Supporting Document: BEA1 SWOT Analysis for Business/Local Economy

Business & Economy, Transport & Infrastructure Workshop report Benenden Village Hall, 9th December 2017

Topic: Business & Local Economy – Table 7

Strengths	Weaknesses
 4 strong established local businesses; People want to live here; it's thriving; 2 good pubs & strong Community Shop; Holiday lets / B&Bs drive footfall. 	 Accommodation costs for new / junior staff; Poor mobile phone signal; Lack of parking; Health facilities – access to; Taxi-desert - £25 to anywhere! Carpools?
 Fibre broadband; may help homeworking; De-Beeching the local railways (= bring back!); Showcase local businesses / crafts; Purpose-built / change of use for farm buildings for offices / farm-shop etc.; Jobs of young people (apprentices?) Affordable accommodation for local employees. 	 Sustainability of some crucial local businesses; Rail services (Staplehurst), and bus services may be reducing (consultation exercises out); Housing need may be threat to business units – may take priority.

Strengths	Weaknesses
 Benenden Hospital; Agriculture; Shop – professionally run; Several childcare facilities available locally; Beautiful area; Strong Community 	 Village does not benefit directly from Hospital; Transport is a real weakness; Lack of work opportunities for young people.
Opportunities	Threats
 Use Hospital facilities for local Doctor's surgery; Work experience for local youngsters, & volunteering; Smaller businesses (in agricultural buildings?) would encourage local people to stay; Special Rates for first few years to allow business to start; Build cycle routes; Casual labour on farms. 	Larger businesses would encourage traffic e.g. trucks.

Supporting Document BEA2

Benenden Employees Survey 2018

It is thought that there are in the order of 1000 people employed in the parish of Benenden. (Based on information received as part of the preparation for the Business Survey.) The table below shows the principal employers in the parish.

The survey web address was distributed through the employers to their employees. There were 155 responses between April and June 2018

Business Name	Employees (Full and Part-time)	Full Time Living In Parish	Part Time Living in Parish	Total Living in Parish	Total coming into Parish for work
Benenden School	427	46	21	67	360
Benenden Hospital	360	2	0	2	358
Cranden Engineering	45	3	1	4	41
Benenden Primary School	26	1	3	4	22
The Grange	26	1	0	1	25
Intimates	23	0	0	0	23
Cysters Farms	20	13	0	13	7
The Bull	14	3	2	5	9
Deacon and Sandys Joinery	12	1	0	1	11
Creative Joinery	10	0	0	0	10
Hinxden Dairy	9	2	0	2	7
Kibblewhite Gardens	7	2	0	2	5
	979	74	27	101	878

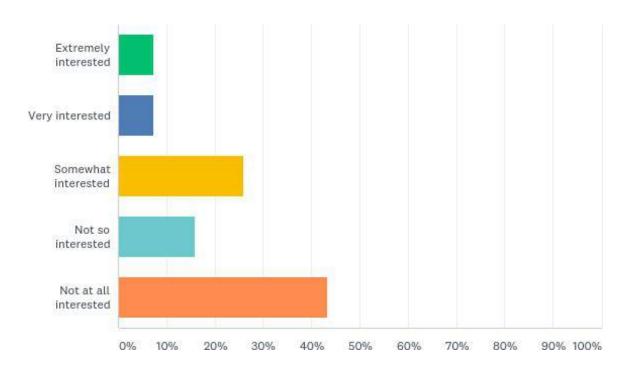
Q1: Where do you live?

155 Responses

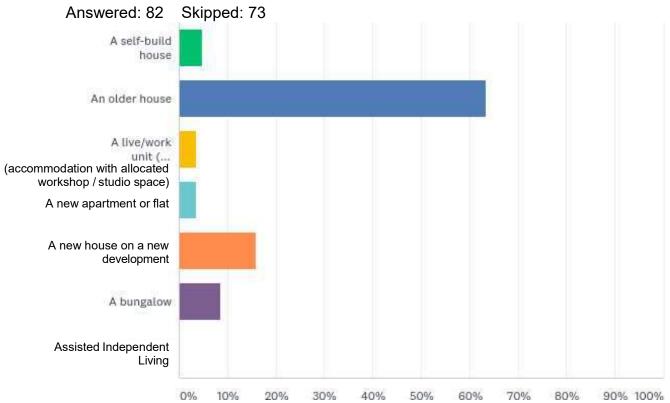


Q2: If possible, would you like to live in Benenden village / the surrounding parish?

