enjoy a diversity of activities in a day trip</p>	
<ul style="list-style-type: none"> • Micro businesses benefit from flexible office space - FSB would encourage the Council to consider establishing co-working spaces where SMEs can access flexible office space for work and collaboration. 	<p>The Strategy encourages the provision of this type of office accommodation as part of the Enterprise theme. The District Council has supported the successful Second Floor Studios project in the centre of Sevenoaks and will look to either provide or enable further scheme throughout the District.</p>
<ul style="list-style-type: none"> • Diversification - what does this mean? 	<p>Diversification in this context has a range of definitions including a range of uses in town centres such as retail, leisure and community facilities; or expanding a traditional farming business into providing tourism accommodation or farm based food and drink production and shops.</p>
<ul style="list-style-type: none"> • Support in diversifying, planning support. 	<p>The Strategy reflects this in the Visitor Economy and Enterprise themes. Our Team Around Your Business model can assist with this type of support.</p>
<p>Page 74</p> <ul style="list-style-type: none"> • Making sure the right type of commercial development comes forward - especially meeting the needs of small/start up businesses 	<p>The Strategy encourages the provision of this type of accommodation for small and start-up businesses as part of the Enterprise theme.</p>
<ul style="list-style-type: none"> • Transport Parking at work 	<p>The new draft Local Plan has a policy, - Policy 14 - Town and Local centres, which specifically mentions the provision of 'adequate and convenient' car parking</p>
<ul style="list-style-type: none"> • Cutting edge spaces for technology start-ups that supports small businesses. 	<p>The Strategy encourages the provision of accommodation for small and start-up businesses as part of the Enterprise theme. The District Council is encouraging this type of use to be included in proposals for Fort Halstead.</p>

Infrastructure priority

What else is an infrastructure priority for you?

Response to question	Comment on response
<ul style="list-style-type: none"> • Significantly improved bus services to outlying villages and major/minor train stations during the day and not just a limited service during rush hour. Train station car parking 	<p>The provision of rural bus transport is led by the County Council and the District Council will continue to work with them and other partners and providers on their plans for services.</p>

<p>at Sevenoaks is still horrendous if you do not park by 11am. I always have to allow extra time to find a car parking space. The car parking operator is horrendous.</p>	<p>The County Council is introducing a new service which is being piloted in 2019, the Sevenoaks taxi bus: This will run from Fairseat, Stansted, West Kingsdown, East Hill and Otford into Sevenoaks to a timetable.</p> <p>The District Council has built the Bradbourne multi storey car park and that provides additional daily capacity for parking for rail users.</p>
<ul style="list-style-type: none"> Broadband is important for those who work remotely. 	<p>The District Council is working with the County Council on a review of existing broadband provision on a parish by parish basis and will look to work with providers to find solutions to improve provision in those currently poorly served areas.</p>
<ul style="list-style-type: none"> Sport and Leisure in Edenbridge. Better thought out sport, leisure and parkland in Edenbridge could result in more people visiting Edenbridge, healthier workers, more people and families spending time and money who currently travel out of the district because there is very little here. As the population in Edenbridge grows, it should be able to support more restaurants, cafes etc. Perhaps Sevenoaks DC could do something creative in the way that it did to attract Premier Inn to Sevenoaks but for the restaurant trade in Edenbridge instead. 	<p>The District Council funded the Edenbridge Economic Study to assist partner organisations in Edenbridge plan for future economic growth in the Town. The District Council will continue to support the Town Council, Business Forum and other partners on their plans for the future of the town.</p>
<ul style="list-style-type: none"> Traffic Control 	<p>The overall responsibility for traffic management on the highway lies with Kent County Council. The District Council manages parking enforcement on their behalf.</p>
<ul style="list-style-type: none"> Parking availability for businesses and visitors. 	<p>Parking provision is made across the District by a wide range of organisations, including the District Council. Policies about the provision of parking in new developments are included within the draft Local Plan.</p>
<ul style="list-style-type: none"> Ease and affordability of parking in Sevenoaks town centre. 	<p>The Council is providing additional capacity through the redevelopment of the Buckhurst 2 multi storey car park into a multi storey car park. This will provide additional long stay capacity for the Town Centre.</p>
<ul style="list-style-type: none"> Roads but not at the expense of the Green Belt. Regeneration of Swanley is due BUT the road network is so poor. You are proposing to built an inordinate amount of homes within this 	<p>The District Council works with Highways England and the County Council on their proposals for improving roads infrastructure. Where development causes an impact on the</p>

<p>area without changing the road network to accommodate the increased traffic. You reduce the amount of buses yet you wish us all to use these? What about the elderly who are infirm? You want us to use electric vehicles yet - apart from the distinct lack of power points - these vehicles will ultimately damage us all. Recycling points? None. Leakage of the ions into the water tables? The country is having a crisis about plastic recycling what about electrical? We need bio fuel vehicles not electrical!</p>	<p>existing network them mitigation measures are sought through the planning process. Transport studies have been prepared for Swanley. The District Council continues to work with the County Council and providers on bus service provision. The District Council is rolling out charging points and Policy 7 - Transport and Infrastructure of the draft Local Plan seeks their provision within new developments.</p>
<ul style="list-style-type: none"> Public transport and cycle tracks/lanes to encourage people out of their cars. 	<p>The new Draft Local Plan contains a policy, Policy 7 - Transport and Infrastructure, which includes provision of new cycleways and improvements to existing ones. The Sevenoaks District Cycling Strategy promotes the use of cycleways across the District.</p>
<p>Page 76</p> <ul style="list-style-type: none"> Basis transport infrastructure is essential to avoid gridlock. Rail links to London, and bus links to rail stations and to key population centres are the only way of catering for the substantial increase in population. Better digital infrastructure is the best way to help people work efficiently from home. 	<p>The District Council is working with the County Council on a review of existing broadband provision on a parish by parish basis. We will look to work with providers to find solutions to improve provision in those currently poorly served areas.</p>
<ul style="list-style-type: none"> Parking. We would like to see the planning policy for enlarged carparking in rural and town centres. 	<p>The new draft Local Plan has a policy,- Policy 14 - Town and Local centres, which specifically mentions the provision of ‘adequate and convenient’ car parking</p>
<ul style="list-style-type: none"> Good broadband and mobile connectivity is essential for SMEs to function effectively. 	<p>The District Council is working with the County Council on a review of existing broadband provision on a parish by parish basis and will look to work with providers to find solutions to improve provision in those currently poorly served areas.</p>
<ul style="list-style-type: none"> Disabled access at Station. 1st rate maintenance system including drainage. Community bus services. 	<p>The provision of access for disabled people at railway stations is the responsibility of either the Train Operating Company or Network Rail. The provision of highway maintenance and drainage is the responsibility of the County Council as highways authority. The provision of rural transport is led by the County Council and the District Council will continue to work with them and other partners and providers on their plans for services.</p>
<ul style="list-style-type: none"> Co-ordinated problem solving regarding the vintage road networks 	<p>The District Council works with the County Council on their proposals for improving roads infrastructure. Where</p>

	development causes an impact on the existing network then mitigation measures are sought through the planning process. Mitigation or improvement measures may be achievable through discussions with landowners.
<ul style="list-style-type: none"> Improved flood defences that help to unlock growth in West Kent 	The Environment Agency is the lead organisation for flood defence and management. The County Council, District Council and other partners have a role in managing Flood Risk. The District Council will continue to work with partners on any proposals to provide flood relief to those areas identified in the 2017 Strategic Flood Risk Assessment.
<ul style="list-style-type: none"> Transport Lack of low cost housing for lower income residents or workers 	The lack of low cost housing is identified as a weakness within the 'SWOT' analysis in the Strategy. The Council's Housing Strategy seeks to address the issue of provision and affordability for all.

Visitor Economy priority

What else is a Visitor Economy priority for you?

Response to question	Comment on response
<ul style="list-style-type: none"> Good public transport to the outlying destinations such as Chartwell, Hever, Penshurst etc. I like the idea of bicycles but you may be some more cycle routes should be created or at least safer cycling? 	<p>The provision of rural public transport is led by the County Council and the District Council will continue to work with them and other partners and providers on their plans for services.</p> <p>The new Draft Local Plan contains a policy, Policy 7 - Transport and Infrastructure, which includes provision of new cycleways and improvements to existing ones. The Sevenoaks District Cycling Strategy promotes the use of cycleways across the District.</p>
<ul style="list-style-type: none"> The whole Sevenoaks area could do more to produce locally grown foodstuff and drink. It doesn't have to be high end but more affordable for 'normal' people. 	There are a wide range of local food and drink producers in the District and a proportion of those have direct outlets for their produce. These include meat, vegetable, baked goods and dairy products as well as beers, wines and soft drinks. Affordability of food and drink will reflect the producer and sales costs and

	those may be higher in producers direct outlets than large national retailers where costs and margins
<ul style="list-style-type: none"> • Having shops, events, facilities that both visitors and locals will want to spend time and money in so that the district economy grows rather than the majority of our residents in Edenbridge going out of district to spend time and money because there is so little here. 	The District Council already works with partners in Edenbridge, including the Eden Valley Tourism Forum, and will continue to provide support to initiatives.
<ul style="list-style-type: none"> • A showcase of all the unique things on offer in the locality maybe part of the local museum Tourist Board. We have some amazing produce and services, we need to shout about them!! 	We work with Visit Kent and Produced in Kent to maintain the profile of the District. There is an opportunity to develop this idea further with the sector.
<ul style="list-style-type: none"> • The ability to park in the town a reasonable price. 	Parking provision is made across the District by a wide range of organisations, including the District Council. The District Council carries out an annual parking management review and consultation on parking charges for those car parks that it manages. Other providers determine their own charges.
<p>Page 78</p> <ul style="list-style-type: none"> • For the tourist areas (Knole) to be encouraged to work with local businesses rather than existing as separate enclave/compound, working independently of the town. It's one of the few NT properties in a town and better more supportive links could be established. 	The District Council has links with the major visitor attractions in the District. Representatives from a number of them are active in the group that contributed to the Visitor Economy Study.
<ul style="list-style-type: none"> • The Garden of Kent is the best place in the world to live and visit. Visitors to our area increase the economy however we need to improve what we have and are good at. For example, I tried to get a late lunch whilst out recently and Bedgebury Pinetum was in the vicinity; it was 15.00. To enter you have to pay @£16? I only wanted a coffee and sandwich. I continued driving home. For visitors to buy into our attractions you have to a) not be greedy b) be viable and accessible and c) signpost! The Americans(for their sins) do attractions very well! Take a leaf out of their books but please! don't go OTT! 	The group that contributed to the Visitor Economy Study recognised the importance of improving the existing visitor experience. The District Council will continue, where it can, to support the sector and encourage innovation, whether directly or with partners.
<ul style="list-style-type: none"> • Additional public transport and cycle and walking routes for visitors to see the area. Preservation of ecologically important sites, including reducing and controlling the littering of villages and the countryside. 	The Strategy reflects the evidence from the Visitor Economy Study that some visitor attractions are close to or at capacity already. The District Council in conjunction with the Kent Downs AONB and others is exploring the development of a Community Rail Partnership to improve access by rail to the Darent Valley.

	The new Draft Local Plan contains a policy, Policy 7 - Transport and Infrastructure, which includes provision of new cycleways and improvements to existing ones. The Sevenoaks District Cycling Strategy promotes the use of cycleways across the District.
<ul style="list-style-type: none"> Ensuring the new tourism is sustainable, and less car based than it is today 	<p>The District Council in conjunction with the Kent Downs AONB and others is exploring the development of a Community Rail Partnership to improve access by rail to the Darent Valley. Separately we want to work with the Train Operating Company to improve access to attractions in the Eden Valley.</p> <p>The new Draft Local Plan contains a policy, Policy 7 - Transport and Infrastructure, which includes provision of new cycleways and improvements to existing ones. The Sevenoaks District Cycling Strategy promotes the use of cycleways across the District.</p>
<p>Page 79</p> <ul style="list-style-type: none"> FSB research shows that for events £1 spent locally with a small business, 63p remains in the local economy. Just 40p remains within the local economy when £1 is spent with a big business. 	The group that contributed to the Visitor Economy Study recognised the importance of improving the existing visitor experience and the value in increasing customer 'dwell time' and spend. The District Council will continue, where it can, to support the sector and encourage innovation, whether directly or with partners.
<ul style="list-style-type: none"> Signage from main routes into Edenbridge. 	Road signage is managed by the County Council as Highways Authority.
<ul style="list-style-type: none"> Well targeted tourism promotion and marketing 	The District Council has a service level agreement with Visit Kent to ensure promotion and marketing of the District. There are other regional or national bodies who also provide promotion and marketing. Individual attractions will also undertake their own direct marketing.
<ul style="list-style-type: none"> Availability of other language guides to our historic places of interest and training for people working at these sites. Improved language classes in schools and Adult education. 	The suggestions about different language guides will be shared with the group that contributed to the Visitor Economy Study.

Skills priority

What else is a skills priority for you?

Response to question	Comment on response
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<ul style="list-style-type: none"> • Cost of housing for rural employees. Since owning our land we have increased the number of employees (ie more than doubled). Many of our recruits have required subsidised Estate housing, the offer of a house rent free, or we are fortunate that they live at home (this does influence our recruitment decision). Clearly, every time we have to offer the new position with an Estate house, we lose a tenant and income. This is a cost to the Estate. 	<p>The Council’s Housing Strategy seeks to address the issue of provision and affordability for all. The draft Local Plan also acknowledges the challenges of providing accommodation for workers and policies 8 - Market and Affordable Housing and 10 - Housing in Rural Areas will support this situation. This issue is also relevant to the longer term viability of businesses who provide the support to all who live, work and visit our District.</p>
<ul style="list-style-type: none"> • There needs to be more apprenticeships for trades. 	<p>There are a wide range of apprenticeships available and trade bodies have been involved in their design and implementation.</p>
<ul style="list-style-type: none"> • Three tiers of council with the skills to town plan well for economic development. 	<p>The development of strategic, local and neighbourhood planning occurs through a collaborative approach between County, District and Town or Parish Councils.</p>
<ul style="list-style-type: none"> • Common Sense, Attention To Detail, and Emotional Intelligence 	<p>These key attributes form part of work readiness. Whilst they cannot be directly taught, working with peers can help develop these skills. The work being done through the West Kent Enterprise Adviser Network aims to introduce students to different career paths and opportunities and work experience to help build those skills.</p>
<ul style="list-style-type: none"> • Not in agreement with the sentence stating that there are 'not enough young people with the right attitude to work'. My problem is that the growth is limited/capped for local businesses, meaning that bright young people learn with you then leave to progress their careers in London. 	<p>The Strategy notes the feedback from employers about ‘a lack of preparedness for work and knowledge of the many career opportunities open to them.’ The Enterprise Adviser Network has been helping to do the latter. The relocation of young people away to London or other parts of the UK isn’t confined solely to Sevenoaks and is prevalent in other parts of the country. Comments have been made elsewhere about creating space for tech start-ups and future opportunities at Fort Halstead could enable that to happen.</p>
<ul style="list-style-type: none"> • innovation hubs - so entrepreneurs can connect with others - shadowing and mentoring schemes for all ages 	<p>The Enterprise section of the Strategy acknowledges the formal and informal opportunities that exist for connecting businesses and entrepreneurs. The introduction of Business Hubs in Edenbridge and Sevenoaks will also enable collaboration. The District Council supports Global Entrepreneurship Week.</p>
<ul style="list-style-type: none"> • When I am match fit, I would like run my own business and to be able to have staff that are qualified or working towards a recognised qualification is a must. I will need to go to Europe 	<p>The Skills section of the Strategy recognises the wide range of organisations who provide learning and training. The District</p>

<p>to train because the qualifications in the UK aren't recognised in the wider spectrum. We need to bring everyone in line irrespective whether we are in or out of Europe. We will be doing business with Europe as before so we need to ensure we are employable as well as being able to employ.</p>	<p>Council is keen to see additional opportunities for Further and Higher Education provision and local access to those facilities.</p>
<ul style="list-style-type: none"> Public transport links for young people to access local employment 	<p>The provision of public transport is led by the County Council and the District Council will continue to work with them and other partners and providers on their plans for services. An example of a new service being piloted in 2019 is the Sevenoaks taxi bus: This will run from Fairseat, Stansted, West Kingsdown, East Hill and Otford into Sevenoaks to a timetable.</p>
<ul style="list-style-type: none"> Ensuring that local businesses have access to the full range of skills needed, as far as possible from local residents; we need to reconnect the local economy with local residents. 	<p>The development of skills in employees starts at school and continues through further or higher education or other training routes, such as apprenticeships. The work being done through the West Kent Enterprise Adviser Network aims to introduce students to different career paths and opportunities and work experience to help build those skills. Access to apprenticeships through colleges or specialist providers builds on initial education. Continuing education or retraining is provided by a range of organisations including college, universities and the County Council Adult Education programmes.</p>
<ul style="list-style-type: none"> FSB members struggle to find staff, and also struggle to find the right skilled-staff. 	<p>Recruitment and retention in a local economy that has a very low unemployment rate is a consistent challenge. As highlighted already the District Council and partners are seeking to assist and support in the provision of the right skills for staff for businesses.</p>
<ul style="list-style-type: none"> Communication around apprentices. We have a great apprenticeship scheme in an interesting, relevant, diverse business but find it hard to find local young people to recruit. 	<p>The District Council may be able to assist further with this through our existing networks.</p>
<ul style="list-style-type: none"> Continuing training /education for older workers or semi-retired people, to access local employment, maybe in different jobs from the one's done before. 	<p>There are a range of providers of education for re-entrants to the employment market. There are opportunities to raise the profile of this through both the West Kent Partnership and the Local Strategic Partnership.</p>

Enterprise priority

What else is an enterprise priority for you?

Response to question	Comment on response
<ul style="list-style-type: none"> Communication with the public, and asking their assistance re managing the landscape ranging from being tough on fly tipping, general litter picking to appreciating the visual amenity and sticking to the footpaths. We feel we end up providing services that in reality the Council should be doing or we need assistance with. If SDC are using AONB and Green Belt to attract tourism and investment then landowners should be given more assistance with the maintenance of it. 	<p>The District Council can assist in communicating specific messaging around littering, trespass, and fouling.</p>
<ul style="list-style-type: none"> We need to stop having men in suits telling us how to run our businesses. Provide literature for the masses who are self employed. 	<p>There is a large amount of material available through telephone helplines or on line around business support and development. The information can either be obtained digitally or in printed form. The Kent and Medway Growth Hub website along with many others are good sources of information.</p>
<ul style="list-style-type: none"> A skilled team who know how to promote inward development across the whole district and can work with others to make changes that will help attract new business across all sectors. 	<p>The opportunity exists to review the current Team Around Your Business model to encompass inward investment and working with Locate in Kent and the West Kent Partnership.</p>
<ul style="list-style-type: none"> Support with marketing or advertising or window dressing, all skills essential for small business. Beautifully dressed windows are very important for the aspirational appearance of a town or village. 	<p>We can work with the Chambers of Commerce, the FSB and others to promote seminars or access to marketing and advertising support.</p>
<ul style="list-style-type: none"> Ability to provide a social environment for sole traders, home workers and independent advisors. 	<p>The development of business hubs and informal groups will assist in this.</p>
<ul style="list-style-type: none"> For starting businesses, the areas listed above are important. To grow enterprises, to develop competitive and productive employment, businesses need to be able to scale up - with easy access to international markets. Scale up is more important than Start up, to raise incomes from Sevenoaks jobs to the level enjoyed by Sevenoaks residents. 	<p>There is specific funding available for Scale Up projects at the time of reviewing the comments.</p>
<ul style="list-style-type: none"> It would be so helpful to have a single point of contact to help solve business threatening problems quickly. Ideally someone 	<p>Our Team Around Your Business model can provide assistance to businesses, particularly in accessing services provided by the</p>

who develops a relationship with us so they know who we are when we call.	District Council. There may be issues which will require signposting to specialist legal or financial advisors
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Do you have any suggestions on how we can support a dynamic and sustainable economy for Sevenoaks District?

Response to question	Comment on response
<ul style="list-style-type: none"> SDC really should have a more high profile renewable energy policy. It would create extra income for the Council. 	<p>The District Council is keen to support renewable energy installations and to see a 10% increase in energy generated from renewable sources by 2020.</p> <p>The draft Local Plan includes a policy - Policy 18 Health and Wellbeing, Air Quality, Climate Change and Flooding - which supports the provision of community led renewable energy schemes and utilising opportunities for decentralised energy and heating.</p>
<p>Page 83</p> <ul style="list-style-type: none"> Be more inclusive of towns within the SDC area rather than just Sevenoaks town centre. We all pay council tax and help should be inclusive. 	<p>The Growth and Investment section of the strategy identifies specific opportunities for growth in towns and large villages including Edenbridge, Swanley and New Ash Green and the Council is working with landowners and partners to enable growth and investment.</p> <p>The Council's draft Local Plan provides the policies for the future growth of the District which reflect the need for economic growth and housing.</p>
<ul style="list-style-type: none"> More thorough and forward looking town planning and economic development planning for all the settlements. Regeneris report for Edenbridge for example is a low key, budget-price desk-based study. SDC strategy for Edenbridge seems mainly to be about fit in as many houses as possible even in what is/was protected green space in high density open spaces and hope all the rest will come out in the wash. 	<p>The preparation of the Economic Development Strategy and the draft Local Plan has occurred at the same time and the teams responsible for these have worked closely together. The Regeneris Report gave an overview of the economic situation in Edenbridge and proposed a series of courses of action and ideas for further progression. The approaches to allocation of housing sites across the District is clearly set out in the draft Local Plan and that is subject to further consultation prior to submission to the Secretary of State.</p>
<ul style="list-style-type: none"> Do something with empty shops - to make the town/village look more vibrant and less dreary. 	<p>Opportunities for empty shops can include 'pop up' or 'meanwhile' uses that enable the property to be used for a</p>

	<p>short period for seasonal activities, artist studios or galleries or to test new concepts or products.</p>
<ul style="list-style-type: none"> Collaborating with local businesses, gaining their support and buy in. 	<p>The District Council works with established fora such as the Chambers of Commerce, Guilds and town Business Partnerships or Groups. We will seek to do more over the Strategy period.</p>
<ul style="list-style-type: none"> Please help with parking in the Town Centre of Sevenoaks. I think a scheme - similar to supermarkets - whereby an hour can be refunded if a certain amount is spent in a local independent business - £10 or £20, say. The cost of the scheme could be shared between businesses wanting to join and the council and help to keep shoppers coming to the town rather than shopping online. Also, I think business rates should be changed on empty sites and properties so that if owner/landlords haven't created functioning businesses on their sites within a 2 year period (for example), the business rates should increase to a much inflated level in order to keep a town dynamic and open for business. 	<p>At the time of writing the responses to the comments the District Council is carrying out its annual consultation on parking charges until the 16th November. The respondent has been advised of the consultation. The regulations around Business Rates and charges applying to empty properties are determined by the Government.</p>
<ul style="list-style-type: none"> strong local politics would also involve dynamic responses from the grass roots - not just top down management 	<p>The comment is noted.</p>
<ul style="list-style-type: none"> Play to it's strengths. We are the Garden of England. Use it wisely. Use local farmers for food and drink. Increase the subsidiary so that you get more start ups. Look at the wasted space at Dartford Crossing where building huge warehouses in the hope that the conglomerates would use them amounted to nothing. Revenue stream wasted. Look at OAD Street Craft centre. Micro businesses bringing economy to the area. 	<p>There are a wide range of local food and drink producers in the District and a proportion of those have direct outlets for their produce. These include meat, vegetable, baked goods and dairy products as well as beers, wines and soft drinks. There are similar examples to the Oad Street Craft Centre in the District. Just over 79% of businesses in the District have less than 5 employees.</p>
<ul style="list-style-type: none"> Keep the farms and green belt land. Pay more for milk, help farmers prosper by cutting the red tape 	<p>There are 200 farming and forestry enterprises in the District. 93% of the District is allocated as Green Belt. Farmgate milk prices are determined by the processing companies and market conditions. The Government has recently published an Agriculture Bill which sets out the approach to farming following BREXIT.</p>
<ul style="list-style-type: none"> Build in Sevenoaks not in outside towns 	<p>The draft Local Plan proposals set out the distribution for development across the whole District for the plan period. The quantum of development required for the District to support</p>

	future housing needs and wider economic growth cannot be solely met within Sevenoaks town.
<ul style="list-style-type: none"> Direct support by Sevenoaks District Council to help local businesses maintain access to international skills which they have enjoyed within the EU, and support from Kent to access markets so that they can grow. Both of these are vital for innovation more so than technology International competitiveness - in attracting workers and in attracting customers - is the strongest determinant of whether or not businesses can grow and sustain attractive incomes for their employees. 	The West Kent Partnership, of which the District Council is a member, and the County Council provide a range of funding packages which help businesses. The new UK Shared Prosperity Fund will provide further funding opportunities and Government will be consulting on the shape of the Fund over the months ahead.
<ul style="list-style-type: none"> It would be helpful to define specific zones in the district within the report to help with the planning process for further development. We would like to see a food hub defined around the existing business of the Westerham Brewery and Squerryes Winery. We would also like to see provision for new build hotels and leisure facilities within the district. 	The Strategy seeks to encourage the further provision of hotels within the District to ensure that a range of accommodation is available for visitors. The suggestion of zoning and clusters need to be carefully considered in tandem with the Draft Local Plan and existing and future land uses and constraints. Food and drink producers are spread across the District and as noted earlier there is a need to balance development appropriately across the District. However if a particular sector sees an opportunity to develop a cluster then from an economic development perspective that would be supported.
<ul style="list-style-type: none"> Lowering business rates and reviewing class. 	The Government announced changes to the current business rates payments for those with property with a rateable value of £51,000 or less. Government also announced proposed changes to permitted development rights to enable conversion of certain classes of premises to housing or other uses to town centres.
<ul style="list-style-type: none"> Road network improvements 	The District Council works with the County Council on their proposals for improving roads infrastructure. Where development causes an impact on the existing network them mitigation measures are sought through the planning process. Mitigation or improvement measures may be achievable through discussions with landowners.
<ul style="list-style-type: none"> Focusing business support resources on those businesses that have a high potential for growth and job creation. 	The District Council is promoting business support programmes, including Business Boost and Scale Up that are provided through the West Kent Partnership and other partners.

