Thames Gateway Kent
Plan for Growth
2014 - 20

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Foreword

As a part of the Thames Gateway, one of Europe’s biggest regeneration initiatives, North Kent is a priority area for growth.

These are exciting times in Thames Gateway Kent. Ebbsfleet’s great potential has been boosted by the announcement of a new Garden City. On the Swanscombe Peninsula we look forward to the possibility of massive investment in a world-class leisure resort, bringing jobs and visitors boosting the North Kent economy.

As each month goes by, more businesses in North Kent are reporting a positive outlook, and many are being helped in their growth ambitions by interest-free loans from the TIGER programme set up by this Partnership.

We regularly review our own strategy to ensure we focus the Partnership’s energy on the areas and actions that will support sustainable economic growth to benefit residents and businesses in North Kent. This refresh of our strategy, last updated in 2012, highlights our priorities and proposals. As well as consulting the business community, we have worked closely with the South East Local Enterprise Partnership, to help shape the Growth Deal proposals negotiated with Government, and bring investment to support economic growth in North Kent.

I commend this Plan to you and at the same time invite any feedback, suggestions or proposals that will help deliver our vision – to make Thames Gateway Kent the place to be.

Rob Bennett
Chair of Thames Gateway Kent Partnership

June 2014
About the Thames Gateway Kent Partnership

The Thames Gateway Kent Partnership (TGKP) is a public-private partnership that helps deliver sustainable economic growth across North Kent.

It comprises senior representatives from across the North Kent business and higher/further education communities, local authorities, the Homes & Communities Agency (HCA), the Environment Agency, together with a North Kent Member of Parliament.

The main aims of the partnership are to:

• create the best conditions possible to attract investment and deliver sustainable, private sector-led economic growth across North Kent;

• promote and enable collaboration between private and public sectors to help achieve growth;

• work with partners in London and South Essex, on pan-Gateway activities, to ensure that the views of North Kent businesses are represented and that the Thames Gateway remains a key priority for Government and the Local Enterprise Partnership (LEP).
Our Vision

Our Vision for North Kent was agreed by the Partnership on its formation in 2001 and remains as relevant today as it was then.

North Kent will be recognised as:

An area of exciting towns and cities complemented by an outstanding natural environment, providing an exemplar of urban regeneration.

A thriving business centre attracting leading investors and businesses through its diverse and skilled workforce, high-quality commercial sites and local services, and accessibility to transport links and strategic routes to UK and continental markets.

An area of strong, integrated communities with harmony between new and existing businesses and residents – where the benefits of development and investment are shared by the whole community.

A vibrant cultural hub with a thriving social scene and civic pride – attracting a growing student population, bringing youth and vigour to the community.

Making Thames Gateway Kent the place to be.
Our economic objectives

To achieve our vision, the Partnership has set out 10 long-term economic objectives for North Kent.
1. **Improve the productivity of the North Kent economy.** Our long-term ambition is to raise Gross Value Added (GVA) in North Kent to the South East regional average by 2026, adding over £2 billion per year to the North Kent economy.

2. **Attract and retain investment in our priority employment locations,** ensuring the development of new employment sites and provision of high-quality, marketable business premises.

3. **Represent North Kent’s interests to Government and the Local Enterprise Partnership** to secure the necessary investment in transport and infrastructure to assist connectivity and sustainable economic growth.

4. Support the delivery of at least **50,000 new homes** between 2006 and 2026.

5. Ensure that all new development is of the **highest possible quality.**

6. **Improve the skills** of North Kent’s workforce and tackle unemployment.

7. Support the creation of at least **58,000 jobs** between 2006 and 2026, particularly in high-value sectors.

8. Attract and grow **knowledge-based employment** in North Kent.

9. Increase the rate of **new business start-ups.**

10. Maximise the **economic benefits of our universities** by strengthening the links with industry and retaining more graduates in North Kent.
Achieving our economic objectives

Attracting new businesses and helping existing businesses to grow and prosper are crucial to the future of North Kent. Delivering new homes and re-shaping our town centres contribute both to the vitality of North Kent and help in supporting the growth of London as a global city. Our priorities include:

1. Delivering growth in key locations

North Kent offers a wide range of development opportunities, including a new Garden City at Ebbsfleet, commercial and industrial sites in the Medway Superhub and mixed-use developments reviving our town centres. Enhancing connectivity across North Kent and its transport links to London, the rest of the UK and to Europe, is essential for sustainable economic growth, enabling the free flow of goods, information, services and people.