<ul style="list-style-type: none"> • Be open to different ways to engage all the adult population in the local economy. 	<p>The District Council and partners endeavour to communicate with a wide range of tools and ideas to stimulate interest and opportunities for all in the local economy. We would welcome ideas for specific initiatives.</p>
<ul style="list-style-type: none"> • Flexible work spaces for technology companies. Technology companies are contributing so much to economies now and the council must put technology at the heart of its policy. Work spaces, training, networking for sharing of ideas and collaborative projects with the council. 	<p>The Strategy encourages the provision of accommodation for small and start-up businesses as part of the Enterprise theme. The District Council is encouraging this type of use to be included in proposals for Fort Halstead. The introduction of Business Hubs in Edenbridge and Sevenoaks will also enable collaboration between businesses. The District Council is open to ideas of collaborative projects to help boost the economy.</p>

Do you have any other comments, suggestions or views on the Economic Development Strategy?

	Response to question	Comment on response
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 86</p> <ul style="list-style-type: none"> • The Economic Development Strategy seems focussed and well thought out. Although, living so close to the continent, post BREXIT, it would have been good to see an outing of questions regarding this. Please, please keep plugging away wherever you can on broadband and 5G, as the area is so behind the times in terms of speed and coverage it is unbelievable. I travel the world and have only once encountered an area worse than our district. but we have no excuse when we live within 25 miles of Oxford Circus. Our service should be far better/at the top end of what it is supposed to be, especially for the 40% of workers who work in London but come home to Sevenoaks and the local area. It is an embarrassment. I know you know, but it still needs to be stressed! 	<p>The shape of BREXIT still remains to be agreed at the time of writing the responses to these comment. The Strategy has been designed to hang individual action plans from it and if required one be prepared to address specific post BREXIT issues once they are known.</p> <p>We will continue to work with partners on Broadband provision for the District. Whilst 5G is important we still have areas of the District where 2 and 3G are scarce and we need to seek to achieve equal coverage for all.</p>	
<ul style="list-style-type: none"> • Bit bland. Hasn't got down to the nitty gritty of what the way forward could be in the various different places in the district. Bit Sevenoaks Town biased in terms of photos even so makes you wonder if anyone is getting to grips with what is happening / could happen in the individual settlements. 	<p>As noted above the Strategy was designed to take a wider overview and to enable specific action plans to be created around specific areas that the District can make a real change in. The images will be amended.</p>	

<ul style="list-style-type: none"> Road repairs or services being dug up should be scheduled with much more concern for the businesses being affected by the chaos. As is the case in Westerham High Street at the moment! 	<p>The co-ordination of street works by utilities and other parties is managed by the County Council. The age and condition of some utility infrastructure does require major work that can last for a period of time. Unplanned emergency work can provide additional short term disruption.</p>
<ul style="list-style-type: none"> It needs stronger input on infrastructure, on what it will do to connect local residents to the local economy, as well as on how it will help new enterprises compete beyond the local market. We have seen several national / international enterprises leave Sevenoaks in the last two decades, (e.g. Hodder, Marley, Salmons, Swiss Life) and one or two (e.g. Conway) come in. How can the strategy address the balance? 	<p>On both these points the District Council is only one of a larger number of partners who are the providers of infrastructure. The modernisation or improvement of the road and railway networks and public transport are led by others. In conjunction with the County Council and the Local Enterprise Partnership we can provide funding or signposting to funding to help businesses compete. In terms of large companies leaving Sevenoaks that has happened in part through consolidation and technology creating product obsolescence. Unlike other parts of Kent the District does not have the sites to achieve the equivalent of Kings Hill or the commercial growth around the Dartford Crossing and therefore we have to create those opportunities where they exist, such as at Fort Halstead or renewal of existing commercial space in northern Sevenoaks. As evidenced in some of the comments there is also demand for housing that is affordable by all those in the District and that will not be reducing. Proposed changes to permitted development rights will enable further use of commercial properties for housing and the creative tension between providing housing and employment becomes tighter.</p>
<ul style="list-style-type: none"> It is difficult to know how much weight the economic strategy will be given to planning applications especially due to the very special circumstances for green belt / AONB development in the rural part of the district. 	<p>The draft Local Plan policies 13 and 14 reflect the issues drawn out in this Strategy, which formed part of the supporting evidence. In considering individual planning applications consideration will be given to all the relevant prevailing policies to arrive at a decision.</p>
<ul style="list-style-type: none"> Make sure that the elements of the strategy that focus on town centres do not get too fixated with retail, and look more towards mixed use centres - with encouraging social, community and leisure in these areas. 	<p>The Strategy recognises diversity in town centres and that is echoed in the draft Local Plan policy as well.</p>
<ul style="list-style-type: none"> It is only for 3 years and we are living in rapidly changing times, not much confidence for the future. 	<p>The Strategy covers the period leading up to and after BREXIT and the remaining Parliamentary term and the initial period of</p>

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the new Local Plan. Whilst times are rapidly changing, there are also some near constants and we can adapt our action plans to achieve the aims of the Strategy accordingly.

COMMUNITY PLAN PRIORITIES 2019-2023

Economic and Community Development Advisory Committee - 11 December 2018

Report of Chief Officer Communities and Business

Status For Comment

Key Decision No

Executive Summary: To consider the public consultation draft of the Community Plan Priorities for the period 2019-2023. The document and its supporting action plan has been developed following comprehensive consultation with Members, residents, young people and a wide range of voluntary and community organisations and partner agencies.

This report supports the Key Aim of Safe and Caring Communities, Green and Healthy Environment and a Dynamic and Sustainable Economy

Portfolio Holder Cllr. Roddy Hogarth

Contact Officer Alan Whiting, Ext. 7446

Recommendation to Economic and Community Development Advisory Committee: Members are asked to consider the draft Community Plan document.

Reason for recommendation: To ensure that Members' views are taken into consideration before the final draft is submitted to Cabinet for approval.

Introduction and Background

- 1 The long-term Community Plan vision remains in place until 2028. However, the three-year action plan will expire in March 2019. Whilst the District Council is responsible for co-ordinating this work, the Community Plan is a multi-agency strategy, delivered in partnership with many agencies and therefore covers a wide range of issues and services.
- 2 A thorough consultation programme took place during the second half of 2018 which helped to identify local priorities for action:
 - Over 659 people responded to the survey (all partners supported the distribution and promotion of the survey to service users and groups);
 - This included 154 responses from young people in years 11, 12 and 13 at Knole Academy;

Agenda Item 8

- A digital engagement campaign was undertaken by Council Advertising Network (CAN) Digital Solutions. The aim of the campaign was to use a series of adverts targeted at the under 40s in the District. The campaign ran for one week and resulted in 202 clicks through to the survey, with users' aged 25-35 responding best to the messaging.
 - Stakeholder workshops including:
 - Sevenoaks District Local Strategic Partnership;
 - Sevenoaks District Access Group;
 - Sevenoaks District Children's Partnership Board;
 - Voluntary and community sector organisations;
 - Local Strategic Partnership Supporting People into Employment Group;
 - Local Strategic Partnership Health and Social Care Group and Patient and Public Involvement Forums;
 - Sevenoaks District Community Safety Partnership;
 - Two workshops with Members on 17 and 24 November;
 - In addition, the Sevenoaks District Senior Action Forum submitted a report about their views regarding loneliness and isolation.
- 3 The consultation together with examination of local data, including the emerging Local Plan and the draft Council Plan has informed the public consultation document which sets out how we will deliver the priorities in the Plan. A summary of the consultation results is set out at Appendix A.
- 4 It is intended that the public consultation period will run from 21 January to 1 March 2019 and will enable Members, partners and residents to make comments and suggestions for changes and additions.
- 5 It will also be used to agree strategic actions and ensure there are appropriate operational level partnership performance indicators to enable the Council to demonstrate realistic delivery of the aspirations.
- 6 Please note the public consultation draft does not represent the final design. Members will be presented with design concepts at the time the final plan is submitted for approval.
- 7 The timetable for the production of the Community Plan 2019-23 is as follows:
- 29 November 2018 - Local Strategic Partnership
 - 11 December 2018 - Economic Development and Community Development Advisory Committee asked to comment the public consultation draft
 - 21 January 2019 - public consultation period starts;
 - 1 March 2019 - end of public consultation period;
 - 4 April 2019 - Cabinet asked to recommend approval of the Community Plan to full Council;
 - 30 April 2019 - Approval of the final document.

- 8 The public consultation period has been adjusted to avoid a clash with the final public consultation of the Local Plan, which will go out to public consultation after Cabinet on 6 December 2018.

Key Implications

Financial

Delivery of the Community Plan is through each agency's own resources. In some cases, work will be dependent upon external funding sources and appropriate funding bids will be made

Legal Implications and Risk Assessment Statement.

There are no legal implications associated with this report. The Community Plan supports the draft Council Plan and the emerging Local Plan. The Community Plan enables the District Council to work with partners in a structured and co-ordinated way. By improving coordinated action on shared priorities, the Council is able to improve its efficiency, share resources, enhance its reputation and secure additional resources and commitments from partners that are based on the delivery of local community aspirations.

Whilst every effort has been made to identify realistic actions, outcomes rely on the continued input of a range of agencies working together, along with the goodwill of communities and voluntary organisations. Regular quarterly monitoring of the Community Plan will identify at an early stage outcomes that may not be delivered so that alternative strategies or revised actions can be agreed.

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. The decisions recommended through this paper directly impact on end users. The impact has been analysed and does not vary between groups of people.

The Community Plan has been assessed as not having an adverse impact. It includes an Equalities and Inclusion statement which partners are expected to consider in all decision-making and service delivery.

Conclusions

Members are asked to consider and comment on the public consultation draft of the Community Plan before it is published for public consultation.

Agenda Item 8

Appendices

Appendix A - Summary of consultation results

Appendix A(i) - Digital Marketing Report prepared by Council Advertising Network (CAN)

Appendix B - Community Plan 2019-2023 Public Consultation Draft

Background Papers

Community Plan Equalities Impact Assessment

Lesley Bowles

Chief Officer Communities and Business

Appendix A: Summary of Community Plan consultation responses

The purpose of this Appendix is to set out the key issues highlighted through the community plan consultation.

Community Plan Survey

The Community Plan survey was promoted widely by partners and Members and included a digital marketing strategy targeting the under 40s, who are traditionally, our hardest to reach group. A separate survey link was designed and for young people. The survey language was modified to ensure it was appropriate and promoted to years 11, 12 and 13 via two school assemblies at Knole Academy. Other secondary schools in the District did not respond to our requests to promote the survey within their schools.



- Ran from 13 September until 24 October;
- A total of 659 survey responses;
- Including 154 survey responses from young people in years 11,12 and 13 at Knole Academy, Sevenoaks)
- Digital marketing campaign targeting young people and people under 40 years of age. This resulted in 202 clicks through to the survey from targeted adverts. (See Appendix A(i) for a copy of the Digital Marketing Report prepared by the Council Advertising Network)

The initial consultation survey was timed to take place after the consultation on the emerging Local Plan had finished. However, there were still strong comments in survey responses related to the recent Local Plan consultation,

including comments relating to protection of the Green Belt and the need for supporting infrastructure to support new housing and affordable and social housing.

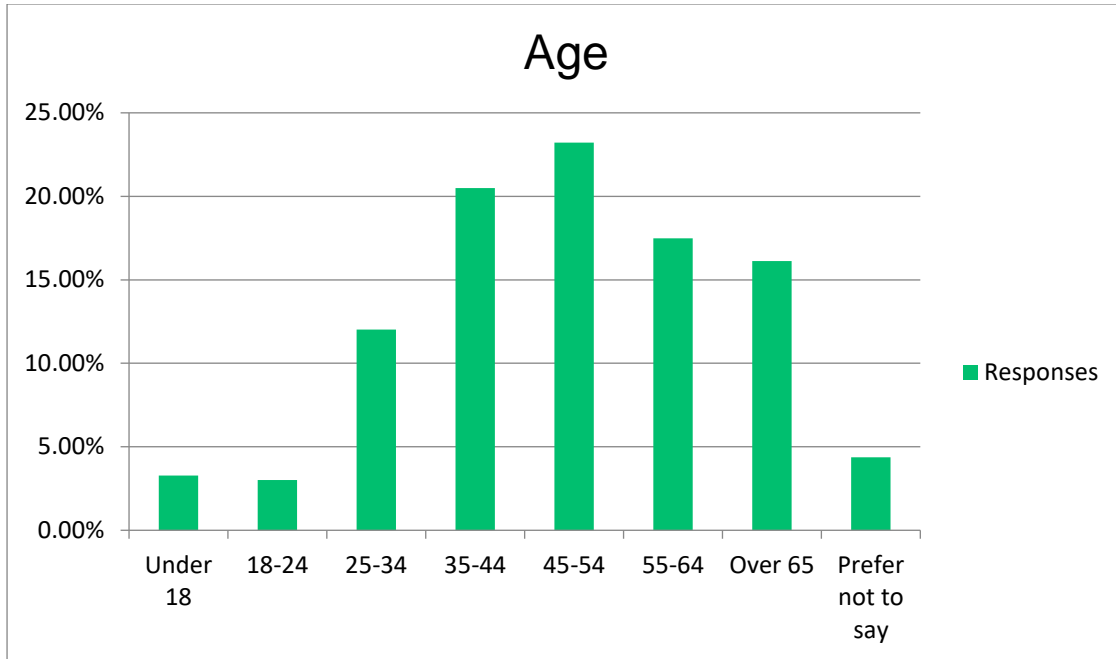
Respondents were given the existing community plan priorities and asked to rate whether they felt they were a high, medium or low priority. Respondents were also asked if they had any other issues that we needed to consider.

Where concerns expressed relate more appropriately within issues and actions addressed by another priority, this has been acknowledged.

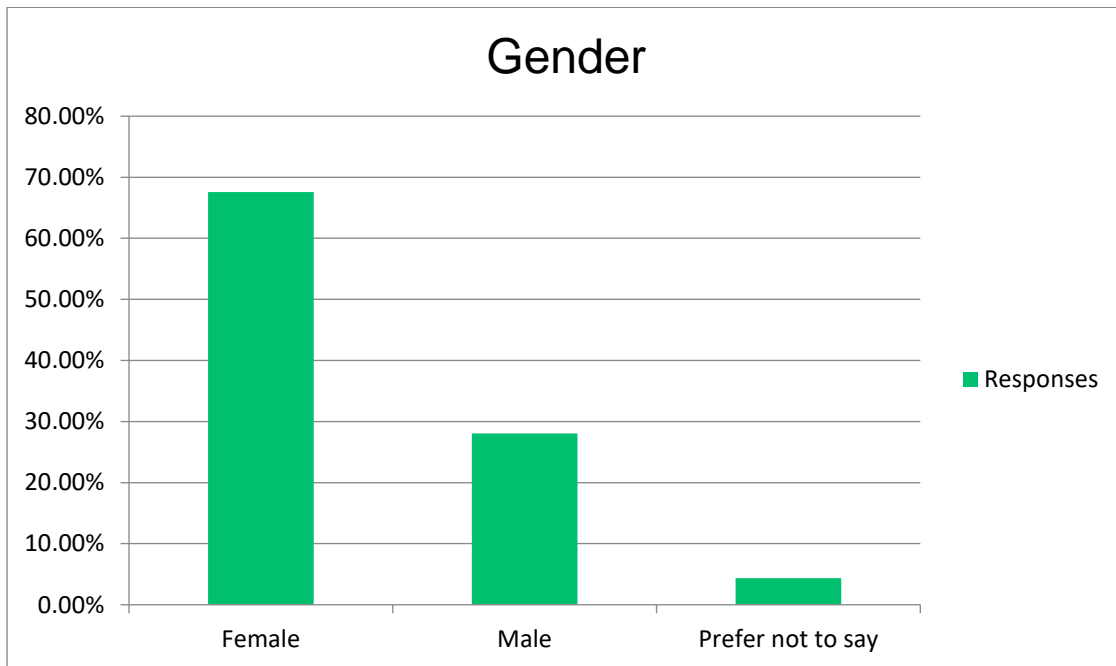
Agenda Item 8
Appendix A: Summary of Community Plan consultation responses

Information about respondents to the survey (excluding Young People's Survey)

Age of respondents: 367/505 answered



Gender of respondents 367/505 answered



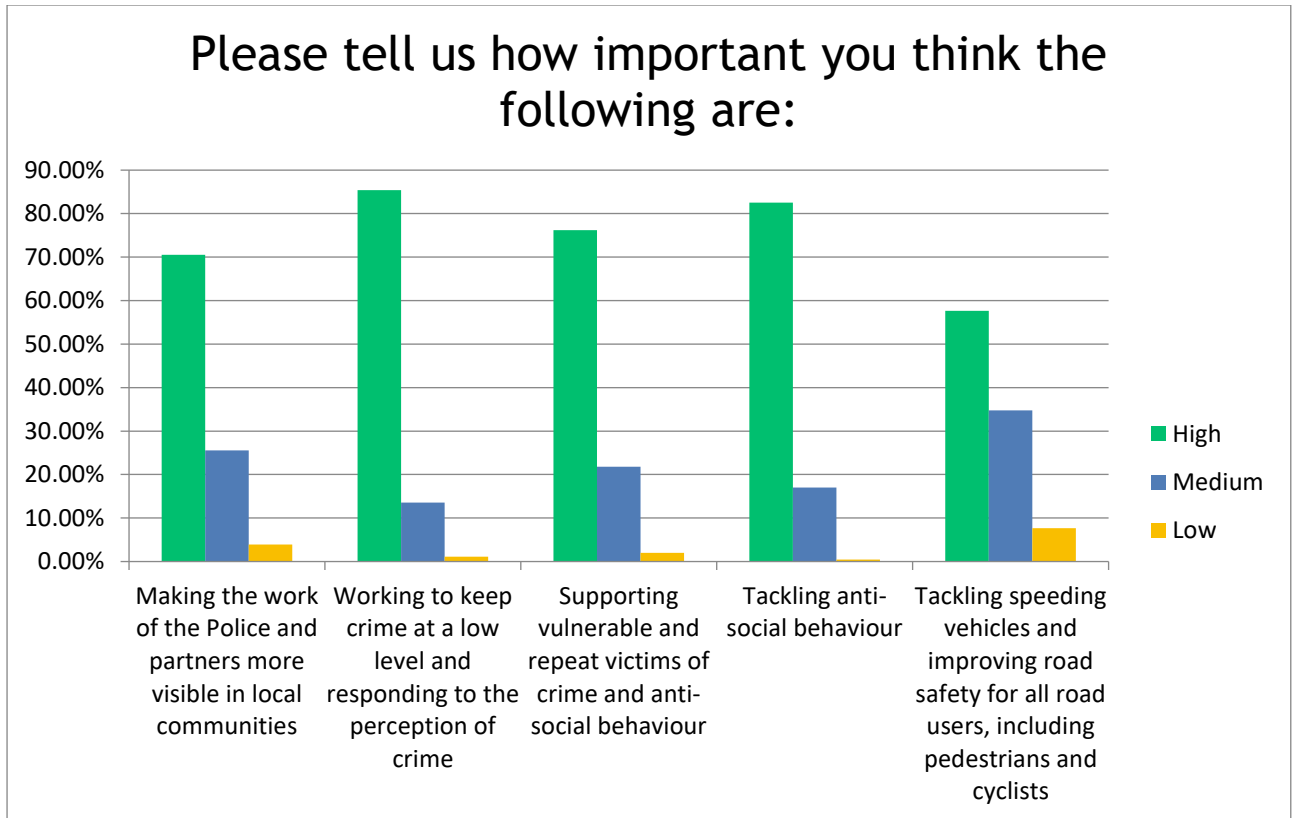
Appendix A: Summary of Community Plan consultation responses

Safe Communities

The results (Chart 1 and 2) show that there is strong endorsement for the existing priorities remaining either a high or medium priority.

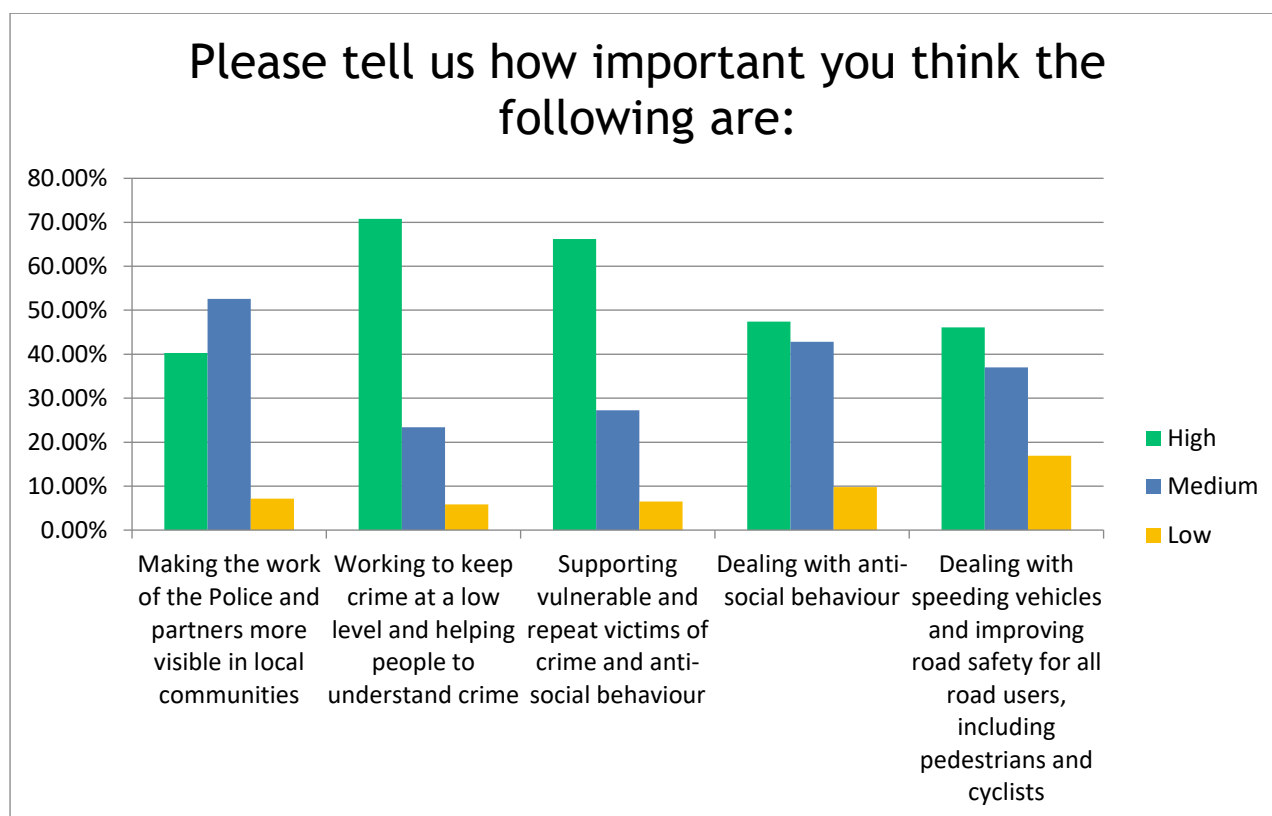
Results from the main survey and the survey with young people at Knole Academy, showed that working to keep crime at a low level was the highest scoring issue with 85.37% of people in the main survey feeling it was a high priority and 70.78% of young people feeling it was a high priority.