North Kent benefits from a number of valuable transport assets, including Ebbsfleet International Station, the A2/M2 and important seaports: capitalising on these existing resources is vital to help attract high-value businesses to the area. But further investment in transport and infrastructure, including digital infrastructure, continues to be a critical factor both to relieve local congestion and unlock the potential of new employment and residential sites.
Partner Actions

- Work with partners across the Thames Gateway, Kent & Medway Economic Partnership (KMEP), South East LEP and with Government to:
  - **Identify and tackle barriers to housing and commercial development** and develop innovative solutions to boost provision of new homes, including affordable homes, and jobs in North Kent.
  - Ensure that **transport schemes supporting North Kent development sites receive high priority** in the allocation of Local Growth Funding.
  - Secure **investment in regeneration projects** in North Kent through innovative financing mechanisms.
- Engage positively with the new development corporation leading the delivery of **Ebbsfleet Garden City**.
- Articulate the **views of businesses** and the partnership on national initiatives impacting upon North Kent.
- Continue **lobbying Government** for early delivery of investment in Highways Agency schemes such as the A2 Bean and Ebbsfleet Junctions and M2 Junction 5/5A.

More detail on some of the key development opportunities in North Kent appears on pages 16 to 21.
2. Attracting and retaining investment

Our employment targets will not be delivered solely from growth in existing businesses. Attracting inward investment is fundamental to achieving our ambitions for North Kent.

One element of our approach is ensuring the supply of **high-quality sites and premises** that meet companies’ needs, from micro-businesses to multi-nationals. Another element is promoting North Kent’s offer to inward investors, promoting the opportunities for **sector clustering**, such as renewable energy (particularly offshore wind) in Medway and Swale, creative and cultural industries in Medway and around the proposed Paramount leisure resort at Swanscombe Peninsula, and life sciences at Kent Science Park.

**Partner Actions**

- **Work with UKTI and partners in Essex and London**, through the Thames Gateway Strategic Group (TGSG), to promote and market the Thames Gateway nationally and internationally.
- Work with Locate in Kent to **promote and co-ordinate inward investment opportunities**.
- Review Kent & Medway-wide **marketing**, with renewed emphasis on the North Kent area.
- Promote the **additional benefits for businesses** available in the Medway-Swale Arc **Assisted Area**.
3. Focusing on Quality

Improving the quality of life in North Kent is an integral part of our Vision. Creating high-quality buildings, enhancing the public realm and natural environment, and providing high-quality community and cultural facilities and public services are imperative if we are successfully to attract new people to the area and improve the lives of existing residents.

Partner Actions

- Ensure that development reflects community needs and complements and respects the natural environment.
- Promote best practice in accommodating change and growth through the delivery of high-quality architecture and design, public space and infrastructure, including green and blue infrastructure.
- Promote a solution-focused approach to resolving tensions between development and social, economic and conservation objectives.
- Work with all stakeholders to ensure that Ebbsfleet Garden City is an exemplar of sustainable and high quality development.
4. Supporting Businesses: Growth in Key Industry Sectors

The diversity of North Kent’s economy has helped its resilience during the economic downturn. But the most competitive economies tend to be those where clear specialisms or clusters of activities promote collaboration and competition and create high-value jobs. We want to support growth across the whole North Kent economy: promoting existing sector strengths (e.g. advanced manufacturing, ports and logistics, and sustainable construction); highlighting sectors where there are particular opportunities for growth due to North Kent’s locational advantages; and responding positively in areas where population growth and demographic change can be drivers for growth (such as in healthcare and retail).