Chart 1: Safe Communities - main survey results (458 answered)



Please tell us how important you think the following are:	High		Medium		Low		Total
	%	Count	%	Count	%	Count	
Making the work of the Police and partners more visible in local communities	70.52%	323	25.55%	117	3.93%	18	458
Working to keep crime at a low level and responding to the perception of crime	85.37%	391	13.54%	62	1.09%	5	458
Supporting vulnerable and repeat victims of crime and anti-social behaviour	76.20%	349	21.83%	100	1.97%	9	458
Tackling anti-social behaviour	82.53%	378	17.03%	78	0.44%	2	458
Tackling speeding vehicles and improving road safety for all road users, including pedestrians and cyclists	57.64%	264	34.72%	159	7.64%	35	458

Chart 2: Safe Communities - Young People's Survey (154 answered)



	<i>High</i>		<i>Medium</i>		<i>Low</i>		<i>Total</i>
Making the work of the Police and partners more visible in local communities	40.26%	62	52.60%	81	7.14%	11	154
Working to keep crime at a low level and helping people to understand crime	70.78%	109	23.38%	36	5.84%	9	154
Supporting vulnerable and repeat victims of crime and anti-social behaviour	66.23%	102	27.27%	42	6.49%	10	154
Dealing with anti-social behaviour	47.40%	73	42.86%	66	9.74%	15	154
Dealing with speeding vehicles and improving road safety for all road users, including pedestrians and cyclists	46.10%	71	37.01%	57	16.88%	26	154

Respondents were asked to tell us if there are any other issues to we needed to consider to help make Sevenoaks District a safer place to live, work or visit. The key issues highlighted are set out below:

- 27/132 (20.45%) responses related to needing a more visible police presence in the District;
- 24/132 (18.18%) responses related to issues related to road safety and speeding vehicles;
- 15/132 (11.36%) responses related to issues related to parked cars, with comments including concerning restricted access with cars parking on pavements;

Appendix A: Summary of Community Plan consultation responses

- 9/132 (6.81%) responses related to concerns about street lighting
- 7/132 (5.30%) responses related to concerns about fly tipping and litter

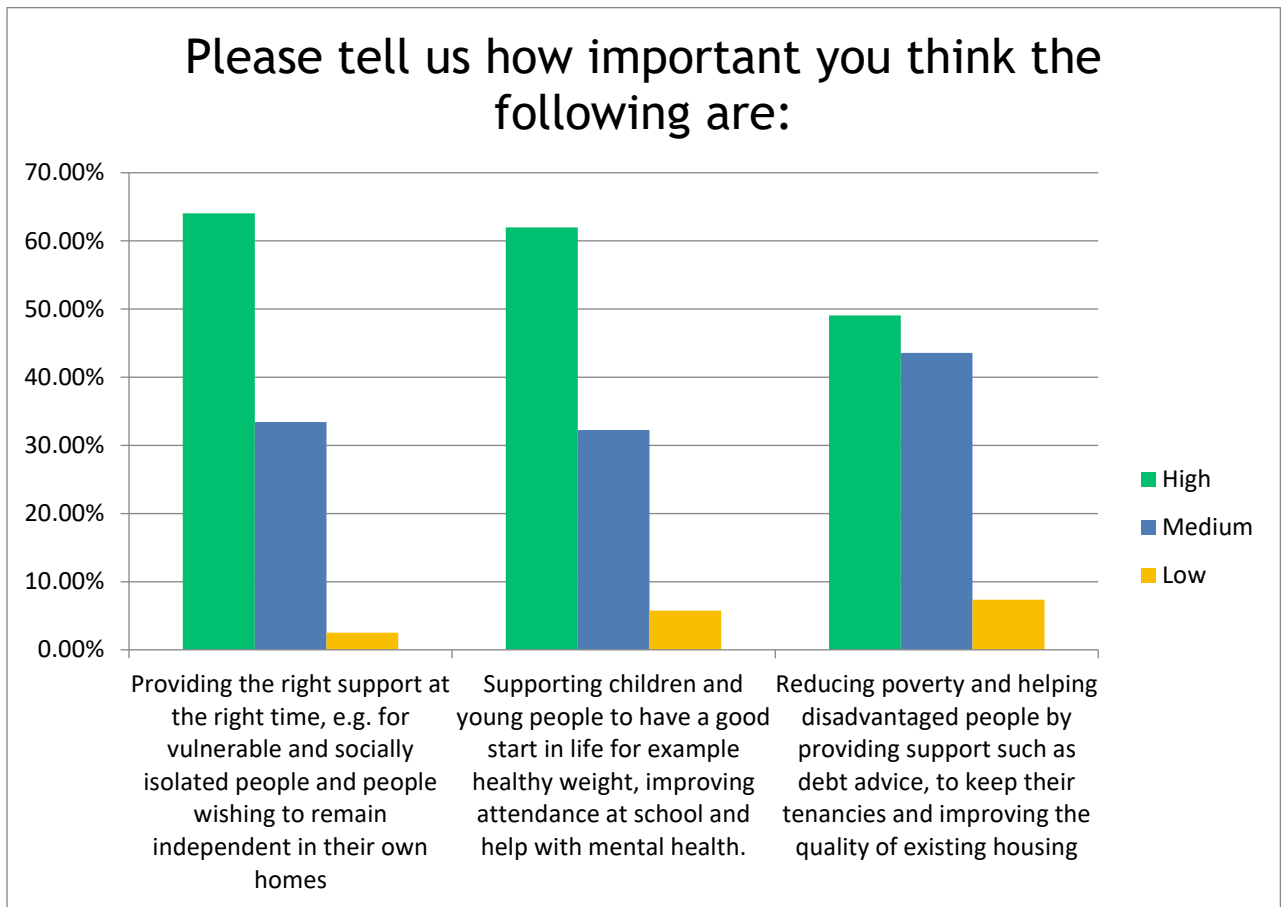
Respondents to the Young People's Survey were asked the same question. 17 young people responded. The key issues raised included those related to police presence, road condition and some concerns expressed about drugs in the local community.

Caring Communities

The charts (charts 3 and 4) show that there is strong endorsement for the existing priorities remaining either a high or medium priority.

Results from the main survey and the survey with young people at Knole Academy, showed that young people rated reducing poverty and helping disadvantaged people more highly (59%) than those who responded to the main survey (49%).

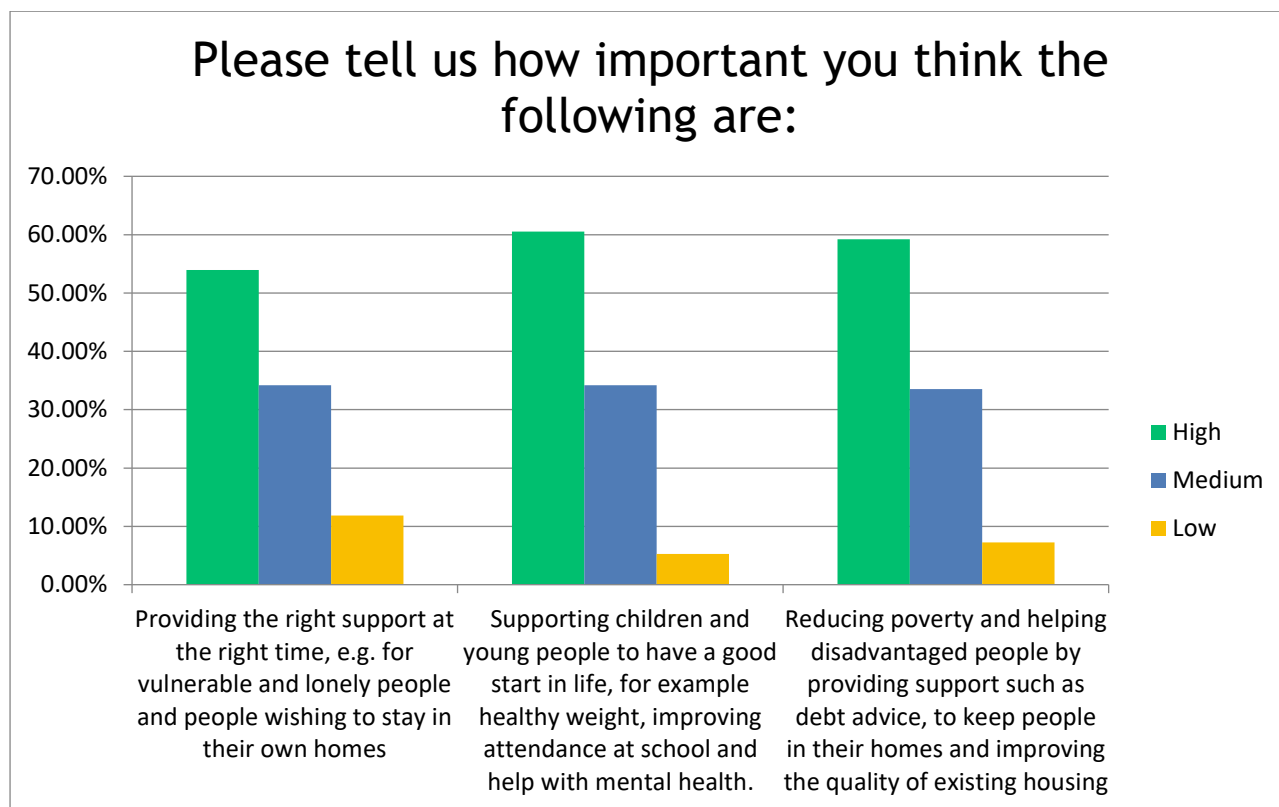
Chart 3: Caring Communities - main survey (434 answered)



Please tell us how important you think the following are:							
	High		Medium		Low		Total
Providing the right support at the right time, e.g. for vulnerable and socially isolated people and people wishing to remain independent in their own homes	64.06%	278	33.41%	145	2.53%	11	434
Supporting children and young people to have a good start in life for example healthy weight, improving attendance at school and help with mental health.	61.98%	269	32.26%	140	5.76%	25	434
Reducing poverty and helping disadvantaged people by providing support such as debt advice, to keep their tenancies and improving the quality of existing housing	49.08%	213	43.55%	189	7.37%	32	434

Appendix A: Summary of Community Plan consultation responses

Chart 4: Caring Communities - Young People’s Survey (152 answered)



Please tell us how important you think the following are:							
	High		Medium		Low		Total
Providing the right support at the right time, e.g. for vulnerable and lonely people and people wishing to stay in their own homes	53.95%	82	34.21%	52	11.84%	18	152
Supporting children and young people to have a good start in life, for example healthy weight, improving attendance at school and help with mental health.	60.53%	92	34.21%	52	5.26%	8	152
Reducing poverty and helping disadvantaged people by providing support such as debt advice, to keep people in their homes and improving the quality of existing housing	59.21%	90	33.55%	51	7.24%	11	152

Respondents were asked to tell us if there are any other issues we needed to consider that will support people to lead independent and fulfilling lives, and that will give children and young people the best start in life.. The key issues highlighted are set out below:

- 16/87 (18.39%) responses related to issues around supporting vulnerable people, including health and social care needs for young people, early help for parents and young mothers.

Agenda Item 8

Appendix A: Summary of Community Plan consultation responses

- 12/87 (13.79%) responses related to affordable and social housing. *These issues are addressed within the Sustainable Economy section of the Community Plan.*
- 11/87 (12.64%) responses related to support for the voluntary sector and for activities for vulnerable groups and young people.

Respondents to the Young People's Survey were asked the same question. 12 young people responded. The issues raised included those related to improving education in school on drugs and peer pressure and mental health support in school.

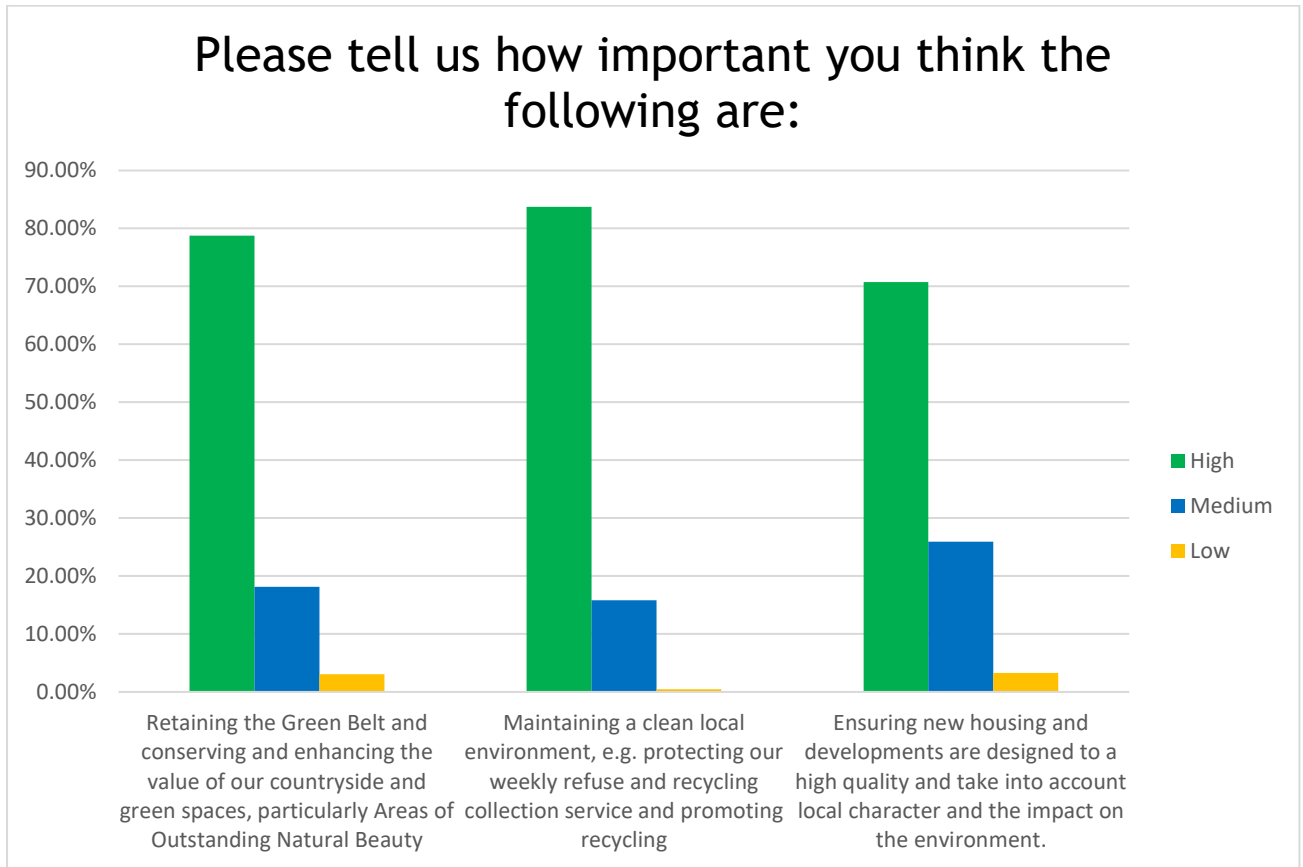
Green Environment

The results (charts 5 and 6) show that there is strong endorsement for the existing priorities.

Results from the survey showed that maintaining a clean local environment was the most important issue to young people at Knole Academy with 55.92% rating this highly, compared to protecting the Green Belt 49% and protecting the character of the local area (40%). Respondents to the main survey rated all of the existing priorities highly (between 70% and 84%).

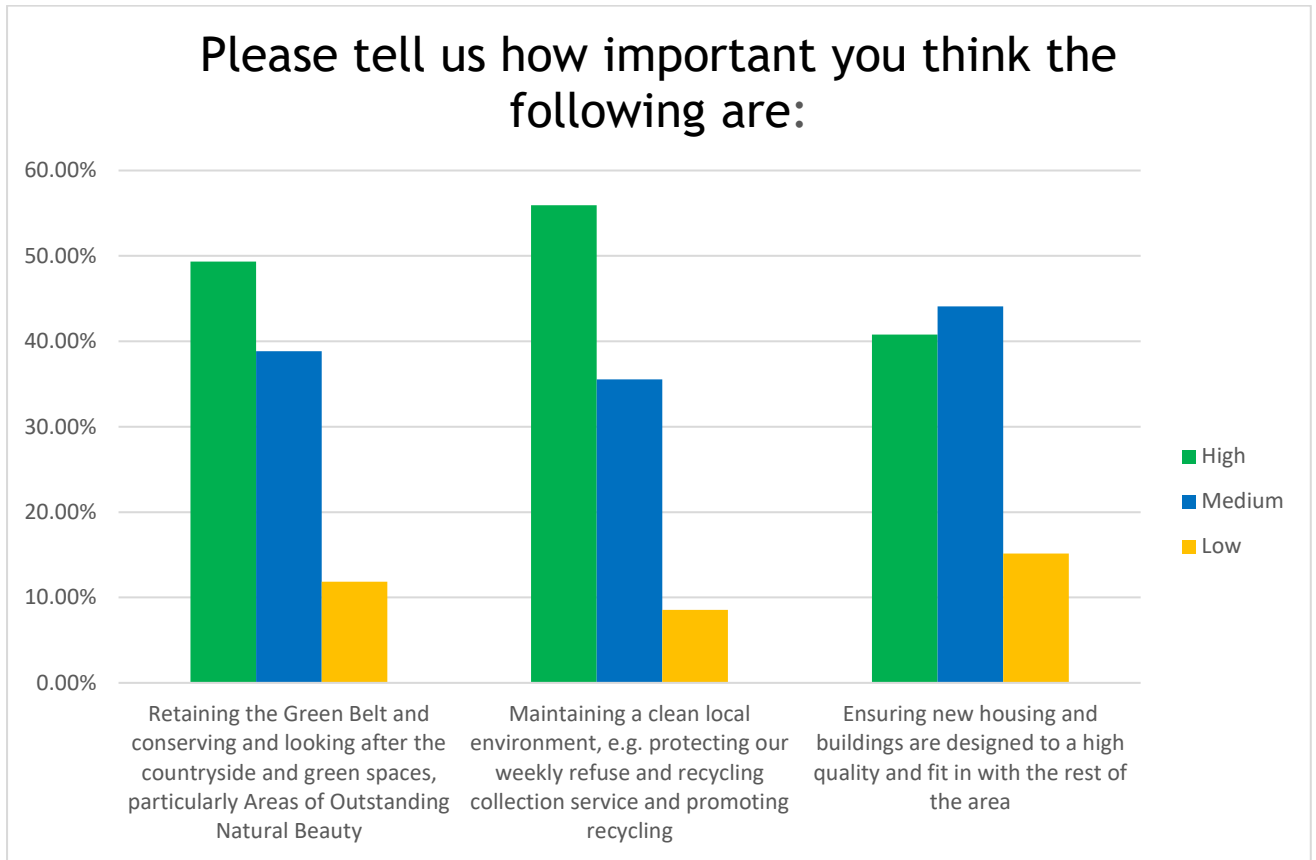
Appendix A: Summary of Community Plan consultation responses

Chart 5: Green Environment - main survey (424 answered)



	High		Medium		Low		Total
Retaining the Green Belt and conserving and enhancing the value of our countryside and green spaces, particularly Areas of Outstanding Natural Beauty	78.77%	334	18.16%	77	3.07%	13	424
Maintaining a clean local environment, e.g. protecting our weekly refuse and recycling collection service and promoting recycling	83.73%	355	15.80%	67	0.47%	2	424
Ensuring new housing and developments are designed to a high quality and take into account local character and the impact on the environment.	70.75%	300	25.94%	110	3.30%	14	424

Chart 6: Green Environment - Young People's Survey 152152 answered)



	High		Medium		Low		Total
Retaining the Green Belt and conserving and looking after the countryside and green spaces, particularly Areas of Outstanding Natural Beauty	49.34%	75	38.82%	59	11.84%	18	152
Maintaining a clean local environment, e.g. protecting our weekly refuse and recycling collection service and promoting recycling	55.92%	85	35.53%	54	8.55%	13	152
Ensuring new housing and buildings are designed to a high quality and fit in with the rest of the area	40.79%	62	44.08%	67	15.13%	23	152

Respondents were asked to tell us if there are any other issues we needed to consider, to help people enjoy the high-quality urban and rural environment that our District has to offer. The key issues highlighted are set out below:

- 49/136 (36.02%) of responses related to issues related to protecting the Green Belt;

Appendix A: Summary of Community Plan consultation responses

- 46/132 (33.82%) of responses related to comments that appeared closely related to the emerging Local Plan, including considering infrastructure needs for new development proposals and access to services, housing mix requirements and protecting the rural environments;
- 15/132 (11.02%) of responses related to issues related to litter, waste and recycling.

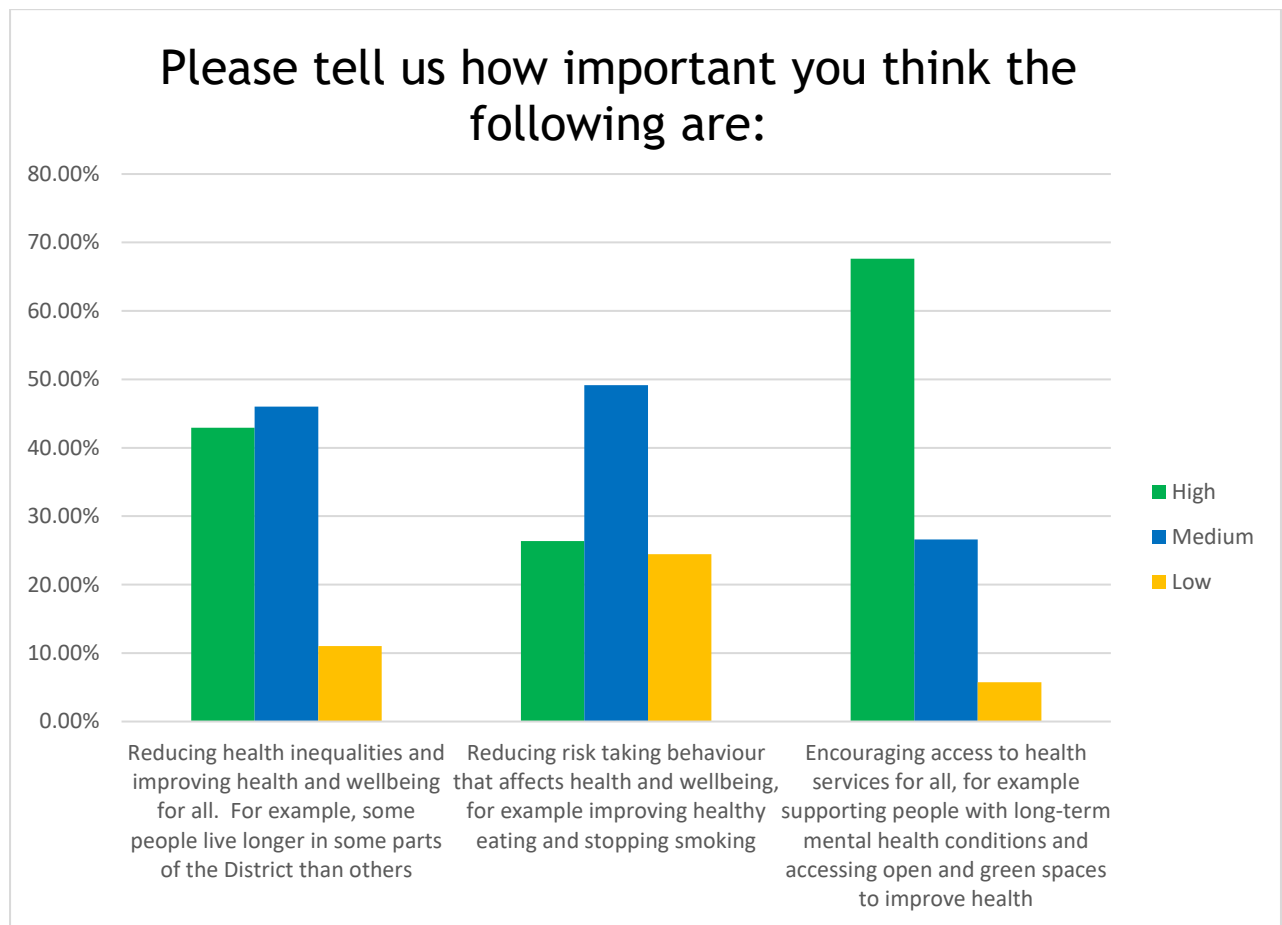
Respondents to the Young People's Survey were asked the same question. Nine young people responded. The issues raised included promotion of recycling, building on brownfield sites and protecting the environment.