Partner Actions
Shaping and complementing work undertaken through the LEP and KMEP to:

- Develop and implement measures to support the key growth industry sectors in North Kent (e.g. environmental technologies, business and financial services, creative and cultural industries, tourism and leisure, ICT and life sciences).
- Promote North Kent’s business-focused specialist training provision including sustainable construction (SusCon, Dartford), National Maritime Training Centre (Gravesend) and engineering and sustainable technologies (Swale Skills Centre, Sittingbourne).
- Encourage the supply of suitable business premises and work spaces to meet businesses’ requirements and respond to changing work patterns.
- Develop and implement proposals for effective engagement with businesses in North Kent, awareness-raising and other advice and support to expand export and other market opportunities.
5. Supporting Businesses: Increasing Innovation, Enterprise and Creativity

**Fostering an entrepreneurial culture** and helping businesses to exploit new ideas through **innovation and creativity** are critical for economic growth. More companies need to invest in research and development (R&D) and embed innovation and creativity into their everyday business activities to raise productivity, and we need to encourage and support more start-up companies, especially in knowledge-intensive industries.

**Partner Actions**
- Improve businesses’ **access to finance** by promoting the TIGER programme of interest-free loans to support business growth and job creation, and securing long-term programme arrangements beyond March 2015.
- Raise awareness of tax credits and other incentives to **increase investment in R&D**.
- Work with **local universities and businesses** to exploit and embed research, innovation and creativity including incubation of R&D towards market-readiness by **strengthening existing relationships and building new links**.
- Strengthen and extend the **Kent Innovation Corridor**, to maximise the benefit offered by the network of excellent new innovation centres across North and East Kent.
- Ensure access to appropriate sources of advice through a **coherent and well signposted business support offer**, involving public, private and third sector providers.
A skilled workforce is a key driver of productivity and competitiveness and is vital to achieve sustainable economic growth. The skills across North Kent’s residents and workforce need to be raised further to ensure that companies remain competitive and local people can successfully fill newly created roles, especially in knowledge-intensive sectors. We need students coming through schools and colleges to have appropriate guidance about career choices; businesses need to attract and retain more graduates and offer high-quality apprenticeships; unemployed and economically inactive residents need training opportunities that will help them enter the jobs market; and employers need to invest in training to raise the skills of their existing workforce.

6. Improving Skills, Qualifications and Employability

Partner Actions

• Encourage effective targeting of business engagement with schools and colleges.

• Work with strategic partners (e.g. Jobcentre Plus and Skills Funding Agency) to ensure programmes address North Kent priorities and that collaboration with providers and other sector partners is effective.

• Ensure effective mechanisms for engagement between businesses and training providers to secure employer-responsive skills training provision for North Kent residents and businesses.

• Develop proposals to strengthen support for SMEs to increase the offer and take-up of apprenticeships and other in-work training.

• Support efforts to extend FE provision in Swale.
Achievements to date

The last twenty years have seen enormous change and much has already been achieved across North Kent.

Some key examples are featured overleaf.
Ebbsfleet International Station offers journey times to Paris and Brussels of just over two hours. **Domestic high speed rail services** bring North Kent within easy reach of central London (Ebbsfleet 17 minutes, Gravesend 22 minutes, Strood 34 minutes).

**Major transport infrastructure investments** have contributed to a vast improvement in the area’s transport connectivity. These include: the **Medway Tunnel, Sheppey Crossing**, widening of the M2 and the new **Medway Viaduct**, **Fastrack** rapid transit system and **widening and realignment of the A2 in Dartford and Gravesham**, **Sittingbourne Northern Relief Road** and **Rushenden Relief Road** on the Isle of Sheppey.

**New and improved railway stations** have been completed at Dartford (2013), Gravesend (2014) and Gillingham (2011), together with the reinstatement of the **railfreight link at Northfleet**, completed in 2011/2012 and jointly funded by Crossrail, Network Rail and Lafarge.

Successful new developments are approaching completion at **Ingress Park** and **Stone House Hospital** in Dartford, together with initial phases of **The Bridge** and at **Springhead Park** in Gravesham. At **Rochester Riverside** the first affordable housing is complete and contracts let for the next phase of development. Since 2000/01, over **25,500 new homes** have been delivered across North Kent.
Chatham Maritime has been transformed from a defunct naval dockyard into a thriving business, education, leisure and residential community. It is one of the top business locations in Kent, with 120,000 m² of office space, and is home to a community of around 7,000 residents on St. Mary’s Island, in an award-winning residential scheme.