Healthy Environment

Respondents, both to the main survey (68%) and to the Young People's Survey (64%), rated access to health services as the issue of highest concern. Both surveys also demonstrated that there was high and medium level of support for the priority of reducing health inequalities, however, young people rated this as a higher priority (52%) compared to 43% of people who responded to the main survey.

It is notable that the priority that respondents identified with the least, was reducing risk-taking behaviour, with 42% of young people rating as a high priority and only 26% of respondents to the main survey rating this as high priority. Given the refocusing of services around the individual and the Council's focus on the housing causes of ill health, there is an opportunity to set a new priority around this area to address the housing related causes of ill health.

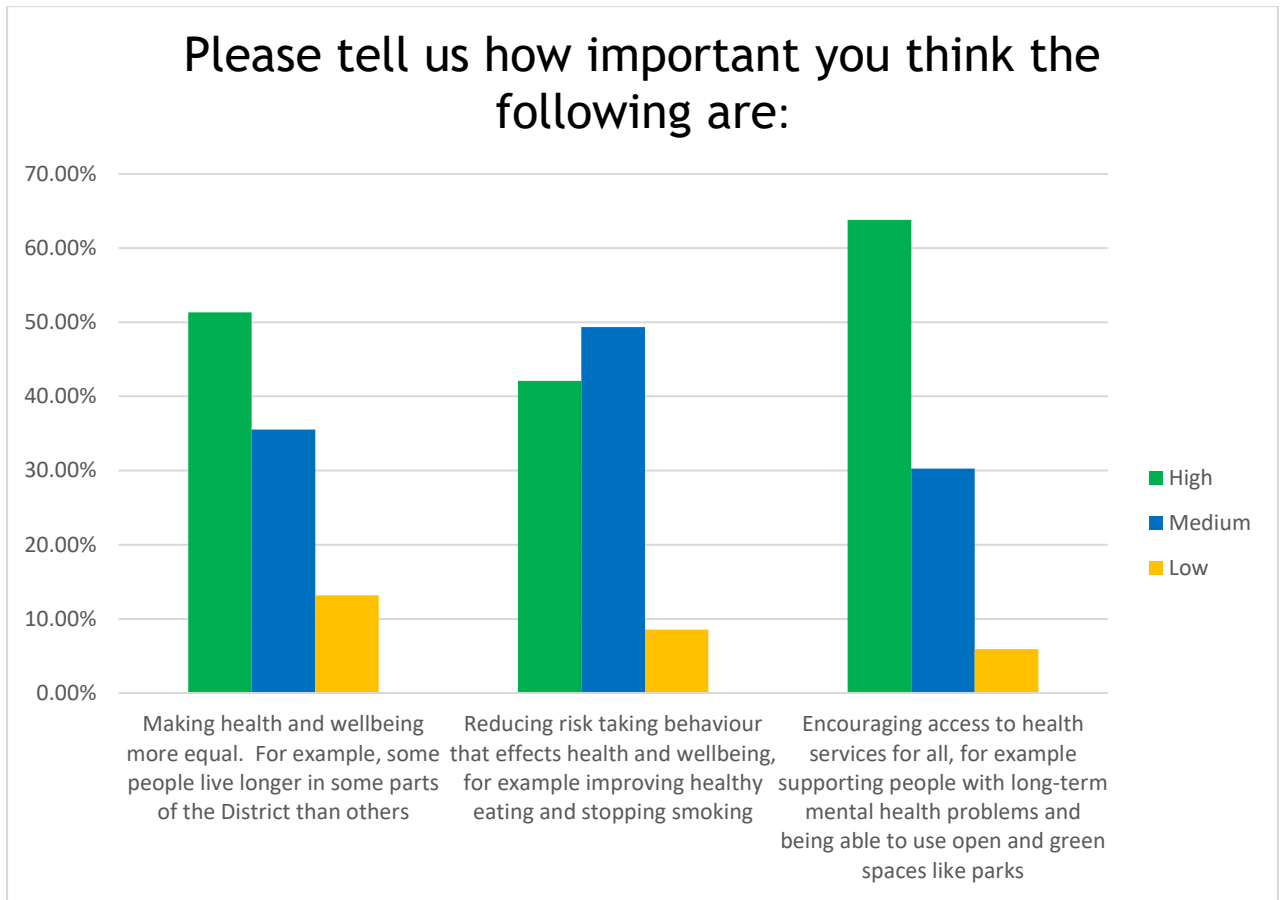
Chart 7 - Healthy Environment - main survey 417 answered)



Please tell us how important you think the following are:							
	High		Medium		Low		Total
Reducing health inequalities and improving health and wellbeing for all. For example, some people live longer in some parts of the District than others	42.93%	179	46.04%	192	11.03%	46	417
Reducing risk taking behaviour that affects health and wellbeing, for example improving healthy eating and stopping smoking	26.38%	110	49.16%	205	24.46%	102	417
Encouraging access to health services for all, for example supporting people with long-term mental health conditions and accessing open and green spaces to improve health	67.63%	282	26.62%	111	5.76%	24	417

Appendix A: Summary of Community Plan consultation responses

Chart 8 - Healthy Environment - Young People's Survey 152 answered)



Please tell us how important you think the following are:							
	High		Medium		Low		Total
Making health and wellbeing equal. For example, some people live longer in some parts of the District than others	51.32%	78	35.53%	54	13.16%	20	152
Reducing risk taking behaviour that effects health and wellbeing, for example improving healthy eating and stopping smoking	42.11%	64	49.34%	75	8.55%	13	152
Encouraging access to health services for all, for example supporting people with long-term mental health problems and being able to use open and green spaces like parks	63.82%	97	30.26%	46	5.92%	9	152

Agenda Item 8

Appendix A: Summary of Community Plan consultation responses

Respondents were asked to tell us if there are any other issues we needed to consider to help people follow healthier lifestyles and reduce health inequality across the District. The key issues highlighted are set out below:

- 31/82 (31.70%) of responses related to issues related access to health services;
- 21/82 (25.60%) of responses related to promotion of healthy lifestyles including healthy eating;
- 15/82 (11.02%) of responses related to issues related to litter, waste and recycling;
- 10/82 (12.19%) of responses related to issues relating to improving leisure services and leisure infrastructure within the District;
- 7/82 (8.53%) of responses related to issues relating to the accessibility of green and open spaces within the District.

Respondents to the Young People's Survey were asked the same question. Six young people responded. The issues raised including improving awareness of mental health issues and waiting lists for counselling and facilities for the young and old.

Dynamic Economy

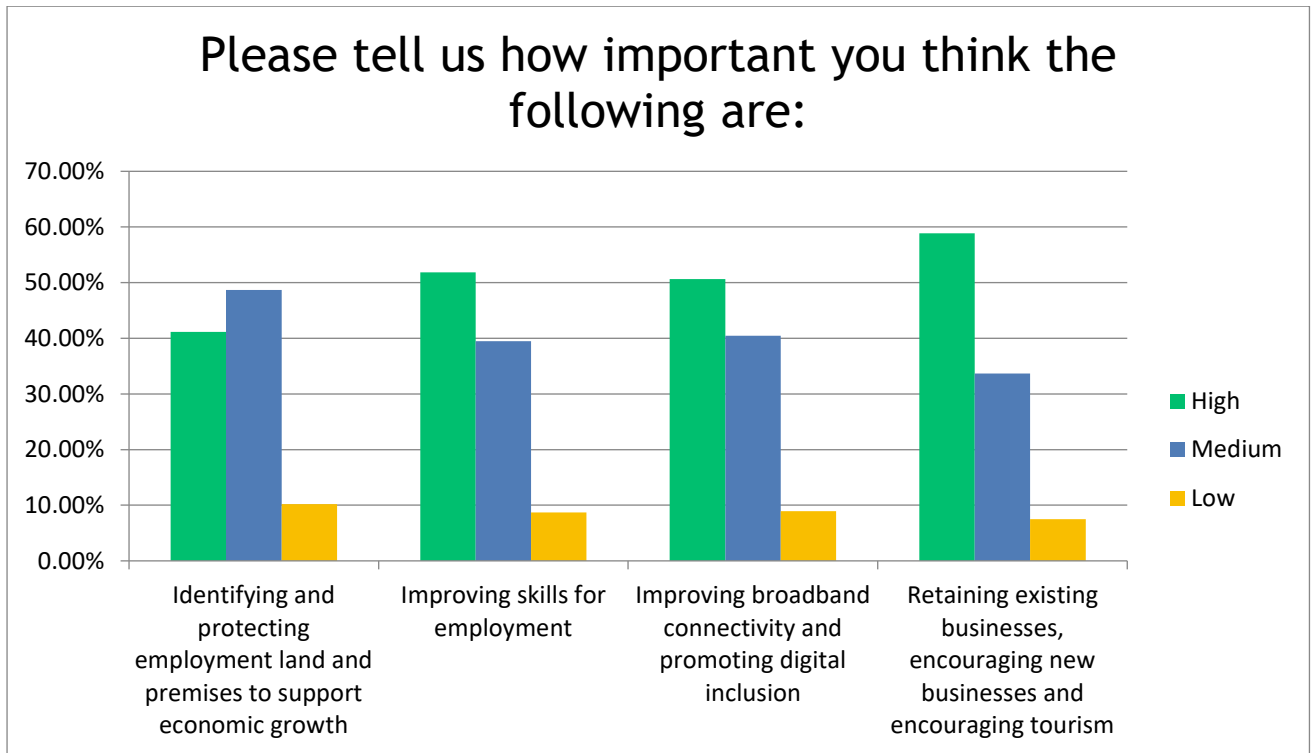
Respondents to the main survey and to the Young People's Survey showed that most people rated existing priorities as a high or medium priority. Young people's highest priority was improving skills for employment (51%) while respondents to the main survey felt keeping existing businesses, encouraging new businesses and encouraging tourism was their highest priority (58%).

Identifying and protecting land was identified as a priority with 90% of respondents to the main survey and 88% of young people who responded to the survey identifying this as a high or medium priority.

However, more respondents to the main survey rated identifying and protecting employment land to support economic growth as medium priority (49%) compared to 41% who rated it as a high priority. This suggests that this priority could benefit from being simplified and brought into line with the emerging Economic Development Strategy, to promote economic growth and investment.

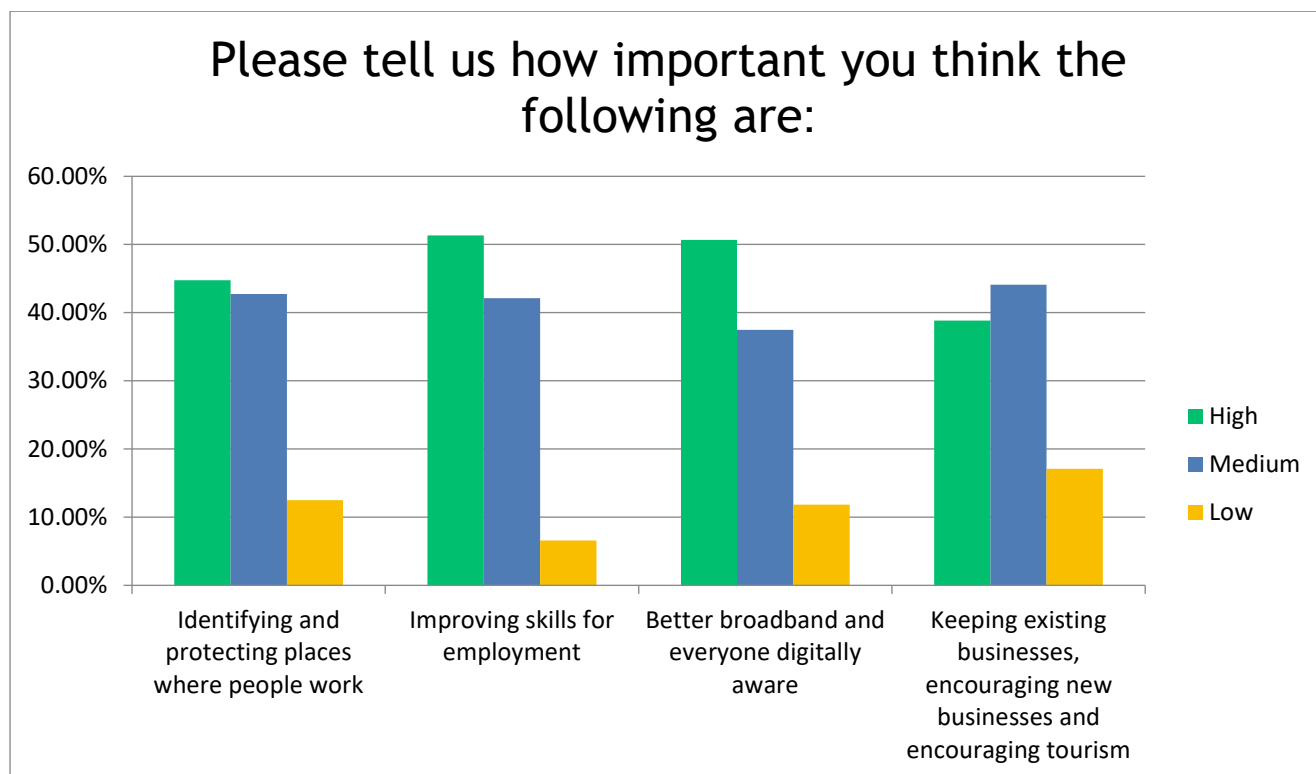
Appendix A: Summary of Community Plan consultation responses

Chart 9: Dynamic Economy - 413 answered



Please tell us how important you think the following are:							
	High		Medium		Low		Total
Identifying and protecting employment land and premises to support economic growth	41.16%	170	48.67%	201	10.17%	42	413
Improving skills for employment	51.82%	214	39.47%	163	8.72%	36	413
Improving broadband connectivity and promoting digital inclusion	50.61%	209	40.44%	167	8.96%	37	413
Retaining existing businesses, encouraging new businesses and encouraging tourism	58.84%	243	33.66%	139	7.51%	31	413

Chart 10: Dynamic Economy - 152 answered



Please tell us how important you think the following are:							
	High		Medium		Low		Total
Identifying and protecting places where people work	44.74%	68	42.76%	65	12.50%	19	152
Improving skills for employment	51.32%	78	42.11%	64	6.58%	10	152
Better broadband and everyone digitally aware	50.66%	77	37.50%	57	11.84%	18	152
Keeping existing businesses, encouraging new businesses and encouraging tourism	38.82%	59	44.08%	67	17.11%	26	152

Respondents were asked to tell us if there are any other issues we needed to consider to encourage a thriving local economy, where businesses flourish and people have skills. The key issues highlighted are set out below:

- 20/90 (22.22%) of responses were issues related to public transport, sustainable transport and transport infrastructure. This issue is addressed within the Sustainable Economy theme;
- 18/90 (20%) of responses related to concerns about business rates and support for businesses;
- 11/90 (12.22%) of responses related to issues related to employment support and apprenticeships;
- 9/90 (10%) of responses related to encouraging trade and opportunities for businesses.

Appendix A: Summary of Community Plan consultation responses

Respondents to the Young People's Survey were asked the same question. Nine young people responded. The issues raised included concerns about the need for businesses to offer more apprenticeship opportunities, support for homeless people into employment and broadband.

Sustainable Economy

The consultation results has shown that in all survey areas, there has been a general theme of comments relating to transport, transport infrastructure, and the need for more housing to take into account infrastructure needs.

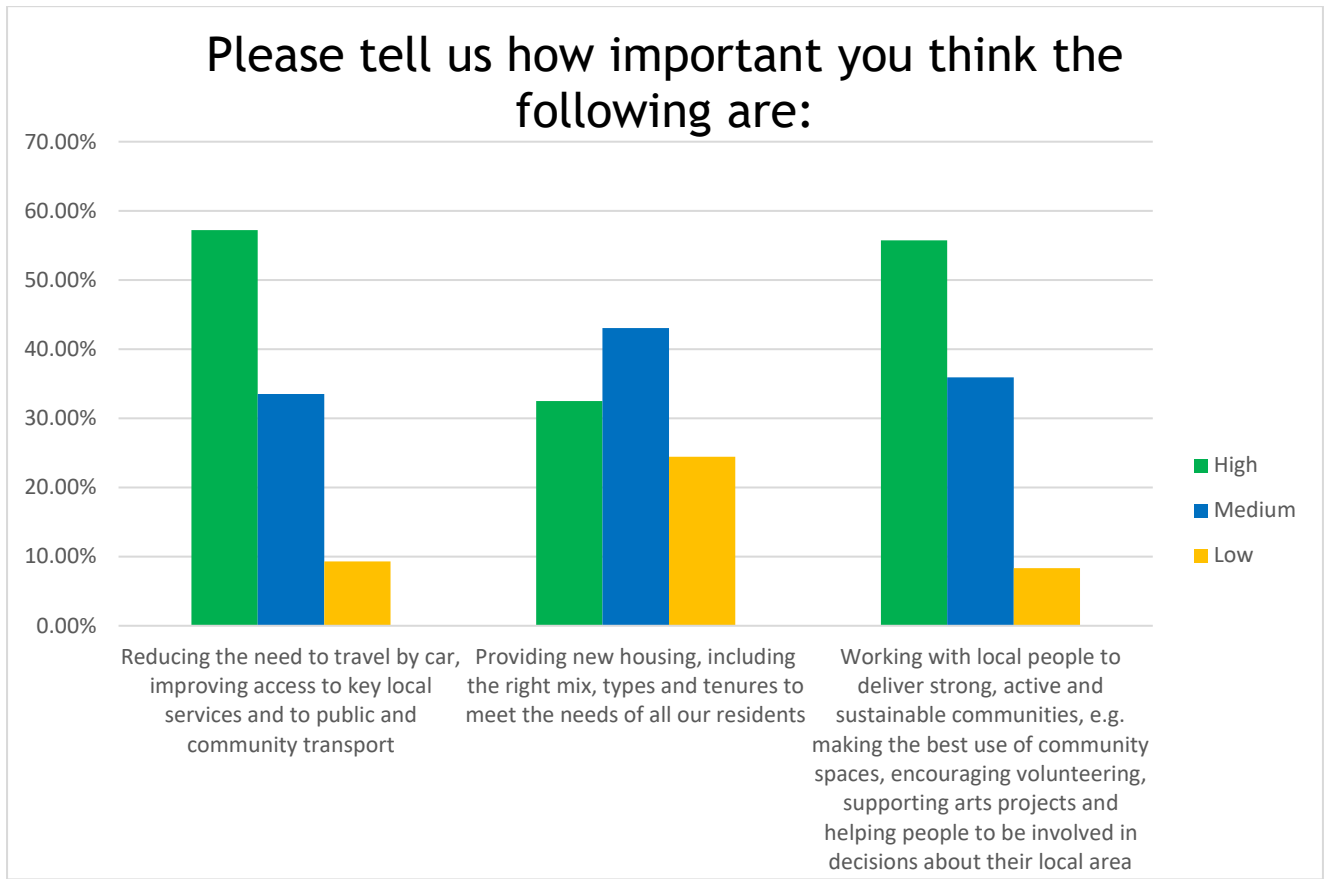
There was strong support for the transport related priority of reducing the need to travel by car and improving access to services. Both respondents to the main survey (57%) and to the Young People's Survey (46%) rated these issues as their highest priority.

It also appears that both groups rated providing new housing to meet residents' needs as their lowest priority. However, the following factors should be taken into account:

- Although the lowest priority, combined high and medium priority rating of 84.11% in the Young People's Survey and 75.55% of respondents in the main survey indicate a strong support for this priority overall;
- Both survey's had a wide range of comments about housing issues throughout all sections of the survey;
- That the Community Plan needs to take into account the extensive Housing needs survey.