Chatham Maritime also houses a major campus for the Universities at Medway, a partnership between the universities of Greenwich, Kent and Canterbury Christ Church and MidKent College and bringing together more than 10,000 students.

The opening of Bluewater in 1999 turned a derelict cement quarry into one of the most successful regional shopping and leisure centres in the UK with over 28 million visitors each year and further expansion underway.

A number of business parks have become well established across North Kent, including Crossways (M25/J1a), Gillingham Business Park, Kemsley Fields and Eurolink (both at Sittingbourne). New centres for innovative businesses include The Nucleus and The Base in Dartford, the Innovation Centre Medway and Joiners Shop in Chatham, and expansion of Kent Science Park near Sittingbourne.

Major investments in sports, leisure and heritage facilities include Dartford’s Princes Park football stadium, Gravesend’s Cyclo Park, Medway Park centre of sporting excellence, an 800 hectare green space development around Cobham Park and restoration of the Darnley Mausoleum, both in Gravesham, Ranscombe Farm Nature Reserve and the world-class Historic Dockyard at Chatham.
Key investment opportunities

Whilst much has already been achieved, further investment is required to achieve our Vision for North Kent and to seize the huge opportunities for local businesses and investors. The following pages highlight some of the major sites offering investment opportunities and driving economic growth in North Kent.

Ebbsfleet Garden City – The Government has announced its support for a new generation Garden City at Ebbsfleet, with a dedicated development corporation to lead delivery.

Eastern Quarry – a 260 hectare site (Land Securities) between Ebbsfleet International station and Bluewater, with scope for 6,250 new homes. The first phase at Castle Hill (Ward Homes) commenced in 2013.

Ebbsfleet – a 150 hectare site (Land Securities/Lafarge) which could deliver around 790,000 sq metres of mixed use development, including around 3,000 homes and commercial/retail development. Residential development and a Community Church have already been delivered at Springhead Park and further phases are underway.

Swanscombe Peninsula – a 353 hectare site identified as the location for a world-class leisure resort under the Paramount brand.

Dartford and Gravesham
This huge development could generate up to 27,000 direct and indirect jobs. The main planning application is to be determined through the Nationally Significant Infrastructure Project process, with the scheme expected to start on site by 2016, opening 2019-20.

**Northfleet Embankment** – comprising two sites totalling around 70 hectares on the eastern edge of Gravesend Town Centre close to Ebbsfleet International Station, with extensive river frontage and deep water access to the Thames and scope both for linking to the rail network and creation of cruise liner facilities. The HCA-owned Northfleet Embankment East site is ideal for commercial development, while the Lafarge-owned Northfleet Embankment West site has the potential to deliver around 500 houses and 1,500 new jobs through a mixed use scheme.

**North West Sub-Station** – (National Grid Property), on the southern edge of Ebbsfleet Valley, with potential for nearly 1,000 homes in a mixed use development. The first phase (Redrow Homes) is expected to deliver the first new homes in 2015.
Dartford Northern Gateway – this mixed-use development will deliver 1,300 new homes, 1,200 new jobs and a range of supporting facilities including a primary school and a dedicated Fastrack rapid bus transit route.

Dartford Town Centre – Dartford Borough Council and the HCA are collaborating on proposals for the former Co-op site and redevelopment of the Station Mound (complementing the new station buildings opened in 2013), offering a mix of residential, retail, leisure and office development. Permission has been granted for a major redevelopment at Lowfield Street including 10,000 m² anchor retail.

The Bridge – a mixed development including 1,550 homes (over 400 already completed) together with commercial development and community facilities, and the location of a new University Technical College opening in September 2014.