Agenda Item 8
 Appendix A: Summary of Community Plan consultation responses

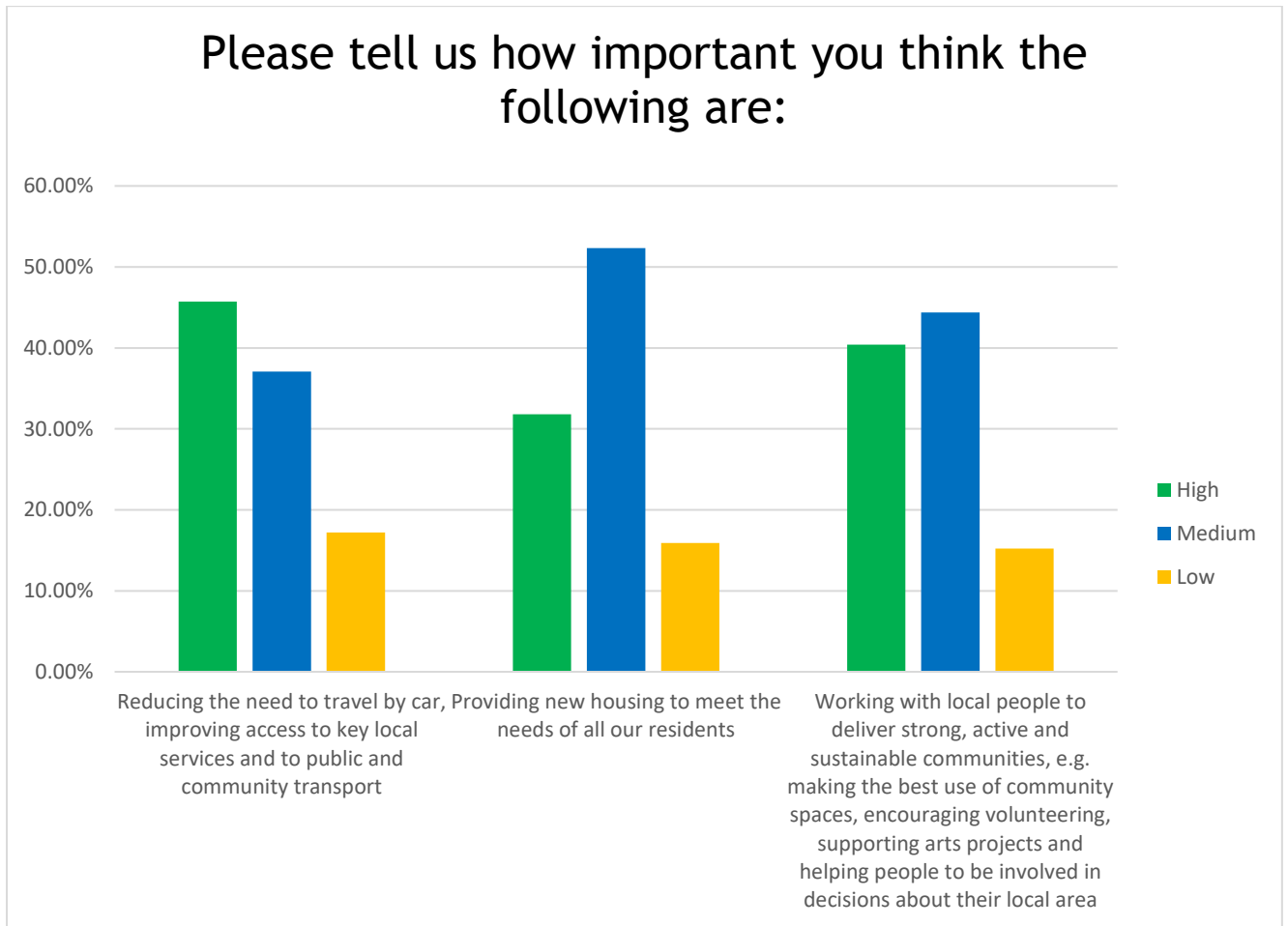
Chart 11: Sustainable Economy - 409 answered



Please tell us how important you think the following are:							
	High		Medium		Low		Total
Reducing the need to travel by car, improving access to key local services and to public and community transport	57.21%	234	33.50%	137	9.29%	38	409
Providing new housing, including the right mix, types and tenures to meet the needs of all our residents	32.52%	133	43.03%	176	24.45%	100	409
Working with local people to deliver strong, active and sustainable communities, e.g. making the best use of community spaces, encouraging volunteering, supporting arts projects and helping people to be involved in decisions about their local area	55.75%	228	35.94%	147	8.31%	34	409

Appendix A: Summary of Community Plan consultation responses

Chart 12: Sustainable Economy - 151 answered



Please tell us how important you think the following are:							
	High		Medium		Low		Total
Reducing the need to travel by car, improving access to key local services and to public and community transport	45.70%	69	37.09%	56	17.22%	26	151
Providing new housing to meet the needs of all our residents	31.79%	48	52.32%	79	15.89%	24	151
Working with local people to deliver strong, active and sustainable communities, e.g. making the best use of community spaces, encouraging volunteering, supporting arts projects and helping people to be involved in decisions about their local area	40.40%	61	44.37%	67	15.23%	23	151

Agenda Item 8

Appendix A: Summary of Community Plan consultation responses

Respondents were asked to tell if there are any other issues we needed to consider to help people live, work and travel more easily and to allow people to shape their local communities. The key issues highlighted are set out below:

- 63/117 (53.84%) of responses were issues concerning public transport, sustainable transport and transport infrastructure and access to services;
- 13/117 (11.11%) of responses related to housing related concerns about housing mix, affordable and social housing and housing issues related to the emerging Local Plan;
- 9/117 (7.69%) of responses related to issues of community infrastructure. However, it should be noted that infrastructure comments have featured strongly within other themes in the community plan survey.

Respondents to the Young People's Survey were asked the same question. Nine young people responded. The issues raised all related to public transport and affordability of public transport.

Appendix A: Summary of Community Plan consultation responses

Key themes and issues arising from stakeholder workshops and other groups:

Sevenoaks District Local Strategic Partnership (LSP)

- Frailty, vulnerability and loneliness and isolation and the impact on health and social care issues;
- Coordination of care navigator and related social prescribing services;
- Focus services around the needs of the individual;
- How technology can support self-care;
- A need to focus on partnership work, shared resources and coordination of services, particularly given increasingly complex cases and presenting needs;
- Strategic changes in the health care and the Strategic Transformation Plan and a focus on prevention and reaching people before they get to crisis points in their lives;
- Stronger links between housing and health and the housing related causes of ill health;
- Retaining and attracting care staff;
- Place-shaping and the emerging Local Plan;
- Continued focus on early help services;
- Improving communication about what services we offer;
- Reconnecting people, particularly young people to the landscape;
- Transport and community and health infrastructure to support service delivery: transport remains a serious barrier to accessing services;
- Designing safe and healthy new towns with health infrastructure to support residents' needs;
- More effective signposting at points of contact with customers;
- Impact of Brexit and the impact on the economy, services and infrastructure;
- Meeting housing needs in the District and addressing the shrinking pool of private sector rented housing;
- Attracting quality jobs to the area and supporting young people into employment and training opportunities;

Sevenoaks District LSP Health and Social Care Group and Patient and Public Involvement Forums

- Transform the health and social care workforce by promoting independence and self-care (Esther Model);
- Dealing with General Practitioner (GP) services that are under pressure;

Agenda Item 8

Appendix A: Summary of Community Plan consultation responses

- Focus on prevention;
- Loneliness, isolation and frailty;
- Social prescribing and care navigation;
- Wrapping services around the needs of the individual;
- Supporting people to adapt their properties and remain independent in their own homes;
- Reduce the number of people attending Accident and Emergency appointments;
- Build accommodation that is flexible to meet people's needs as they get older;
- Continue to focus on partnership working, particularly when services are under increased pressure and funding is reducing;
- Supporting people to self-care and better communication around minor illnesses;
- New buildings for health and social care to be able to host range of partner organisations;
- Support volunteering.

Sevenoaks District LSP Supporting People into Employment Group

- Continued focus on partnership fairs and information sharing;
- Look at the impact of transport and access to services;
- Supporting vulnerable groups into employment, including people with a learning disability;
- Continued focus on upskilling, apprenticeships and supporting unemployed and long-term unemployed into routes into employment and training.

Members of Sevenoaks District Council

- More visible policing;
- Continued focus on anti-social behaviour and speeding vehicles;
- Improving communication with the local communication about community safety issues;
- Dealing with parking on pavements and limits to accessibility;
- Dealing with fraud, scams and distraction crime;
- Support victims of domestic abuse;
- Improve public transport, particular in rural areas;
- Housing that is designed to meet people's needs for life;
- Continuing to focus on supporting the elderly, frail and isolated to remain more independent in their own homes;

Appendix A: Summary of Community Plan consultation responses

- Better communication with the voluntary sector;
- Outreach services for physically and socially isolated residents;
- Maintaining weekly refuse collection services;
- Deal with fly-tipping;
- Look at noise and light pollution issues and the impact of major development outside the District, including Gatwick;
- Maintenance of public footpaths and bridleways;
- Promoting parks and open spaces;
- Look at how we deliver key information to residents, including use of partners services;
- High quality development and improving the local environment;
- Looking at leisure infrastructure and access to open and green spaces;
- Preserving the Green Belt;
- Promoting dementia friendly communities;
- Promoting active travel and improve access to services;
- Regeneration of New Ash Green, Swanley and Edenbridge;
- Re-imagining the high street (taking into account the impact of changing shopping habits - online shopping);
- Promote apprenticeships;
- High quality serviced business offices;
- Encourage new businesses, business start-ups and help facilitate new business;
- Support mobile phone connectivity;
- Support rural diversification;
- Creating a business hub and developing business centres;
- Support tourism and increase opportunities for overnight stays;
- Look at opportunities for informal accommodation for overnight stays;
- Do more to encourage and support older people back into work opportunities;
- Looking at alternative solutions and rural communities for internet connections;
- Electric car infrastructure;
- Affordable housing;
- Support community transport;
- Education infrastructure - some of our schools need help and support;
- Take into account changing modes of travel;
- Encourage and promote volunteering;
- Creating better links to voluntary services and Parish Councils' across the District.

Agenda Item 8

Appendix A: Summary of Community Plan consultation responses

Sevenoaks District Access Group

- Loneliness and isolation;
- Improving transport access to medical appointments;
- Dealing with people parking on pavements as it affects accessibility;
- Be smarter about consultation and joining up consultations, using evidence from other consultations before starting new ones;
- Need for housing in rural areas;
- Transformation in health and social care based around the Esther Model and integrated care;
- Develop single points of access to services.

Sevenoaks District Community Safety Partnership

- Protecting most vulnerable;
- Safeguarding;
- Victim focussed work;
- Focus on alcohol;
- Fly tipping;
- Prevention work around gangs and grooming.

Voluntary and community sector group

- Brexit and the impact of losing European funding and support with funding;
- Promoting volunteering;
- Transport and access to services remains an issue;
- Mental health is a huge challenge with some voluntary and community organisations not feeling equipped to deal with the challenge;
- More visible services;
- Statutory partners to offer training to voluntary and community organisations;
- Coordination of opportunities for the voluntary and community sector to meet and discuss key issues;
- Better coordination of services around the needs of the individual.

Sevenoaks District Local Children's Partnership

- Mental Health support within school and delivery of the new mental health support services through the North East London Foundation Trust (NELFT)
- Continued focus on attendance within schools;
- Work to reduce obesity levels in schools;

Appendix A: Summary of Community Plan consultation responses

Sevenoaks District Senior Action Forum

- Loneliness and isolation;
- More effectively utilise the talent in our local community;
- Support for downsizing and helping older people moving into purpose built accommodation;
- Housing sharing schemes between younger people and older people;
- Improving transport for older people in rural areas;
- Transport to medical appointments;
- Promote and publicise services that are already available;
- Review services offer to older people and develop services to appeal to older men and women;
- Support for social prescribing and a means to tackling loneliness and isolation;
- Supporting older people to live alone with dignity;
- Expand services that reach out of rural and isolated communities.

Town and Parish Councils

- Town and Parish Councils' were invited to comment through the survey.

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Sevenoaks District Council Community Plan Consultation

October 2018

Page 119

Agenda Item 8

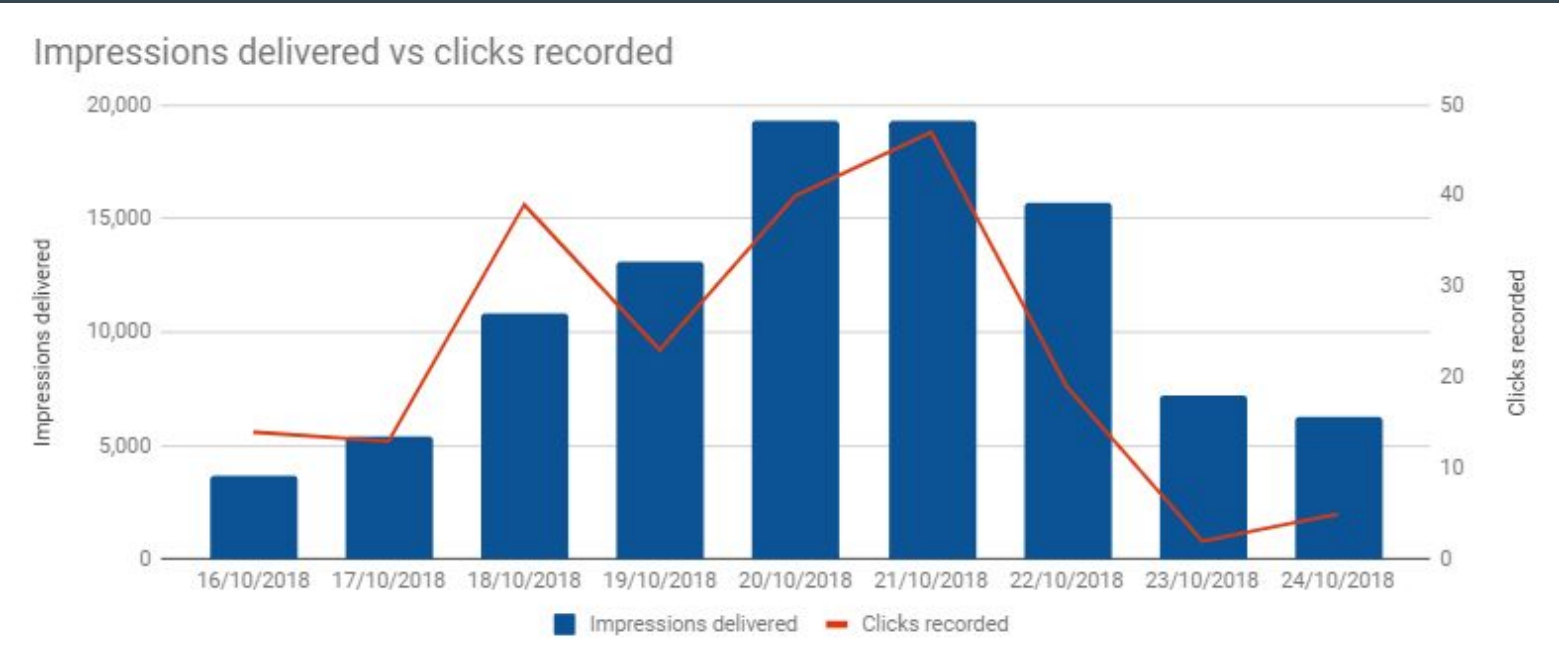


citizenreach.co.uk

Headlines

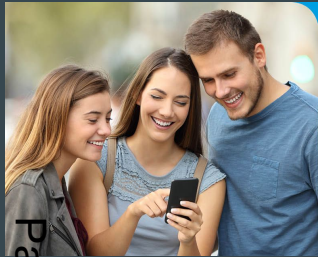
- 11,000 people were reached during the campaign, generating 200 click throughs.
- TN13 and TN15 recorded the most amount of click throughs.
- Users aged 25-34 responded best to the creative messaging.
- Male users achieved a slightly higher click through rate.

Delivery by Day



Creative message response rates

Win **£100** in vouchers by taking our survey



Help us improve your local services

Not long left to have your say

Sevenoaks DISTRICT COUNCIL

Win **£100** in vouchers by taking our survey




Share your ideas about improving your area

Take our survey by 24 October

Sevenoaks DISTRICT COUNCIL

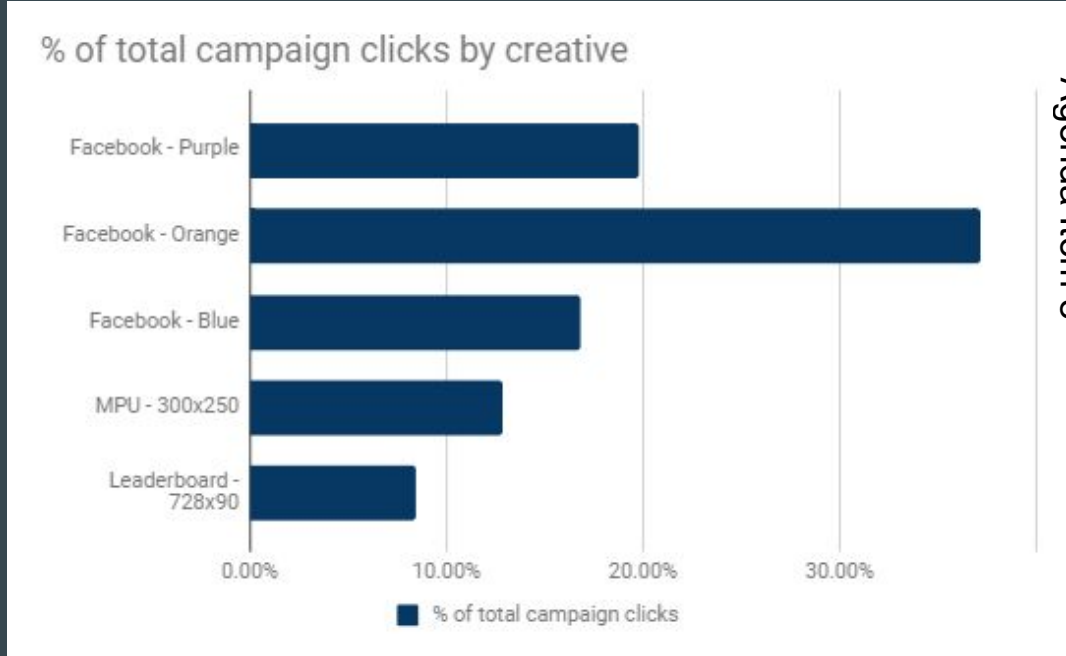
Win **£100** in vouchers by taking our survey



Have your say on local services

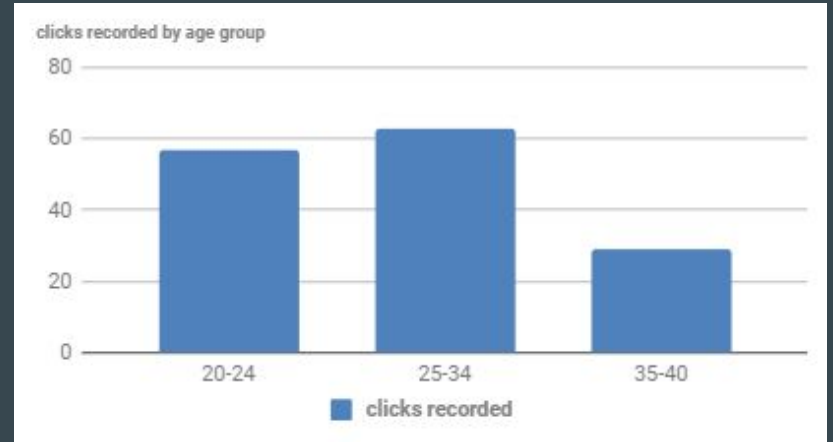
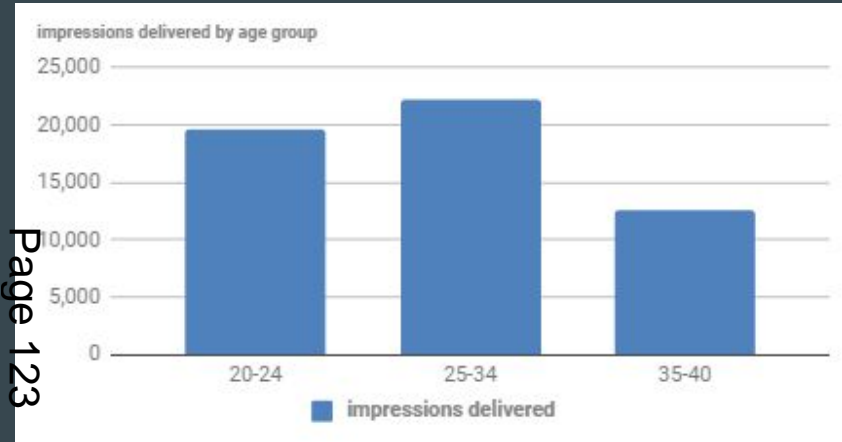
Take part in the Community Plan survey now

Sevenoaks DISTRICT COUNCIL



Agenda Item 8

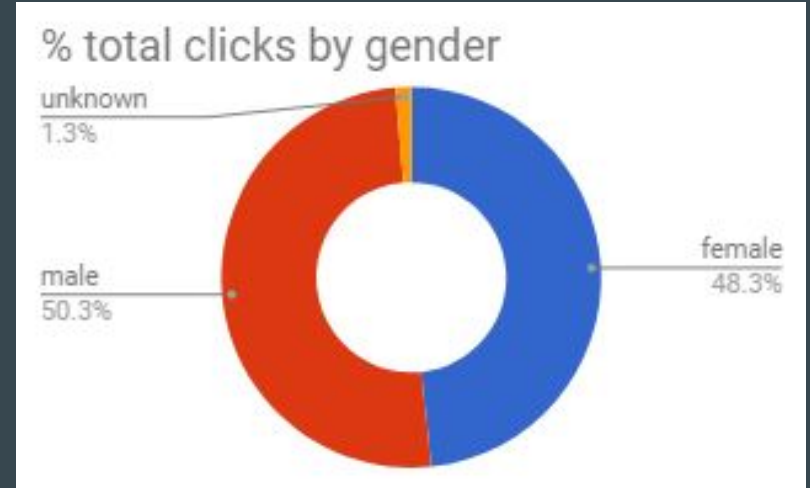
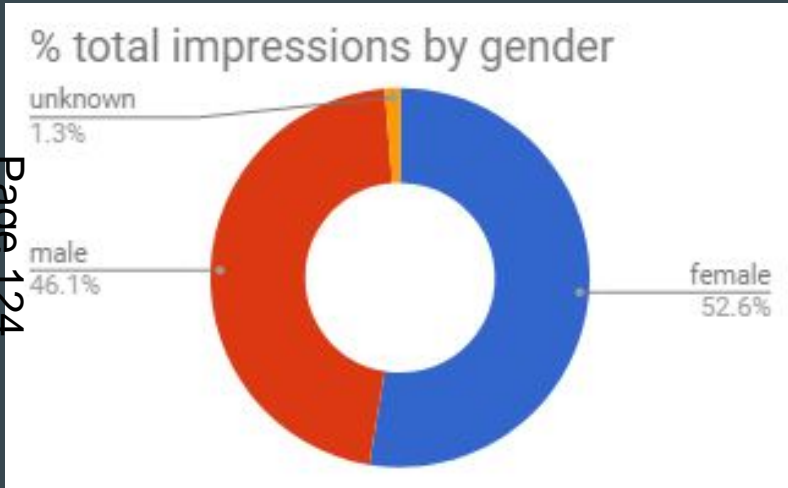
Delivery by age group



Users aged 25-34 recorded the best click through rate during the campaign, followed closely by those aged 20-24. It was surprising to see those aged 35-40 saw the lowest click throughs as they usually respond well to messaging.

Delivery by gender

Page 124



Agenda Item 8

It was fairly even between male and female users during the campaign, with Male users recording a slightly higher click through rate. We typically see female users achieve a considerably higher rate.

Top sites

Site	Impressions	Clicks	CTR
dailymail.co.uk	10,778	11	0.10%
m.uk.ign.com	34	5	14.71%
screenrant.com	80	3	3.75%
mirror.co.uk	495	2	0.40%
uk.ign.com	21	1	4.76%
vox.com	7	1	14.29%
rollingstone.com	232	1	0.43%
kentonline.co.uk	324	1	0.31%
kentlive.news	131	1	0.76%
kitchensanctuary.com	21	1	4.76%

Page 125

The screenshot shows the Mirror website interface. At the top, the navigation bar includes 'Mirror', 'News', 'Politics', 'Sport', 'Football', 'Celebs', 'TV', 'Film', 'Royals', and 'More'. The main content area features a large article titled 'Theresa May under pressure to publish Brexit legal advice' with a photo of Theresa May. Below this are smaller images of Mark Zuckerberg and Donald Trump. The right sidebar contains several advertisements, including one for 'AllClear' with a £100 discount, a survey about local services, and a 'Winners and losers of the Budget 2019' article. At the bottom, there are two recipe articles: 'Persian Style Chicken Curry With Walnuts and Pomegranate' and 'Healthier Slow Cooked Spicy Beef Curry'. The page number 'Page 125' is visible on the left side of the screenshot.

Campaign Review

	Reach	Impressions	Clicks
Delivered	11,000	100,815	202

Overall the campaign performed well with a CTR of 0.20% and a reach of 11,000. We recommend in future campaigns that the flight duration be extended and the budget slightly increased. This will help us have more flexibility when bidding and buying impressions on the exchanges and enable more optimisations.



Citizenreach.co.uk
arthur.hunt@counciladvertising.net

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Sevenoaks District Community Plan Priorities 2019-2023

Public Consultation Draft



Agenda Item 8
Appendix B: Public Consultation Draft: Sevenoaks District
Community Plan Priorities 2019-2023

Contents

Introduction	Page 3
About the Sevenoaks District	Pages 4-5
Who did we consult?	Pages 6
Equality and Inclusion Statement	Page 6
The Sevenoaks District Community Partnership: who are we?	Page 7
Safe Communities	Pages 8-11
Caring Communities	Pages 12-15
Green Environment	Pages 16-19
Healthy Environment	Pages 20-23
Dynamic Economy	Pages 24-27
Sustainable Economy	Pages 28-31
How to get in contact	Page 32

Appendix B: Public Consultation Draft: Sevenoaks District Community Plan Priorities 2019-2023

Introduction

The Community Plan creates a long-term vision for the Sevenoaks District and sets out the community’s priorities for action.

We are pleased to present the priorities for the three years 2019-2023. This is based on widespread consultation with local people and our partners.

The Sevenoaks District Local Strategic Partnership delivers the Community Plan. The Partnership is made up of public sector organisations together with voluntary, community and faith sector representatives. It is co-ordinated by Sevenoaks District Council.

The priorities set out in this document help us to deliver our 15-year vision:

Safe Communities

A safer place to live, work and travel



Caring Communities

Children are enabled to have the best start and people can be supported to live independent lives



Green Environment

People can enjoy high quality urban and rural environments



Healthy Environment

People have healthy lifestyles, access to quality healthcare and health inequalities are reduced



Dynamic Economy

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



Sustainable Economy

People can live, work and travel more easily and are empowered to shaped their community



Agenda Item 8
Appendix B: Public Consultation Draft: Sevenoaks District
Community Plan Priorities 2019-2023

About the Sevenoaks District



- Train services to London take just under **30 minutes** from Swanley and just over **30 minutes** from Sevenoaks.
- **1 hour** by car to Dover port.
- **40 minutes** by car to London airports.
- **9 miles** from Swanley to Ebbsfleet International station.

**Appendix B: Public Consultation Draft: Sevenoaks District
Community Plan Priorities 2019-2023**

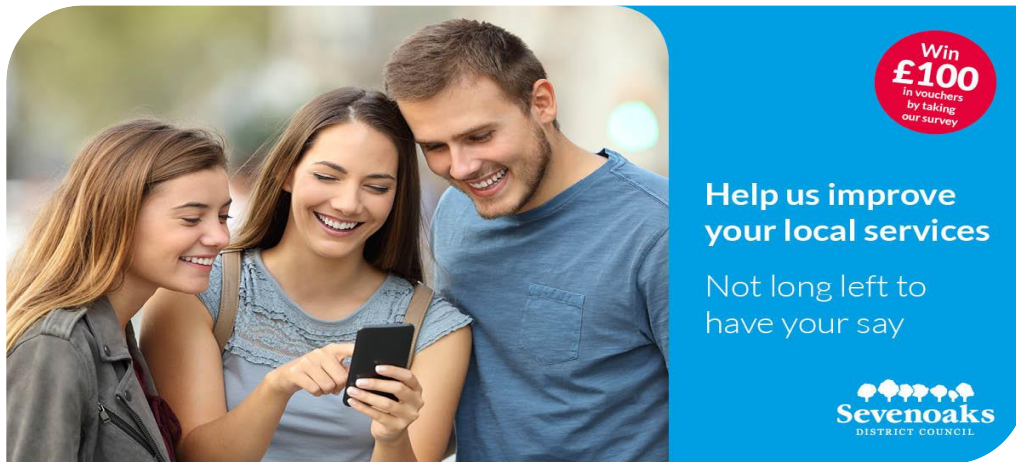


- **93%** of the District is designated Green Belt.
- **60%** of the District is in the Kent Downs or High Weald Area of Outstanding Natural Beauty.
- **11%** is covered in Ancient Woodland
- **Six** main settlements – Sevenoaks, Swanley and Edenbridge, Westerham, New Ash Green and Otford.

- Sevenoaks District is perceived to be affluent but this masks local pockets of urban and rural deprivation. For example, Swanley St Mary’s ward falls within the 10% most deprived wards in Kent and the South East (2015, Indices of Multiple Deprivation).
- 11.6% of children under 16 (2,465) live in low-income families in receipt of Child Tax Credit where rural deprivation is more isolating than poverty in the towns. The majority of children living in poverty (73.9%) live in lone parent families.
- According to the Kent County Council Housing led population forecast projections, the population of Sevenoaks District is forecast to grow by more than 9,000 by 2028.
- The 2017 Mid-year population estimates (Office for National Statistics) show that Sevenoaks District has a population of 119,400 residents and the third lowest population density in Kent measured as **3.1 persons per hectare**.
- According to Kent County Council the number of people over 65 is forecast to rise by **33% by 2036 (8,600)** and the number of people over 85 is forecast to rise by **91.3% by 2036 (3,400)**.

Agenda Item 8
Appendix B: Public Consultation Draft: Sevenoaks District
Community Plan Priorities 2019-2023

Who did we consult?



To help identify our priorities for the District over the next three years, we consulted a wide range of residents, community representatives, statutory groups and voluntary and community groups at events and forums across the District. This included:

- All residents consulted through our District-wide In Shape magazine;
- Digital marketing campaign targeting young people and people under 40 years of age;
- 659 survey responses;
- Including 154 survey responses from young people in years 11,12 and 13 at Knole Academy, Sevenoaks;
- Eight stakeholder workshops with statutory, voluntary and community groups, patient participation groups, and representatives for the Sevenoaks District Access Group.

Equality and inclusion statement for the Local Strategic Partnership

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

- | | | |
|--------------|---------------------------------------|-------------------------|
| • Race | • Religion/ belief | • Transgender |
| • Disability | • Sexual orientation | • Caring responsibility |
| • Gender | • Pregnancy or maternity | • Employment status |
| • Age | • Marital or civil partnership status | |

We will work to ensure that all services provided by partners or funding offered will conform to these standards and expectations.

Appendix B: Public Consultation Draft: Sevenoaks District Community Plan Priorities 2019-2023

The Sevenoaks District Local Strategic Partnership

Who are we?

The Sevenoaks District Community Partnership co-ordinates the monitoring and delivery of the Action Plan. It is made up of representatives from the following organisations:



Dartford, Gravesham and Swanley
Clinical Commissioning Group



West Kent
Clinical Commissioning Group



Kent Fire &
Rescue Service



Places to live. Space to grow.





Safe Communities

A safer place to live, work and travel

Insert Picture

What you said

“I feel the need for more connection with younger people...”

“People like to see a Police presence in the area and know that they will be responded to if there are issues”

“Parking on pavements restricts accessibility and makes it more dangerous for pedestrians”

Appendix B: Public Consultation Draft: Sevenoaks District Community Plan Priorities 2019-2023

Safe Communities

The award winning Sevenoaks District Community Safety Partnership brings together all the key agencies in the District who have an impact on crime, anti-social behaviour and perception of crime.

The Community Safety Unit (CSU) is based in Sevenoaks District Council Offices and responds daily to anti-social behaviour and other community safety priorities in the District. The CSU now includes three dedicated Police Community Support Officers who are addressing Domestic Abuse, Vulnerable Adults and Vulnerable Young People. The CSU also has access to an additional Local Community Policing Team, which can be deployed to tackle local issues in the District.

By working together, the Community Safety Partnership has achieved one of the lowest crime rates in the county, and the lowest level of anti-social behaviour in the county. The Community Safety Partnership has now set up a Community Multi-Agency Risk Assessment Conference (MARAC). The focus of the Community MARAC is to help those at most risk of harm.

The CSU are able to use a variety of powers to tackle crime and anti-social behaviour, including powers to disperse anti-social behaviour, Community Protection Notices to stop a person, business or organisation committing anti-social behaviour, and Closure Power Orders to allow quick closure of premises which are being used, or likely to be used, to commit nuisance or disorder. The CSU have also set up Organised Crime Groups, which address organised crime and serious crime within communities.

What you said

From our consultations, we know residents are most concerned about:

- More visible policing - seeing and being more aware of Police and Community Safety activity in local communities.
- Reducing anti-social behaviour and supporting young people, particularly by providing activities and focusing on support and prevention.
- The need to focus on the District's crime issues and to disrupt behaviours in places of concern.
- Poor parking and parking on pavements making it difficult for people with access issues and people using pushchairs.
- Improving street lighting.
- Improving road safety and reduce speeding vehicles.
- Improving communication about what has been done successfully to tackle crime and anti-social behaviour.
- Providing support for and take action to prevent people from becoming repeat victims of crime, including people who suffer domestic abuse.
- Continuing to provide youth work and fun activities.
- Helping young people stay safe online, safe from bullying, and cyber-bullying.
- Recognising the link between alcohol misuse and community safety issues, including domestic abuse.

Page 137

Agenda Item 8
Appendix B: Public Consultation Draft: Sevenoaks District
Community Plan Priorities 2019-2023

Safe Communities - Your Priorities

Priority 1

Make the work of the Police and partners more visible in communities

We will:

- Deliver targeted community safety campaigns and make more people aware of Police and community safety activity in their local communities.
- Continue to facilitate Partners and Communities Together Panels (PACTs).
- Increase engagement with schools and older people around mental health, especially around addressing anti-social behaviour and community safety concerns.
- Communicate Community Safety Partnership successes to the local community.
- Consider police and emergency services facilities as part of the Sevenoaks District Infrastructure Delivery Plan as part of the Local Plan.

Priority 2

Work to keep crime at a low level and to respond to perception of crime

We will:

- Produce an annual assessment of crime and take action to safeguard local people and repeat victims of crime.
- Coordinate partnership work to tackle and prevent risk-taking behaviour relating to substance misuse and alcohol.
- Take action reduce and deter acquisitive crime and organised crime in the District.
- Through the Local Plan, ensure new development is designed to minimise threats and improve public safety.

Priority 3

Support vulnerable and repeat victims of crime and anti-social behaviour

We will:

- Identify repeat criminal and anti-social behaviour and provide early intervention.
- Continue to fund and evaluate domestic abuse support projects.
- Continue to raise public and professional awareness of Domestic Abuse.
- Identify those who are vulnerable to scams and distraction crime and ensure that training for professionals and safeguarding measures are put in place to protect people.
- Take action to safeguard children, young people and vulnerable adults, including those at risk of radicalisation, modern slavery, human trafficking, child sexual exploitation and from gangs.
- Promote online safety and online safeguarding champions through the work of the Kent Safeguarding Children Board.
- Deliver safeguarding training through the Kent Safeguarding Children's Board to improve awareness of safeguarding issues.
- Improve communication around key safeguarding issues.
- Work with Housing Associations to address low-level anti-social behaviour and through improved tenancy procedures

Appendix B: Public Consultation Draft: Sevenoaks District Community Plan Priorities 2019-2023

Priority 4

Tackle anti-social behaviour

We will:

- Coordinate action on high to medium risk victims, perpetrators and problem locations through the Community Multi-Agency Risk Assessment Conference (MARAC) process.
- Continue to set up Task and Finish Groups to deliver a focused approach on reducing Anti-Social Behaviour (ASB).
- Work with partners and use powers to tackle crime and anti-social behaviour at individual sites where crime and anti-social behaviour is occurring.
- Increase the use of ASB powers including the use of Closure Orders, Community Protection Notices and Criminal Behaviour Orders.
- Target work around nuisance dogs, dangerous dogs and dog fouling.
- Continue to commission and provide positive activities for children and young people.
- Provide youth work and youth outreach support and respond to service feedback from partners.
- Influence voluntary and community provision through the District Council's Community Grant scheme.
- Target initiatives to prevent bullying and cyber-bullying and review mental health support available to victims.

Priority 5

Tackle speeding vehicles and improve road safety for all road users, including pedestrians, cyclists and horse riders

We will:

- Take enforcement action on dangerous and illegal parking.
- Continue to support the "Speedwatch" campaign.
- Make roads/pavements safer for vulnerable people.
- Meet 90% of routine pothole and highways repairs carried out within 28 days.
- Put in place a programme of street lighting refurbishment based on age and condition information.
- Put in place a drainage cleaning programme that protects roads and footways from the adverse effects of standing water.

Did you know?

During 2017/18, Sevenoaks District had the second lowest level of recorded crime across Kent, an improvement compared with the previous year when the District had the third lowest level of crime.

There were 1,619 incidents of anti-social behaviour in the Sevenoaks District recorded during 2017/18. This is the lowest level of anti-social behaviour recording in Kent during that period.

The Sevenoaks District Community Safety Unit won the Team Contribution Award at the West Kent Division Awards held in May 2018.



Caring Communities

Insert picture here

What you said

“I’d like more education about drugs and about how to invest and use money wisely at school”

“Work with health and care agencies to support people in their own homes and keep them out of hospital”

“Provide services in the outlying areas and continue to support local groups, such as over 60s”

Caring Communities

The public sector is currently struggling with funding for essential services at a time of rising costs of social care. The growing number of older and frail people is increasing demands on services, as people are living longer. By 2036, we expect a 33% increase in the number of older people and a 91% increase in those over 85 years of age.

This also places challenges for our local services, with General Practitioner (GP) practices who find themselves, their services and infrastructure struggling to cope with an increased number of patients. The Kent and Medway Growth and Infrastructure Framework (2018 update) estimates the size of the challenge, with an estimated £2.76 billion required for health and social care infrastructure in Kent between 2017-2031, of which £939 million is identified as a funding gap. In West Kent, the expected funding gap is £279.9 million.

We know that in some areas of the District, a lack of income is making it difficult for some families. The Local Strategic Partnership, including Kent County Council and health partners, will work together in the District to ensure that children, young people, and their families are able to access appropriate services.

The new Homelessness Reduction Act (2017) set out some of the biggest changes to homelessness legislation since the Housing Act 1996. There is now an emphasis on providing free information, advice, and support at an earlier stage and for a longer period, for anyone who needs help or is threatened with homelessness. In addition, the government's programme of welfare reform as we move towards the full roll out of Universal Credit will present a challenge to those seeking to help vulnerable residents.

We want to support those who can to remain in their own homes and combat homelessness at an early stage, putting in place repairs and adaptations needed to prevent falls and help residents to maintain their independence. We also want to focus on tackling poor quality housing that is linked to poor health.

What you said

From our consultations, we know residents are most concerned about:

- Making sure that we are coordinating services around the individual.
- Considering the impact of loneliness and isolation.
- Improving communication about services available to residents in the District.
- Making sure deliver services are delivered in rural locations where people find it hard to access support and advice.
- Continuing support through Disabled Facilities Grants and the Better Care Fund.
- Advice for young people at school at drugs and money management.
- Supporting people to stay out of hospital and supporting local groups providing activities.
- The need for more social housing for local people.
- Supporting attendance at school
- Providing support for parents, particularly with children's health and development.

Caring Communities - Your Priorities

Priority 1

Support people to lead safe, independent and fulfilling lives

- Consider health and social care needs as set out in the Sevenoaks District Infrastructure Delivery Plan as part of the Local Plan
- Adapt residents' homes while they are in hospital so they can be discharged as soon as they are clinically ready
- Support people through the One You, One You Your Home and Care Navigators to remain independent in their own homes and to reduce emergency admissions to hospital and access to their General Practitioner (GP) services
- Support the towns and villages in the District to become dementia friendly and provide support for carers and families of people living with dementia
- Coordinate care navigator services across the District to ensure that wider ranges of residents are offered support for the non-medical reasons that they visit their GP.
- Work in partnership to make sure that the Better Care Fund provides innovative health and care solutions based around people's needs and in line with Sevenoaks District Council's Private Sector Housing Assistance Policy.
- Deliver actions in the Sevenoaks District Housing Strategy "Wellbeing Starts at Home" (2017) to support people to remain independent in their own homes
- Use the District Council's Community Grant Scheme to support groups, which provides social opportunities, and reduce isolation of vulnerable people.
- Improve communication about support and services available to residents in the District.
- *Tackle the housing causes of health and wellbeing issues (see Priority 2 - Healthy Environment).*

Priority 2

Improve outcomes for children and young people

We will

- Provide advice for children and young people on substance misuse in schools and through of intervention programmes arranged by the Sevenoaks District Community Safety Partnership.
- Provide debt and financial advice for young people in schools.
- Provide outreach youth services for children and young people.
- Fund projects through the Sevenoaks District Local Children's Partnership Group that focus on key priorities, including, mental health, school attendance and healthy weight.
- Continue to provide support for parents and carers through Kent County Council's Early Help programme.
- Continue to provide family fun days during summer holidays for children and young people and their families.
- Consider education infrastructure needs as set out in the Sevenoaks District Infrastructure Delivery Plan as part of the Local Plan.

Priority 3

Meeting the needs of vulnerable and low-income households

We will

- Tackle non-medical causes of ill health, including housing, debt reduction, financial capability, energy savings and skills and employment through the work Sevenoaks District Council’s HERO (Housing Energy Retraining Options) and SuperHERO advice services.
- Work proactively with those likely to be affected by future welfare reform and support people to access appropriate benefits.
- Ensure advice services reach rural and deprived communities.
- Provide grant support for projects providing free debt advice and debt reduction.
- Support people to maintain their tenancies and prevent homelessness.
- Provide early help support services for parents and carers affected by poverty or who have health, mental health and emotional issues which mean that their access to services or a child’s development is affected.
- Support the implementation of the West Kent Housing and Homelessness Strategy.
- Deliver actions in the Sevenoaks District Housing Strategy “Wellbeing Starts at Home” (2017) to meet the needs of vulnerable and low-income households, and measures to improve the quality and use of existing housing stock, including mobile homes.
- Investigate Housing First and private rental model to improve access to housing and provide support with health and social support issues.

Did you know?

There has been a steady increase in the number of households housed in emergency and temporary accommodation in the Sevenoaks District over the last three years.

Since it began, HERO has helped over 2,000 residents plan a future for themselves and their family; reduced debt arrears by about £600 per person; and supported 40% of clients to receive the correct welfare and benefit payments.

Kent’s Accommodation Strategy for Adult Social Care (Better Homes: Greater Choices) estimates that 30% of beds in care homes care homes are occupied by people who could be better treated in their own homes or supported.



Green Environment

We want Sevenoaks District to be a place where people can enjoy clean and high quality urban and rural environments

Insert Picture

“Ensure housing..fits in with the surrounding buildings”

“Encourage and educate people on the environment and recycling”

“...protect our landscape and look at how we can improve our local environment”

“...maintain weekly recycling and waste collection as this is so important”

Green Environment

Residents in our District continue to want us to protect, conserve and enhance the Green Belt, landscape and natural environment. During 2017, Sevenoaks District Council sent surveys to every home in the District asking residents views on the “Issues” facing the area over the next twenty years and suggested “Options” for dealing with them. Over 15,000 responses were received and incorporated into the emerging Sevenoaks District Local Plan. The emerging Local Plan seeks to restrict development within the Green Belt in order to protect the special character of the District.

Government is increasing pressure on local authorities to build more homes to meet local needs and to encourage economic growth. The Local Plan will seek to find a balanced strategy for sustainable growth within our constrained district. We will be doing this by building within existing settlements and on previously developed land. We will only be building on the Green Belt in “Exceptional” circumstances, where developers are proposing social and community benefits for existing communities.

What you said

From our consultations, we know residents are most concerned about:

- Maintaining a weekly rubbish and recycling service.
- Protecting the Green Belt and ensure there is high quality development though the Local Plan.
- Making sure that infrastructure and environmental needs are considered as part of any new development.
- Using the Local Plan to protect residents from noise and light pollution, particularly with emerging such as Gatwick Airport.
- Looking at ways of improving the way we can promote green and open spaces, parks and amenities.
- Take into account the impact of future further expansion at Gatwick Airport.
- Promoting more responsible dog ownership.
- Raising awareness of open spaces, green spaces, parks local amenities and leisure facilities.
- Maintaining public footpaths and bridleways.

Green Environment - Your Priorities

Priority 1

Protect our high quality natural environment, including the Green Belt, Areas of Outstanding Natural Beauty and biodiversity

We will:

- Use planning policies to protect our high quality natural environment, including the Green Belt, Areas of Outstanding Natural Beauty and biodiversity that form our unique character.
- Prioritise development within the boundaries of existing settlements, including building at higher density on non-Green Belt land.
- Ensure that proposals within the Kent Downs and High Weald Areas of Outstanding Natural Beauty (AONB) conserve and enhance the character of the landscape with regard to the relevant AONB management plans.
- Work with communities, landowners and local groups to protect landscape, wildlife and heritage, e.g. Darent Valley Heritage Landscape Partnership.

Priority 2

Maintain a clean local environment

We will:

- Protect a weekly rubbish and recycling service.
- Take action to reduce waste.
- Continue to tackle waste and detritus.
- Take enforcement action on fly tipping through camera deployment and increase partnership and community action.
- Encourage and promote recycling and support national recycling targets and campaigns
- Improve communication and information sharing with partners on environmental crime issues, including graffiti, littering and dog fouling.
- Promote a well-maintained Public Rights of Way Network to make it better for leisure and daily use.
- Ensure that the design and location of new development must take account of the need to improve air quality through the Local Plan and in line with Sevenoaks District Council's Air Quality Action Plan.

Priority 3

Ensure new development is designed to a high quality and takes into account the distinctive local character and the impact on the environment

We will:

- Use planning policies to ensure that new homes have a locally inspired distinctive character, integrate with surroundings, reinforce existing connections and create new ones, and take advantage of existing topography and landscape features.
- Ensure new development takes into account relevant design guidance, including Design Review, Supplementary Planning Documents, the Kent Design Guide, Conservation Area Appraisals and Management Plans, Neighbourhood Plans and relevant AONB Management Plans.
- Use planning policies to ensure new development satisfies Local Plan requirements relating to residential amenity, noise and outdoor lighting.
- Use planning policies to ensure that new development provides means of access for vehicles, pedestrians and well integrated car parking.
- Support climate change mitigation and adaption measures through the Local Plan.
- Improve the quality and use of the existing housing stock to improve local energy efficiency and raise awareness of the Sevenoaks District Switch and Save scheme.
- Avoid development in areas at risk of flooding through the Local Plan and ensure that measures to mitigate the effects of flooding are installed where appropriate.
- Promote and protect blue and green infrastructure (blue landscape elements are linked to water) and safeguard places for wildlife and nature through the Local Plan, including the use of Sustainable Drainage Systems.

Did you know?

Sevenoaks District Council is the only Council in the county to maintain a weekly rubbish and recycling service. This allows Sevenoaks District Council to send less than 2% of waste to landfill.

Sevenoaks District Council has the busiest Planning Team in the county of Kent. This reflects the dynamic nature of the District and the pressures on it too.

During 2017/18 a Sevenoaks District Open Space, Sport and Leisure Study was undertaken as well as a Playing Pitch Strategy endorsed by Sport England. These now form part of the supporting evidence for the Local Plan.

Healthy Environment

We want Sevenoaks District to be a place where people have healthy lifestyles and where health inequalities are reduced

Insert Picture

What you said

“Reduce loneliness and isolation”

“Provide better coordination for holistic health and care services, making partners work around the needs of the individual”

“Focus on prevention and increase preventative activities, rather than having to deal with people at the point of crisis”

Sevenoaks District Community Plan Priorities 2019-2022

Healthy Environment

Sevenoaks District Council has produced a new Housing Strategy, “Wellbeing Starts at Home” (2017), that recognise that our homes have an impact on health, as it is the place we spend the majority of our time. We want to use all of our public health and place-shaping tools to create environments that support wellbeing. We believe that our homes can have a significant impact on peoples’ health and homes that are badly maintained, full of hazards, cold and damp, will cause our health to suffer.

Health is not just about health care it is about lifestyle choices, decent housing, social networks, and access to leisure and open spaces. We want to create healthy communities and environments supported by services and infrastructure.

We recognise that social isolation and loneliness are key issues that have a negative effect on health, and that people need to connect with their local communities. The rural nature of our District means that many older and vulnerable people are still finding it difficult to access key health services by public transport.

We are working to transform health and social care services based around the needs of the individual. We are also aware of the continued impact on health and social care services of an increasingly frail and ageing population, together with an increase in the number of people suffering from dementia.

The NHS Sustainability and Transformation Plan (STP) for Kent and Medway sets out how health services need to change over the next five years to achieve the right care for people for decades to come. It is about making sure that services are prevention focused and coordinated around the needs of the individual, and that all partners’ services think about health care needs.

What you said

From our consultations, we know residents are most concerned about:

- Finding it difficult to access services, particularly General Practitioner and hospital appointments.
- Needing a preventative approach to healthy lifestyles and investment in leisure services and infrastructure.
- Supporting vulnerable people to remain independent and helping them take more responsibility for their own health.
- Promoting the benefits of active travel, e.g. everyday walking and cycling in support of health and mental health.
- Loneliness and isolation harming health and wellbeing.
- Providing suitable accommodation for older people, particularly support services and accommodation for people with dementia.
- Providing more joined up support for the frail and elderly.
- Promoting more joined up patient-centred working.
- Making better use of technology to support people’s health care needs.
- Supporting voluntary and community groups who are providing services.