Gravesend Town Centre – around 1,250 new homes and 1,500 new jobs will be created in and around Gravesend town centre, focusing on four major sites (Heritage Quarter, Canal Basin, North East Gravesend and Clifton Slipways) capitalising on the 22 minute High Speed train service to London and investment in public transport interchange in the Transport Quarter (including £19 million upgrade of the railway station).
Medway and Swale

**Medway**: a cluster of waterfront sites creating over 10,000 homes and around 335,000 m² of commercial, employment and retail development.

The major schemes include:

**Chatham Waterfront and Centre** – 2,250 new homes and 2,000 new jobs, enhancing the retail and leisure offer and the clustering of creative and cultural enterprises.

**Chatham Maritime** – Two outstanding development sites – one on St Mary’s Island and the second next to Chatham Historic Dockyard – will complete the regeneration of Chatham Maritime and deliver a further 1,400 new homes and 10,000 m² of commercial space.

**Chatham Waters** – this mixed-use scheme will provide around 950 new homes and 3,500 jobs in 180,000 m² of mixed commercial space including offices, education facilities, hotels and retail. The development includes the Medway University Technical College, opening in 2015, complementing the nearby learning cluster with MidKent College and the Universities at Medway.

**Rochester Riverside** – this site will deliver up to 1,500 new homes and 29,400 m² of commercial space and will be directly served by the relocated railway station opening in 2015 as part of £2.3 billion Network Rail investment in upgrading South Eastern rail networks.

**Gillingham Waterfront** – a private-sector led scheme delivering 775 homes and over 2,200 m² of commercial space.

**Strood** - the extensive waterfront area runs from the Temple Waterfront to Strood Riverside, linking to Strood town centre. These schemes have the potential for over 2,000 new homes and nearly 65,000 m² of mixed retail and employment development, supported by infrastructure investment including refurbishment of the railway station already served by 34 minute high speed services to London.
Rochester Airport – situated close to the M2, this strategic location is to be developed as a technology and knowledge-based cluster. The Masterplan was approved in late 2013. Rationalisation of the existing airport will create capacity for over 37,000 m² of high-quality innovation and commercial space in two phases, providing up to 1,760 jobs.

Lodge Hill, Chattenden – Land Securities propose a mixed-use development on this 700 acre site delivering up to 5,000 new homes and 5,000 new jobs over a 15 to 20 year period, with 41,000 m² mixed commercial space and school, health, leisure and community facilities. Revised proposals include measures to mitigate and compensate for potential harm to the integrity of a SSSI which covers part of the site.

The Medway-Swale Arc – this horseshoe-shaped area has Assisted Area status (from 1 July 2014). It extends from Rochester Airport in the south west to Kent Science Park in the south east, covering some of the most concentrated areas of advanced manufacturing and innovation in South East England. The focus for the Arc is the ‘Medway Superhub’, a network of sites mainly on the Hoo Peninsula and Isle of Sheppey totalling over 340 hectares, with particular potential for growth in low carbon and renewable energy industries and forming part of one of Britain’s
six Centres for Offshore Renewable Engineering (CORE). These include the Port of Sheerness, London Thamesport, Isle of Grain, Kingsnorth Commercial Park and Queenborough & Rushenden.

Eurolink – Phase 5 of this highly successful business estate will provide over 43,000m² of new industrial and logistics development with potential for a further 1,000 jobs.

Sittingbourne Town Centre – A package of developments proposed for the town centre include major schemes led by the Spirit of Sittingbourne consortium, the first phase of which – a new cultural quarter – is expected to commence in Spring 2015.

Queenborough & Rushenden – this site on the Isle of Sheppey will accommodate up to 1,100 new homes linking into the existing community, plus around 180,000m² of commercial space at Neats Court with potential for up to 2,000 jobs.

Kent Science Park – Expansion currently underway will provide 3,000m² of high-tech floorspace suitable for innovatory businesses. In the longer term there are plans for a further 100,000m² expansion, subject to securing improved transport links and access.
Summary - responding to the evidence

Our strategy for promoting economic growth is shaped by the evidence about opportunities and challenges affecting North Kent businesses and residents.

**Opportunities**

**Population and productivity**
Both overall and working age population are growing faster than the national or regional average. Per capita GVA growth is back on an upward trend after dipping in 2007-9.

**Employment, economic activity and earnings**
Current employment is below the 2005 peak, but employment and unemployment rates are comparable with national and regional levels. Economic activity and the rate of economically inactive people wanting a job are also higher than average. Residents in work have seen average earnings increase by more than that experienced across Kent or the UK.

**Skills, qualifications and occupations**
North Kent performs well on GCSE level attainment and Apprenticeship enrolments. A high proportion of HE students in North Kent are studying subjects relevant to our priority sectors. The proportion of residents in professional occupations has increased whilst those in the lowest skilled occupations have decreased.

**Challenges**

The widening gap between working age and total population demands higher productivity to achieve economic growth. Productivity measures show wide disparity across North Kent Districts.

Job losses during the recession make the target for 58,000 new jobs by 2026 challenging. The claimant rate for 18-24 year olds is double the overall rate, with wide district variation. Workplace earnings overall have stagnated and the disparity between districts has widened.

The proportion of residents qualified to degree level is below national and regional rates, a higher than average proportion of residents has no qualifications and participation in post-16 education and training is relatively low. North Kent residents are comparatively under-represented in high value occupations and over-represented in skilled trades.

**Actions**

- Create conditions for businesses to prosper, measures to tackle unemployment, attract higher value jobs, promote North Kent’s advantages as a destination for investment.
- Unlock employment and commercial opportunities to promote growth.
- Work with strategic providers in shaping programmes to help unemployed people into work and training, with strong focus on tackling longer term youth unemployment.
- Utilize North Kent’s competitive price advantage, but also promote growth in higher value sectors.
- Attract and retain good students to North Kent HEIs, and retain graduates.
- Support partners in developing apprenticeship support for SMEs.
- Promote sectors with greatest potential for growth, particularly knowledge-intensive industries, and strengthen the links between businesses and HE/FE institutions.
Business health

Start-up Early years survival rates are higher than average, as is growth in high value manufacturing and knowledge intensive industries. North Kent companies out-compete other areas in investment in new-to-market innovations. Construction and manufacturing remain strong sectors.

Housing, commercial development, investment

14,250 new homes built since 2006/7, land supply already identified for a further 32,000. House prices remain relatively affordable, though ratio of prices to earnings has risen sharply since 2011. Mixed-use and leisure development have grown, and North Kent continues to attract a positive share of inward investment, creating and retaining jobs.

Quality of life

Communities are benefitting from the legacy of the Thames Gateway Parklands Programme and continuing investment in the public realm, especially town centre regeneration. A number of high-quality developments already delivered demonstrate what can be achieved.

Opportunities

Challenges

New business creation, investment in R&D and participation in European and global markets remain below average. North Kent lags behind national average on professional, scientific and technical services; the most prevalent businesses are in lower value sectors.

Rate of housebuilding is below our planning trajectory. Market confidence is reviving but uneven across the area. There is a widening affordability gap for people on lower incomes. More state of the art commercial property is needed. Most inward investment activity comes from expansions and relocations within Kent.

Viability issues on development sites have squeezed investment in community facilities. Green infrastructure initiatives rely heavily on EU funding: securing match funding will be increasingly competitive.

Actions

- Increase support to promote exporting activity.
- Continuation and expansion of TIGER-style access to finance programme to promote entrepreneurial and jobs growth.
- Encourage increased investment in R&D.

- Major schemes such as Ebbsfleet Garden City and Paramount London Resort could provide a radical boost to delivery of housing and jobs.
- Stronger marketing of North Kent is needed to increase investment from outside the County and UK.

- Maintain a strong commitment to quality in new development.
- Ensure that policies and proposals are socially inclusive, reduce barriers to employment, and emphasise acquisition of skills that will enable people to enter the jobs market.
We welcome your comments and involvement

We would like to hear what you think of our plans for Thames Gateway Kent, and what you would like us to do to help your business.

If you would like to get involved with the Partnership or receive invitations to our business events, please contact us using the details below.

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- Visit Kent

TGKP’s Plan for Growth - Main Report and Evidence Review can be found at www.tgkp.org/documents