Healthy Environment - Your Priorities

Priority 1

Reduce health inequalities and improve health and wellbeing for all

We will:

- Develop a campaign to tackle the stigma attached to loneliness and isolation and provide staff training on support services available to residents.
- Use the Local Plan to ensure new development is designed to improve mental health and reduce loneliness.
- Carry out Health Impact Assessments for new development as defined in the Local Plan and ensure mitigation of impacts on health, wellbeing and safety.
- Work with health partners to focus on an integrated place-based approach to health and wellbeing and aim to strengthen individual and community resilience.
- Transform the health and social care workforce by promoting independence and self-care (based on Kent County Council's Esther Model);
- Deliver One You initiatives that have an impact on obesity, long-term conditions, mental health and physical activity, loneliness and isolation.
- Work in partnership to support people with health and long-term conditions to prevent them progressing to high and very high levels of frailty.
- Carry out annual physical health assessments and provide follow-up care for people with serious mental illness.
- Work with partners to build the capacity of mental health crisis support services to meet local community needs.
- Work with partners in the Sevenoaks District Health Action Team to identify and address gaps in services through the Health Inequalities Action Plan.
- Work with General Practitioners and other health partners to identify and provide coordinated services for the most vulnerable through the NHS Multi-Disciplinary Team process.
- Use a variety of communication methods, including digital marketing, to take health and wellbeing information to residents.

Priority 2

Tackle the housing causes of health and wellbeing issues

We will:

- Through Sevenoaks District Council's Housing Strategy, "Wellbeing starts at home", help older and vulnerable people remain independent and self-care, by health proofing housing and using assistive technology to improve support.
- Deliver innovative health and housing programmes to provide aids, adaptations and devices and to enable people to live more independently and provide support for them to return home from hospital as soon as they are clinically ready.
- Tackle the housing causes of ill health through the work of the Council's HERO (Housing Energy Retraining Options) and SuperHERO advice services.
- Support new housing designed for older people, and for people with physical disabilities, including specialist retirement accommodation and register care homes (particularly dementia-specialist) both market and affordable through the Local Plan.
- Identify grants and other funding opportunities to improve housing and support independent living.

Sevenoaks District Community Plan Priorities 2019-2022

Priority 3

Encourage access to health services for all

We will:

- Consider health and social care needs set out in the Sevenoaks District Infrastructure Delivery Plan as part of the Local Plan.
- Assess and address gaps in General Practice primary health care services through the NHS Health and Social Care Sustainability and Transformation Plan (STP) process and establish a single primary care strategy for Kent and Medway.
- Work with partners to develop community hubs to offer holistic and more joined up health services based on a person-centred approach.
- Ensure that a health in all policies approach that links a wider range of services such as leisure and housing advice services to the health prevention agenda to have an impact on health and wellbeing.
- Provide training for front line health and social care staff in “Active Signposting” to ensure patients are directed to the most appropriate help.
- Encourage people with disabilities to take part in sport and volunteering.
- Support the retention of existing sport and leisure, unless it can be re-provided, taking into account local needs and improvements in quality through the Local Plan.
- Ensure new development takes into account open space and infrastructure.
- Support proposals to improve the quality of and/or access to the District’s open spaces, Public Rights of Way and cycling routes through the Local Plan.
- Support active lifestyles through Kent County Council’s Rights of Way Improvement Plan and actions to increase health and wellbeing benefits.
- Support and promote voluntary and community transport schemes.

Did you know?

People with serious mental illness face a shorter life expectancy by an average of 15-20 years, are 3 times more likely to smoke, 3½ times more likely to lose all teeth, at double the risk of obesity and diabetes and 3 times the risk of hypertension.

Being lonely means you are 3.4 times more likely to suffer depression, 3.5 times more likely to need residential care, 1.8 more likely to end up visiting a GP and 1.6 times more likely to end up in Accident and Emergency.

From 2014/15-2016/17, the recorded dementia prevalence rate in the Sevenoaks District was 0.8% of patients on GP registers (all ages). This is in line with the Kent average but represents an increasing trend from 2012/13 (0.6% average for Kent)



Dynamic Economy

We want Sevenoaks District to be a place with a thriving local economy, where businesses flourish and people have skills for employment

Insert Picture

What you said

“Target and support those who want to work but need help overcoming barriers”

“Continue to provide support for businesses in the District, including developing business centres and business hubs”

“Look at the challenges and opportunities from Brexit, particularly given our close connection with London”

Sevenoaks District Community Plan Priorities 2019-2023

Dynamic Economy

Sevenoaks District Council's Economic Development Strategy 2018-2021 sets out five themes for Economic Development. These include growth and investment to regenerate key market towns, infrastructure to serve our communities, visitor economy to maintain the District as a key destination for visitors, skills to ensure residents and businesses can gain the skills they need and enterprise, to ensure our District continues to be a place where businesses can prosper and grow.

It also looks at our District's economic strengths, weaknesses, threats and opportunities. One of our most significant challenges continues to be the pressure on employment sites for housing and the extension of permitted development rights to allow conversion of offices to housing. There are also concerns about the varying quality of mobile and broadband coverage across the District and changes in the retail sector because of online shopping that are affecting our high streets.

The emerging Sevenoaks District Local Plan is also working to support a vibrant and balanced economy. It does this through measures to protect employment sites and have planning policies in place to create employment opportunities and vibrant town and local centres as well as protecting existing tourism attractions and encouraging tourism in urban and rural areas.

As economic growth is linked to housing, affordability of housing, transport and supporting infrastructure in our District are significant issues affecting businesses and their ability to recruit and retain staff.

What you said

From our consultations, we know residents are most concerned about:

- Businesses needing good movement of goods and services and people and better transport infrastructure to support this.
- Helping local business to employ local apprentices to improve work opportunities of local people and allowing young people to have a great start to their working life.
- Regenerating New Ash Green, Swanley and Edenbridge.
- Opportunities for more informal overnight stay accommodation to support tourism.
- Accessibility and quality and connectivity of transport services affect how we attract and retain businesses.
- Looking at how we are supporting more vulnerable groups into pathways to employment and training.
- Making sure local shops are viable to meet the needs of the local communities they serve.
- Continue providing support for businesses.
- Creating opportunities to develop business hubs and business centres.
- Supporting local people with skills is essential, particularly given we have no higher or further education facilities in the District.
- Looking at broadband speed and reliability as well as mobile phone networks and thinking about the impact on rural economy.
- Look at Brexit threats and opportunities for business in the District.

Dynamic Economy - Your Priorities

Priority 1

Promote economic growth and investment

We will:

- Identify and retain sites for employment, in the District and protect office accommodation through the Local Plan to support the economy.
- Through our planning policies, support the development of new employment allocations, and other new employment units for small to medium sized businesses in suitable locations.
- Use planning policies to restrict the scope of permitted development rights on all office accommodation and relating to office space conversions to residential conversions.
- Encourage investment and promote “inward investment” to secure new employment and retail sites and buildings in the District.
- Work to secure investment and regeneration in towns and large villages, including Swanley Town Centre and New Ash Green and Edenbridge.
- Use Planning Policies to focus on employment needs and place-making within the major towns in the Sevenoaks District.
- Work with neighbouring Local Authorities to take into account the impact of major developments outside the District, including Gatwick, Biggin Hill, Ebbsfleet and Dartford’s London Resort.

Priority 2

Improve skills for employment

We will:

- Assess residents employment support needs, provide joined-up support and signpost people to appropriate services to meet their needs, particularly those needing the most support to access jobs and training.
- Develop and implement supported internship programmes working with young people registered with an Education and Health Care Plan.
- Create links between Employer Guilds and key statutory and voluntary sector partners to look at opportunities in key sectors, including construction, health and social care, financial services, land based and creative and media.
- Support initiatives that prevent people from becoming NEET (Not in Employment, Education or Training) or support people who are NEET into pathways to work, education or training.
- Develop stronger relationships with education and training providers through the work of the Local Strategic Partnership Supporting People into Employment Group.
- Delivering the West Kent Enterprise Adviser Network to secure our future workforce and championing training in the workplace for older people.
- Promote apprenticeships, degree level apprenticeships, and other pathways to careers.
- Participate in regular skills fairs.
- Work with the University of the Third Age and the Sevenoaks District Older People’s Forum to support adults to remain economically active and provided with opportunities to reskill.
- Look at opportunities for supported housing initiatives linked to education and skills.

Sevenoaks District Community Plan Priorities 2019-2023

Priority 3

Improve broadband connectivity and support people to be more digitally aware

We will:

- Use planning polices to ensure that new development is technology ready, including the provision of high quality telecommunications and broadband connections.
- Develop a partnership digital inclusion strategy mapping support available to residents in the community.
- Work with the West Kent Partnership to implement high-speed (5G) broadband services across West Kent and address local issues with mobile phone coverage.

Priority 4

Keep existing businesses, encourage new businesses and tourism

We will:

- Support new and existing businesses through a “team around the business” approach.
- Work with Visit Kent and Produced in Kent to promote and market the District’s tourism offer.
- Work with the agencies to look at opportunities for funding opportunities for rural business through the West Kent Partnership
- Use planning policies to encourage the re-use of existing retail units, where appropriate, to ensure active frontages (e.g., retail, community, food and drink usage and fronts of residential units are located long major routes and adjacent to areas used by the public).
- Use planning policies to support the provision of sustainable tourism development.
- Support tourism sector initiatives to develop a wider overnight stay accommodation choice.
- Work with Visit Kent, Produced in Kent and other to promote tourism.

Did you know?

In the period 2018 and 2036, there will be a 0.7% reduction in the working age population at a time when we have an increasing strain on our economy from adult social care due to an ageing population.

91% of businesses in the District have fewer than 10 employees.

There are 30 large employment sites in the District, which provide land for accommodation, warehousing and industrial uses

The Sevenoaks Visitor Economy represents £230 million to the local economy, with 3.9 million visitors and 5,032 jobs.



Sustainable Economy

Where people can live, work and travel more easily
and are empowered to shape their communities

Insert Picture

What you said

“More affordable housing, I am 24 and work full time yet any housing is way out if my budget”

“We've seen in our locality a lot of removal, reduced and changed bus services which have directly impacted on accessing GP surgeries, shops, schools etc...”

“Provision of electric car charging points will be more important for the future”

Sustainable Economy

Sevenoaks District provides excellent transport connectivity, particularly to London and the London airports. However, residents have told us that they continue to have particular issues accessing key local services and facilities. A new Strategic Transport Assessment is currently in development and will provide information about transport implications for the emerging Sevenoaks District Local Plan. The Local Plan will also have regard to Kent County Council's refreshed Growth and Infrastructure Framework (2018) and the Local Transport Plan 4: Delivering Growth Without Gridlock (2016-2031) which sets out transport priorities for the Sevenoaks District.

The Local Plan looks to ensure that communities are well connected and supported by appropriate infrastructure. The Local Plan will make provision for integrated and improved transport infrastructure. We also need to make sure we make the best use of the Community Infrastructure Levy (CIL) for the benefit of residents.

Sevenoaks District Council's Housing Strategy, "Wellbeing Starts at Home" (2017) is built on a comprehensive Housing Needs Study. It recognises that house prices in the district are still not affordable for many people. The strategy aims to support innovative schemes to give young people a chance to own their own home in the District where they grew up. Together with the Local Plan, which will provide for housing choices, it is recognised that there needs to be more thought, more options, more supply and better design to make downsizing more popular for older people and free up homes for families, provide supported accommodation for older and vulnerable people and affordable housing in rural areas. Residents are also concerned that new housing is supported by appropriate infrastructure.

Local services need to respond to the needs of the residents we all serve, and residents need to have a chance to be involved in shaping the services and issues that affect their local community.

What you said

From our consultations, we know residents are most concerned about:

- Needing more frequent and timely public transport services, improved access to local services and facilities, particularly hospitals and GPs and schools, more services at evenings and weekends and improved transport connectivity.
- Ensuring that infrastructure is a key consideration in new developments, particularly transport infrastructure.
- Improving access to services in villages and rural areas.
- Need for more affordable housing, including housing for young people whose income cannot match the cost of housing in the area and housing to meet the needs of older people.
- Do more work to bring empty properties back into use and work with private landlords to bring more private sector rentals onto the market.
- More partnership working to encourage and support community activities.

Sustainable Economy - Your Priorities

Priority 1

Make it easier for people to travel to key local services and improve infrastructure

We will:

- Produce an Infrastructure Delivery Plan that supports the implementation of the Local Plan and how and when necessary infrastructure schemes will be delivered throughout the plan period.
- Ensure that through the Local Plan, where new development creates a requirement for new or improved infrastructure, that developers will provide or contribute to that requirement.
- Work in partnership with Kent County Council, Highways England and other transport delivery partners to mitigate adverse travel impacts from new development, promote sustainable modes of travel and encourage initiatives, which seek to improve health and wellbeing.
- Produce a new Transport Strategy for the District based on the Strategic Transport Study (commissioned by Sevenoaks District Council) to facilitate improvements to transport in the District.
- Consider the transport infrastructure needs set out in the Sevenoaks District Infrastructure Delivery Plan as part of the Local Plan.
- Use planning policies to make provision for integrated and improved transport infrastructure, including electric vehicle charging points through direct improvements and/or developer contributions.
- Promote safe and high quality pedestrian and cycling routes to key local services, transport interchanges such as bus and rail services through the Local Plan and the Sevenoaks District Cycling Strategy.
- Use the Community Infrastructure Charging scheme to provide funding for infrastructure to address funding gaps to deliver local and/or strategic schemes.
- Continue to use S106 (of the Town and Country Planning Act 1990) for site-specific, on-site infrastructure improvements, including open spaces, highways and sustainable transport improvements.
- Provide community grant funding and promote voluntary and community transport schemes.

Priority 2

Provide a good mix of decent and affordable housing across tenures

We will:

- Deliver the Sevenoaks District's Housing Strategy, "Wellbeing Starts at Home" and deliver actions to provide a good mix of decent housing across tenures.
- Ensure that new housing creates mixed, balanced and inclusive communities, including housing for older people and people with physical disabilities, through the emerging Local Plan.
- Ensure that new housing contributes to the delivery of affordable housing (including social rented, affordable rented and intermediate housing) through the emerging Local Plan.
- Increase the amount of private rented housing in the District.
- Explore measures with a view to reducing under-occupation and over-crowding and support people wanting to downsize through the District Housing Strategy.

Sevenoaks District Community Plan Priorities 2019-2023

Priority 3

Help people to shape their local communities

We will:

- Ensure that local people are placed at the centre of our services and that they are involved in designing and shaping services and the issues that affect them or their local areas.
- Work with local communities on community-led housing initiatives.
- Support Neighbourhood Plans through the Sevenoaks District Local Plan.
- Through the Local Plan, encourage community-based participation in shaping public spaces and in a way that improves social, economic and cultural opportunities.
- Support work that enhances community connections to tackle loneliness and social isolation.
- Support the voluntary, community and faith sectors in community activities and local initiatives that support the Sevenoaks priorities set out in the Community Plan.
- Create opportunities for people to be involved artistically and culturally and to exercise and improve their health and wellbeing, in the tranquil and inspiring Areas of Outstanding Natural Beauty in the District.
- Work to support community assets and increase community resilience.
- Engage local residents in the remodelling of Local Care systems for health and wellbeing.
- Set up a voluntary sector forum for voluntary, community and faith groups.

Did you know?

House prices in the Sevenoaks District are up to 17 times higher than the average yearly wage, making it almost impossible for younger people to step onto the housing ladder.

During 2017/18, the Community Infrastructure Levy (CIL) Board agreed a total value of £1.26 million for infrastructure projects in the Sevenoaks District, including Swanley Station improvements.

The headline housing need for the Sevenoaks District is currently 698 homes to be built every year (figure provided by central government and subject to change). This is quadruple the existing target of 165.

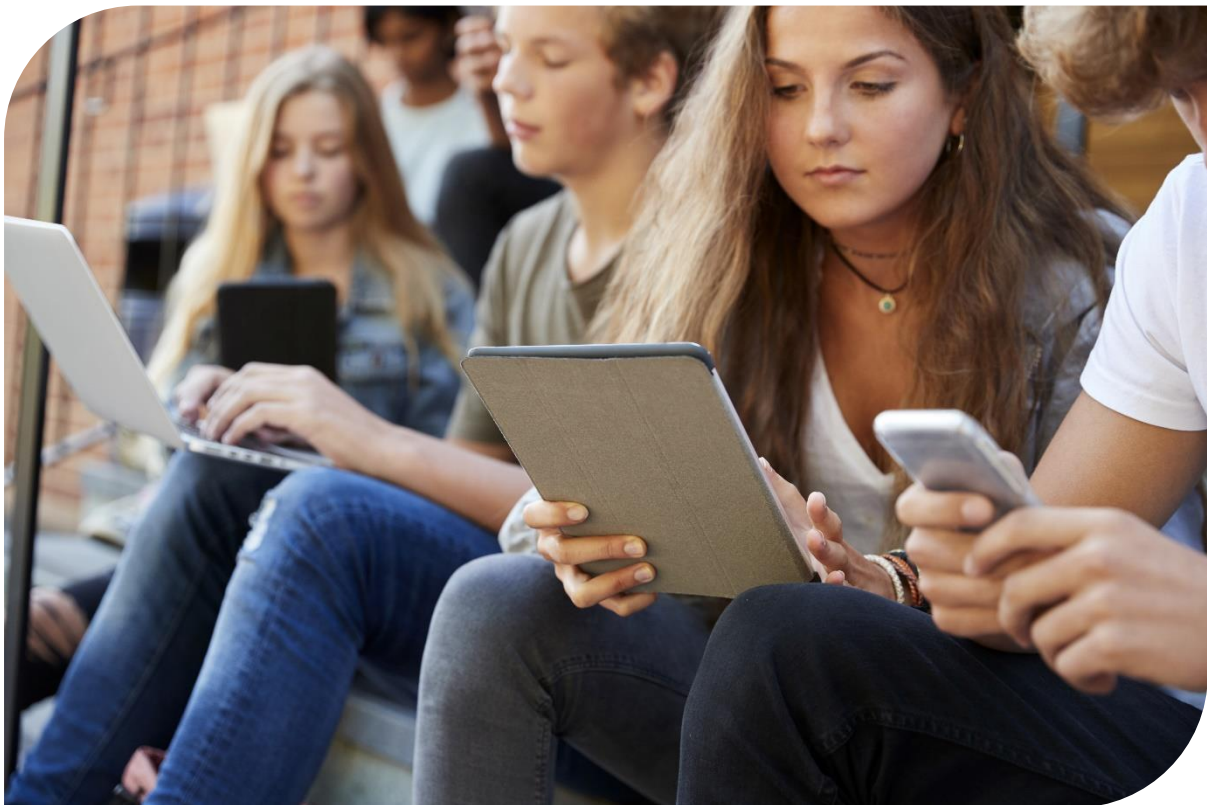
Public Consultation Draft

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ECONOMIC DEVELOPMENT STRATEGY 2014 - 2017 FINAL MONITORING REPORT

Economic and Community Development Advisory Committee - 11 December 2018

Report of Chief Officer Communities and Business

Status For Decision

Key Decision No

Executive Summary: The report summarises performance of the targets in the 2014 -2017 Economic Development Strategy. The performance outcomes against the targets since the last report are: 86% of the targets are reported as green, 7% as amber and 7% as red.

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. Roderick Hogarth

Contact Officer Emily Haswell, Ext. 7261

Recommendation to Economic and Community Development Advisory Committee:

To note the performance outcomes of the targets in the 2014 - 2017 Economic Development Strategy and its associated action plan.

Reason for recommendation:

The 2014 -2017 Economic Development Strategy is being replaced with a new Strategy for the period from 2018-2021 and the report highlights the final outcomes of the targets in the original strategy.

Introduction and Background

- 1 The 2014 - 2017 Economic Development Strategy included an extensive action plan and the report sets out the outcomes of the action plan and performance information.
- 2 A summary of progress is given below and monitoring information provided in the appendix. The Strategy was adopted during an economic downturn affecting every sector of the economy and subsequent economic and policy changes have had an impact on the ability and priority for completion of actions. Additionally there are some actions against which performance is outside the influence of the Council.

Agenda Item 9

- 3 The Sevenoaks District economy continues to perform well. Sevenoaks District has a relatively high percentage of SME's with 90.5% having 0-9 employees (NOMIS 2018). It has continued to maintain its position relative to other local areas and has continued to have low unemployment, 0.7% (NOMIS 2018) high numbers of Micro businesses 90.5% (0-9 employees) (NOMIS 2018) and a high percentage of people working from home. The amount of Jobseeker's Allowance claimants within the District has decreased throughout the strategy period with 870 (1.2%) claimants in March 2014 compared to 470 (0.7%) claimants in September 2018.

- 4 Strategic Objective 1 - Inward Investment.

The actions relating to employment land allocation and retail frontage are reporting slightly below the target figures. These are symptomatic of the changing market conditions and national planning policy decisions, which enabled conversion of office accommodation to residential use under Permitted Development Rights.

- 5 Strategic Objective 2 - Skills and Support

The Economic Development team have made great progress with this objective and are becoming a valued source of advice and support for local businesses. Throughout the plan period there has been support available to businesses through the West Kent Partnership. In 2017/18 49 hours of one to one support have been provided through the Centre for Micro Businesses to 27 companies in Sevenoaks District, this scheme is ongoing. The support the team provide in promoting and facilitating this service has been praised by the Centre for Micro Businesses and by some of the clients they support.

Through the realBusiness newsletter and increased social media presence the Economic Development Team are a conduit of information and advice on local support and funding schemes, ensuring that local companies are making the most of the opportunities available to them. The team regularly engage directly with businesses to ensure that they are well connected to local support, sources of advice and taking part in National campaigns. Regular liaison with business support organisations enables the team to ensure they have current relevant information to share.

The Team Around Your business service continues to provide support to businesses accessing Council Services. It is estimated that 50 hours Team Around Your Business support has been provided between May 2016 and October 2018, the nature of this support has helped businesses to grow and prosper generating positive feedback.

- 6 Strategic Objective 3 - Transport and Infrastructure

Whilst progress has been made, this is an objective where delivery is reliant on others and the Council's role may be limited. The BDUK phase 2 contract has now been completed. A County wide review of provision is being undertaken on a Parish by Parish basis and that will highlight those geographical areas which require further improvement. The District Council

will work closely with communities, infrastructure providers and the County Council in those areas to find new solutions.

Construction work commenced on the Buckhurst 2 multi storey car park in January 2018 and the car park is due to open in March 2019.

7 Strategic Objective 4 - Energy and Sustainability

A new STEM (Steps to Environmental Management) workshop has been organised for June 2017 following the success of the previous programme. The LoCASE (Low Carbon Economy Across the South East) scheme offering businesses match funded energy efficiency grants from Kent County Council has been promoted by the Economic Development team resulting in 13 Sevenoaks businesses being awarded a total of £91,000 in grant funding from the scheme.

8 Strategic Objective 5 - Places for Growth and Improvement

The Economic Development team have worked closely with the planning policy team on the development of the Local Plan, including contributions to the production of the evidence base and the preparation of the Issues and Options consultation. The Edenbridge Economic Development study has been completed. A similar study for the Sevenoaks Urban Economic Area is currently being completed.

9 Strategic Objective 6 - Rural Economy

Funding for rural businesses is being delivered by the LEADER programme which provides EU funding for rural businesses across West Kent. The programme has awarded grants totalling £221,455 for 6 projects submitted to the programme between January 2016 and December 2017. Specific application support for businesses has been provided as part of the West Kent Partnership business support scheme. The team is working with local food producers and Produced in Kent who support this sector.

10 Strategic Objective 7 - Tourism

The new Premier Inn opened in August 2018 and has provided 83 bedrooms for use by visitors to the town and District. The sector led Visitor Economy Study has been completed and new Tourism webpages have been prepared and these are hosted by Visit Kent.

Conclusions

The outcomes of the targets in the 2014-2017 Economic Development Strategy and associated action plan are reporting 86% actions as Green indicating that they are either already achieved or well on the way, 7% Amber indicating a target in progress or slightly uncertain and 7% red with the target unlikely to be achieved.

Agenda Item 9

Key Implications

Financial

There are no financial implications for the delivery of the strategy which is resourced through the Economic Development budget and by working in partnership with other organisations.

Legal Implications and Risk Assessment Statement

There are no legal implications for delivery of the Economic Development Strategy Action Plan.

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.

Appendices

Appendix A - Economic Development Strategy
Monitoring Report - December 2018

Background Papers

2014 - 2017 Economic Development Strategy

Lesley Bowles

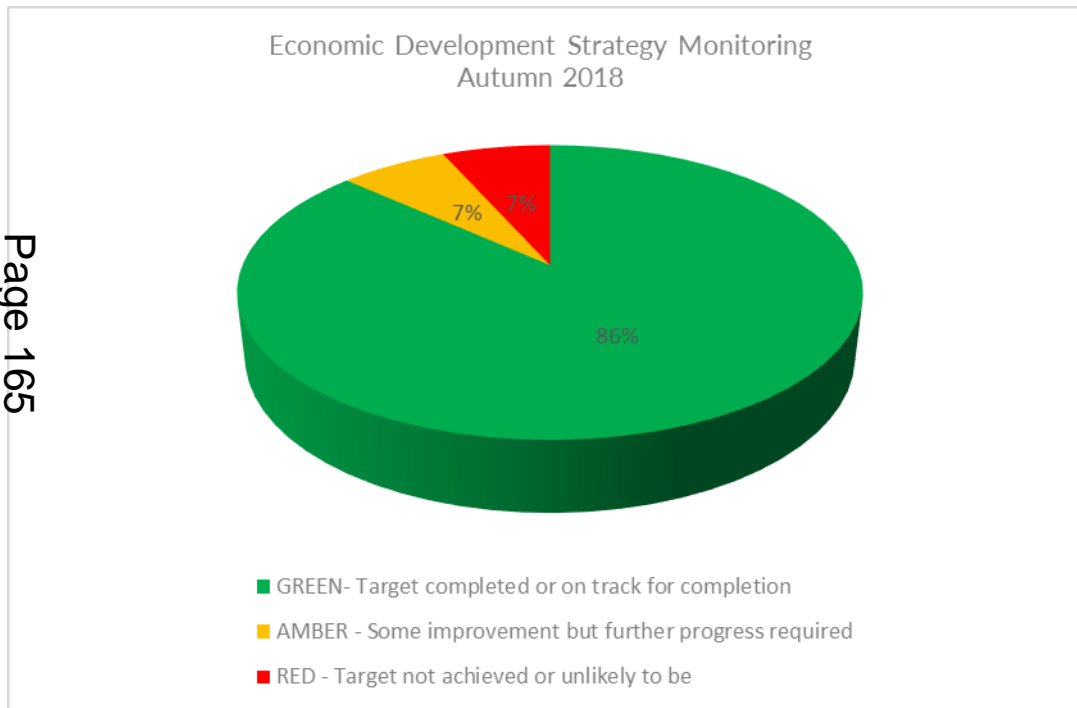
Chief Officer Communities and Business

Economic Development Strategy Monitoring Report Autumn 2018



The Economic Development Strategy has been in place since 2014 with proposed completion date for the majority of actions as 2018. This report is the final monitoring update as we move towards the adoption of a new Economic Development Strategy for the District.

Page 165



Agenda Item 9

Code	Target	Action	Update	Commentary	Status
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Code	Target	Action	Update	Commentary	Status
Strategic Objective 1 - Inward Investment					
ECON 1.1A	Increase the number of businesses locating or setting up in Sevenoaks District over the plan period	Market Sevenoaks District as a place to invest and grow	Continue to offer support to businesses to encourage them to be successful and to set up in the District. Continue to liaise with Locate in Kent.	During the strategy term the business count in Sevenoaks District (ONS from NOMIS) has increased from 6090 in 2014 to 6580 in 2018.	GREEN
ECON 1.1B	Increase in commercial space	Market Sevenoaks District as a place to invest and grow	Proactively working with planning colleagues to ensure the new Local Plan allows for increased commercial space and employment land	Continue to work with partners such as Locate in Kent to assist companies wishing to locate or relocate in the District.	GREEN
Page 99 ECON 1.2A	At least 70% A1 frontage within Primary Frontage of Sevenoaks Town Centre	Encourage viable and vibrant town centres through a range of partnerships	The Authority Monitoring Report (AMR) 2016/17 states that 69% of the Primary Frontage within Sevenoaks Town Centre was in A1 use. Figures for the period 1st April 2017 to 31st March 2018 will be published in early 2019.	Much has been done during the strategy term to encourage vibrant town centres by working with Sevenoaks Town Partnership to support their work. Our ability to influence primary retail frontage in town centres is limited.	RED
ECON 1.2B	At least 45% of A1 frontage within primary frontage of Edenbridge town centre	Encourage viable and vibrant town centres through a range of partnerships	The Authority Monitoring Report (AMR) 2016/17 states that 50% of the Primary Frontage within Edenbridge Town Centre was in A1 use. Figures for the period 1st April 2017 to 31st March 2018 will be published in early 2019.	We have continued to work with Edenbridge Partnership and Edenbridge business forum and have assisted by providing an economic study for the town centre area.	GREEN
ECON 1.3A	Measure the change in employment floor space in non-allocated sites	Maintain and protect employment land and	The Authority Monitoring Report (AMR) 2016/17 states that there was a net loss of 2487 sq. m of employment floor space in non-	These targets have not been achievable due to changes in planning policy around permitted development, allowing change of use from office to residential, which reduces the supply of	RED

Code	Target	Action	Update	Commentary	Status
		commercial premises	allocated sites.	employment floor space in the District.	
ECON 1.3B	No loss of employment allocations and major developed employment sites in the green belt	Maintain and protect employment land and commercial premises	The Authority Monitoring Report (AMR) 2016/17 states that there was a net loss of 10118 sq. m of employment floor space on Employment Allocation Sites and Mixed Use Development Allocation Sites. There were no changes in the Major Developed Employment Sites in the Green Belt. Figures for the period 1st April 2017 to 31st March 2018 will be published in early 2019.	The Evidence base for the new local plan will include consideration of positive allocations to allow for the loss of space caused by Permitted development rights	GREEN
ECON 1.4A	Regular meetings held with QinetiQ	Work with QinetiQ to develop an engineering cluster and training objectives	The Council is continuing a dialogue with Merseyside Pension Fund, Qinetiq and DSTL over future plans for the Fort Halstead site.	Following the change in ownership from Deutsche Bank to Merseyside Pension Fund two meetings have been held with the Fund and their advisors, CBRE. Further meetings have been held with CBRE to develop a 'proposition' for the commercial and employment element of the site. Qinetiq have confirmed their continuing presence at the site and the DSTL relocation is planned for completion in late 2021.	GREEN
ECON 1.4B	Feasibility study for training opportunities produced as part of plans to redevelop Fort Halstead	Work with QinetiQ to develop an engineering cluster and training objectives	As part of the development of the 'proposition' for the commercial and employment element of the site CBRE are reviewing opportunities for collaboration in the 'hi tech' and engineering sectors. This will include training and start-ups.		GREEN

Code	Target	Action	Update	Commentary	Status
Strategic Objective 2 - Skills and Support					
ECON 2.1A	Number of businesses accessing 1:1 support	Enable businesses to access support, advice and finance	The West Kent Partnership have funded 49 hours of business support to Sevenoaks District companies in 2017/18. 16 of the 27 business supported are progressing to the 12 hours support funded through SEBB.	Throughout the plan period there has been support available to businesses in the District. By working with West Kent Partnership we have been able to best utilise available funding sources and continue to provide business advice, support and finance. The Economic Development team keep up to date with funding available in order to best signpost and inform businesses about what's available and work with providers to promote services.	GREEN
Page 168	ECON 2.1B	The number of businesses in the District accessing Escalate	<p>6 Sevenoaks businesses were successful in receiving ESCALATE funding whilst this was available, they received a total of £594,000 which created 33.6 new jobs and safeguarded 18.17 jobs.</p> <p>£50,000 has been awarded via the Kent and Medway Business Fund (the recycled funds scheme from ESCALATE) to Sevenoaks business creating 5 Jobs.</p> <p>£750,000 has been allocated to 2 companies via the innovation fund (i3) creating 18 jobs and safeguarding 54.</p> <p>The South East Business Boost scheme remains open, to date £20,000 has been awarded to Sevenoaks companies, this is expected to continue to increase.</p>		GREEN
ECON	Increase the amount of LEP	Enable	The Local Growth Fund is to be		RED

Code	Target	Action	Update	Commentary	Status
2.1C	funding obtained	businesses to access support, advice and finance	included within the new UK Shared Prosperity Fund. Additional funding for LGF 3b was announced by SELEP earlier in 2018 but the available funding is significantly oversubscribed.		
ECON 2.1D Page 169	Amount of European funding leveraged into the district increased	Enable businesses to access support, advice and finance	<p>The LEADER programme is an EU funded programme to provide grant funding to local businesses. Currently there are 9 projects in the District of Sevenoaks with a total grant award of over £326,000 bringing an investment of over £800,000 to the rural economy creating 16 jobs.</p> <p>The LoCASE (Low Carbon Across the South East) programme has assisted 13 Sevenoaks based SMEs with grant funding totalling £91,000.</p>	Economic Development team continue to promote available funding schemes.	GREEN
ECON 2.2A	Reduce the number of NEETs in line with targets set by Early Help and Prevention Services (Kelsi)	Improve the skills and employability of residents in the district	<p>The Supporting Young People into Employment Group has been working alongside Sevenoaks District Economic Development to look at ways we can reduce NEETs in the District.</p> <p>During 2017/18, the Sevenoaks NEET (not in employment, education or training) population was consistently low, with a cohort of 40 in March 2017 and 42 in March 2018, and the percentage of year 12 and 13 NEETs in the</p>		GREEN

Code	Target	Action	Update	Commentary	Status
			<p>District was 1.85%.</p> <p>During 2017/18 some work (undertaken by CXK on behalf of KCC) to find out more about status of NEET's who's destination was 'unknown' (Yrs 12&13) led to a decrease in Not Known figure for the District from 7.66% to 2.29%. CXK has also supported 38 young people to move from NEET to EET in Sevenoaks between 2017/18.</p>		
<p>Page 170</p> <p>ECON 2.2B</p>	Reduce the number of JSA claimants	Improve the skills and employability of residents in the district	In Sevenoaks District the number of JSA claimants has decreased from the start of this Strategy from 870 (1.2%) claimants in March 2014 to 470 (0.7%) claimants in Sept 2018. The West Kent Partnership working with Job Centre Plus currently organise 2 job fairs per year and support a careers event for young people	A successful jobs fair was held in Sevenoaks in March 2018 with 22 companies in attendance and approximately 250 job seekers attending a number of whom gained employment as a direct result of the event.	GREEN
ECON 2.3	Businesses are satisfied with contact with the District Council. Information channels are clear and the number of businesses accessing the realBusiness newsletter increases	Set up the 'team around the business' - soft landing for new or expanding businesses	The Economic Development team continues to regularly attend business events and networking and shares relevant information with businesses on advice and support available.	The realBusiness newsletter database has been rationalised following GDPR regulations, although this has led to a decrease in numbers, open rate is increased and we continue to grow the list of people wanting to hear from us.	GREEN
ECON 2.4	A single point of contact is established for business support and funding	Single point of access for funding and business support	The Economic Development team continues to provide a single point of contact for business support and funding information.		GREEN

Code	Target	Action	Update	Commentary	Status
			In addition the team help businesses to access Council services under the Team Around your Business approach. It is estimated that approximately 50 hours Team Around Your Business Support has been provided between May 2016 and October 2018.		
Strategic Objective 3 - Transport and Infrastructure					
ECON 3.1 Page 171	Increase the number of communities accessing superfast broadband	Ensure the district has broadband, mobile telephone and other 21st Century connectivity (see also ECON 3.6b)	Working with the team at Kent County Council and BT to ensure that Sevenoaks residents and businesses are benefitting from the BDUK roll out.	The BDUK phase 2 contract has come to its end. A review is being carried out of the County on a Parish by Parish basis to establish the areas of poor coverage. The review of the parishes within the District is being undertaken in November 2018. This will identify the communities where improvement has occurred and those where locally led solutions are required to enhance availability and speeds.	AMBER
ECON 3.1A	Improvements to Swanley Rail Station and making it Oyster Card ready	Inclusion of Swanley in Transport for London's travel zone and making it Oyster card ready, and make improvements to the rail station	The CIL contribution of match funding for the LSTF4 bid to improve the station was approved in May 2018. It is planned to carry out the improvements to the station in 2019 Oyster technology is now available at the station.		GREEN - in progress
ECON 3.1B	Inclusion of Swanley in Transport for London's travel zone	Inclusion of Swanley in Transport for	Swanley is now included in Travel Zone 8 and is an Oyster card station		GREEN - completed

Code	Target	Action	Update	Commentary	Status
		London's travel zone and making it Oyster card ready, and make improvements to the rail station			
ECON 3.2A	Improvements to Bat and Ball rail station	Improvements to the Bat and Ball rail station	On the 28th April, the planning application made by Sevenoaks Town Council for a refurbishment project for the Bat & Ball Station building was granted. This project is underway led by the Sevenoaks Town Council.		GREEN
ECON 3.2B	Investigate the inclusion of Bat and Ball and Eynsford train stations in the Transport for London's travel zone	Investigate the inclusion of Bat and Ball in transport for London's Travel zone	Initial investigation took place and concluded it is unlikely that this will happen as Thameslink has the franchise until 2021.	Please note that this target is green as investigation has been concluded, no further progress can be made within the strategy term.	GREEN
ECON 3.4A	Buckhurst 2 decked car park is built	Support efforts to improve car parking in the district	Bradbourne Car Park project now complete providing an extra 121 car parking spaces. Construction of Buckhurst 2 decked car park is underway and on track for completion in April 2019	This is on track to be completed by April 2019	GREEN - To be completed April 2019
ECON 3.4B	The expansion of the Darenth car park is successfully delivered	Support efforts to improve car parking in the district	The successful expansion of the Darenth car park has created an extra 100 parking spaces.		GREEN - Completed
ECON	Increase the amount of	Support efforts	Working with KCC to identify	Proposals for improvements to traffic in Swanley	AMBER

Code	Target	Action	Update	Commentary	Status
3.5A	funding for transport infrastructure	to ease congestion in Sevenoaks and Swanley and improve integration of public transport	funding streams through the Local Growth Fund, SELEP and Local Transport Plan.	have been incorporated within an Integrated Transport Package for consideration in future rounds of the Local Growth Fund or UK Shared Prosperity Fund or alternative capital resources	
ECON 3.5B		Proportion of housing supply in the major settlements (Sevenoaks, Swanley and Edenbridge) - LDF indicator	The Authority Monitoring Report (AMR) 2016/17 states that: <ul style="list-style-type: none"> •45% of the outstanding housing supply is predicted to be within Sevenoaks Urban Area or Swanley. •60% of the outstanding housing supply is predicted to be within Sevenoaks Urban Area, Swanley or Edenbridge. Figures for the period 1st April 2017 to 31st March 2018 will be published in early 2019.		GREEN
ECON 3.6A	The number of businesses accessing support for flood prevention measures	Ensure areas are sufficiently protected from extreme weather and flooding	From April 2015 there were 11 applications for the flood prevention measures funding with 9 being successful.	This project was completed in 2015/16 with the remaining funding being transferred to the Darent Valley landscape Partnership Scheme towards their work on flood defences	GREEN - completed
ECON 3.6B	Rural areas reporting improvements to mobile phone signal coverage	Ensure areas are sufficiently protected from extreme weather and flooding	The improvements of mobile phone signal coverage to reach rural areas is an ambitious target, we are working on broadband and technology development within rural areas which will enable better broadband to improve general connectivity. Data obtained from OfCOM suggests	The OFCOM data for 2017 and 2018 which is taken from their Connected Nations report, first published in December 2017 and updated in October 2018 shows improvements in coverage in the District. This data is District wide. Of 91 comparable datasets for 2G, 3G, 4G, voice and data, 71 datasets (78%) showed improvements. 20 comparable datasets (22%) saw no change or a reduction in service. These were	AMBER

Code	Target	Action	Update	Commentary	Status
			some improvement in coverage in Sevenoaks District but there are still issues in some rural areas.	predominantly based on 2G and 3G provision or overall voice and data services by multiple operators on roads, motorways and geographical areas.	
Strategic Objective 4 - Energy and Sustainability					
Page 174 ECON 4.1A	Successful planning permissions for renewable energy schemes in the District	Ensure that businesses are able to access training and funding opportunities to become more energy efficient	There were 2 applications for large scale renewable, decentralised or combined heat and power schemes granted planning permission during 2016/17. These included the installation and operation of a 177.2kW rooftop solar PV system at Upper Hockenden Farm in Swanley, and the provision of 64 photovoltaic panels on south facing roof of sports hall at Walhamstow Hall School in Sevenoaks. Other small scale schemes granted include the installation of 6 Photovoltaic panels to the south elevation of Suffolk House, High Street in Sevenoaks and a 15kW ground mounted photovoltaic array in the grounds of Riverhall Hill in Sevenoaks. We are aware of other schemes across the District that may not have needed planning permission.		GREEN
ECON	Increase the number of	Ensure that	A successful STEM workshop has		GREEN -

Code	Target	Action	Update	Commentary	Status
4.1B	businesses taking up energy efficiency measures (annual survey)	businesses are able to access training and funding opportunities to become more energy efficient	been delivered with the second round of STEM Blue workshops now planned. Businesses taking up the opportunities provided by the LoCASE (Low Carbon Kent) scheme has increased with 13 Sevenoaks based SMEs with grant funding totalling £91k.		completed
ECON 4.2	Charge points are installed and the number of charging points increased	Install charge points for electric vehicles in the district	2 charging points have been installed in Bradbourne Car Park. Buckhurst 2 is planning to have 8 installed when this project reaches completion.		GREEN - completed April 2019
Strategic Objective 5 - Places for Growth and Improvement					
Page 175 ECON 5.1	Funding identified for places for growth and employment	Improve and redevelop places for growth and employment in the district	Funding has been provided for an Economic study for Edenbridge Town centre. Funding was also provided for a Sevenoaks Urban Area Study. Through bids to CIL we have successfully gained funding for Swanley rail station redevelopment. Our property investment strategy continues to provide growth and deliver employment sites.		GREEN
Strategic Objective 6 - Rural Economy					
ECON 6.1B	Enhance the rural economy through the West Kent Leader fund by: jobs created, Jobs safeguarded, start-ups, Business expansion	Enhance and improve the rural economy	West Kent LEADER has funded 9 projects in the District of Sevenoaks with a total grant award of over £326,000 bringing an investment of over £800,000 to the rural economy creating 16 jobs in the rural area.		GREEN

Code	Target	Action	Update	Commentary	Status
ECON 6.1C	Explore other opportunities to lever in funding / investment	Enhance and improve the rural economy	West Kent partnership successfully received funding to set up an Enterprise Adviser Network in West Kent to network local businesses and schools to raise aspirations and provide links for young people to local business.	The West Kent Enterprise Advisor Network has been hugely successful since its inception in September 2017 with 21 schools and 2 colleges signed up to the network and 29 Enterprise Advisors working with schools across West Kent.	GREEN
ECON 6.1D	The number of rural and home based businesses taking up business support services increased	Enhance and improve the rural economy	From October 2016, a new WK Programme of support has been delivered including home based or rural businesses, offering one to one business support sessions. West Kent LEADER applicants have access to 2 hours free support from a consultant to bring forward final applications		GREEN
ECON 6.1E	Set up regular rural stakeholder meetings	Enhance and improve the rural economy	The West Kent LEADER Local Action Group meets every 6 weeks. Regular meetings with Rural Landowners take place.		GREEN
ECON 6.2	Set up rural skills and rural work accommodation workshops	Establish rural sector skills pathways	Rural business support has been provided as part of the West Kent Business support programme in order to prepare rural businesses to apply for West Kent Leader programme		GREEN - completed
ECON 6.3	Developing campaign and case studies and key messages disseminated	Showcase food produced in Sevenoaks	Working with Produced in Kent to promote new project supporting Kent Food Trails to Sevenoaks producers.		GREEN
Strategic Objective 7 - Tourism					
ECON 7.1A	Increase number of users for a district tourism web	Work with local businesses to	The new website went live at the beginning of May 2018. A positive		GREEN

Code	Target	Action	Update	Commentary	Status
	portal	market the district as a place to work, live, travel and stay	<p>response to the website has been received and user rates have seen a steady increase.</p> <p>During the period May to September 2018, the website attracted a high proportion of new visitors, which equated to 92%. Similarly, the website saw a linear amount of users between June and August, peaking in August 2018.</p> <p>Quarterly reports from Visit Kent will be monitored to ensure high visitor numbers are maintained and subsequently increased.</p>		
ECON 7.1B	Provide at least two sector specific workshops and one networking event	Work with local businesses to market the district as a place to work, live, travel and stay	<p>Most recently, a Visitor Economy forum took place on 16 July 2018. The meeting was well attended by the districts major tourism attractions and also included presentations from external representatives. The group will reconvene during spring 2019 to discuss next steps.</p> <p>Visit Kent will be delivering a digital workshop for the districts tourism providers. The workshop will take place on Thursday 6 December 2018 and will be held at the Council Offices.</p>		GREEN
ECON 7.2A	Sustain the number of bedrooms provided by	Help facilitate growth in the	SDC work closely with Sevenoaks District Accommodation forum		

Page 177

Code	Target	Action	Update	Commentary	Status
Page 178 ECON 7.2B	tourist accommodation providers	tourism industry	<p>(SDAF), to support the District's B&B providers. SDAF meetings are held regularly throughout the year and any actions/updates arising from these meetings are raised with SDC who respond accordingly.</p> <p>As of July 2018 it was noted that there are 24 Sevenoaks District Accommodation (SDAF) members who are now operating B&Bs in the district. This is in addition to 21 AirBnB rooms. The district has also seen an uptake in glamping sites.</p>		GREEN
	Increase the number of providers of hotel accommodation	Help facilitate growth in the tourism industry	The opening of the Premier Inn (July 2018) has been a welcome addition and complements the districts existing accommodation offer		GREEN
ECON 7.3A	Destination Management Plan (DMP) produced	Co-ordinate partnership working to develop long term destination management plans to enhance the districts offer as a key tourism destination in Kent	<p>A Visitor Economy Study was published in October 2017, to support the districts tourism economy. The results of the study were presented to Economic Development and Advisory Committee on 12 December 2017.</p> <p>In addition to the above, the latest Cambridge Economic Model (dated November 2016) reported the volume and value of tourism to be of significant benefit to the economy. In summary, the district</p>		GREEN

Code	Target	Action	Update	Commentary	Status
			welcomed 3.9 visitors which generated £230 million in value. At the time of writing the report it was noted that the industry is providing tourism related jobs to 5,032 individuals across the district.		
ECON 7.3B	Partnership meeting coordinated to take actions within the DMP	Co-ordinate partnership working to develop long term destination management plans to enhance the districts offer as a key tourism destination in Kent	The Visitor Economy study has enabled collaborative partnerships across the district. This is a direct outcome of the forums which have taken place since the implementation of the study.		GREEN
ECON 7.4	Deliver 4 training workshops a year	Support existing accommodation providers and attractions through training and knowledge sharing	See ECON 7.1B. Visit Kent have provided support to our accommodation providers in the form of workshops and training opportunities, namely; <ul style="list-style-type: none"> ➤ Discover England Fund Travel Trade US Connections workshops - February 2018 ➤ Interreg 2 seas PROFIT project - May 2018 ➤ Bookability - Maximising your online presence - 		GREEN

Code	Target	Action	Update	Commentary	Status
			February 2017 ➤ Expedia workshop - April 2018 These opportunities are made available due to our Service Level of Agreement with Visit Kent.		

Economic & Community Development Advisory Committee Work Plan 2018/19 (as at 29.11.18)

11 December 2018	5 March 2019	18 June 2019	8 October 2019
<p>Presentation on the rural economy (Lord Colgrain)</p> <p>Community Plan Priorities 2019-2023</p> <p>Economic Development Strategy 2018-21 report</p> <p>Economic Development Strategy 2014-2017 final monitoring</p>	<p>Presentation from the new Chief Superintendent for Kent Police’s West Division (to present on local policing, including crime statistics)</p> <p>Visit Kent</p> <p>Community Safety Audit</p> <p>Community Safety Strategy & Action Plan</p>		

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