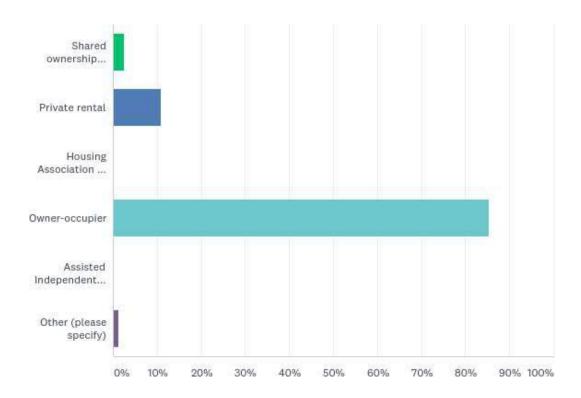
Answered: 150 Skipped: 5



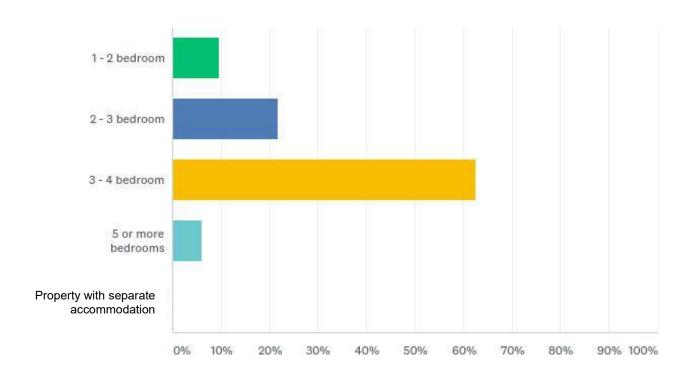
Q3: If you wanted to move to Benenden / the surrounding parish, would you be interested in?



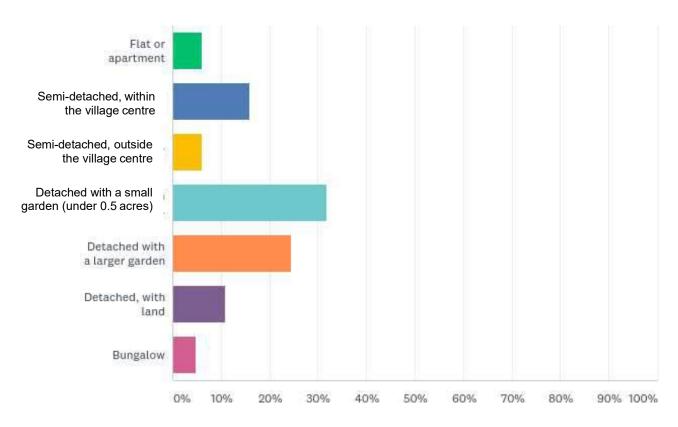
Q4: If you wanted to move to Benenden / surrounding parish, what options would work best for you?



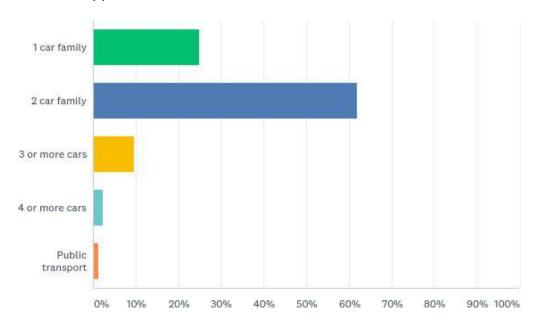
Q5: If you moved, what size of property would you need to move to? Answered: 83 Skipped: 72



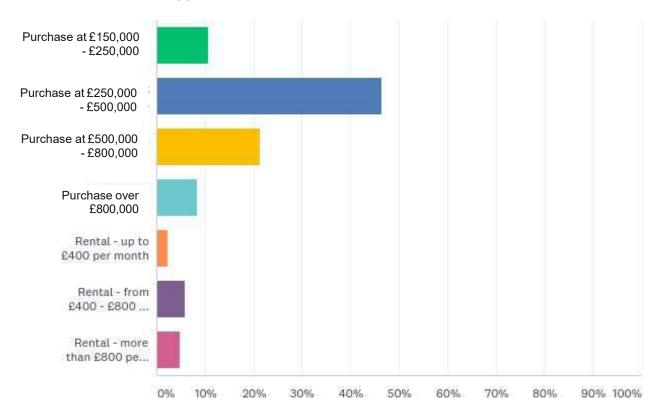
Q6: If you moved into Benenden, what type of property would you be looking for?



Q7: If you moved into Benenden, how would you meet your transport needs (work, shopping, school, socialising etc)?



Q8: If you moved into Benenden, what sort of price bracket would you be looking at?



Supporting Document BEA3

Benenden Business Survey 2018



Logos of some of the responding businesses

There were a total of 59 responses to the 83 surveys that were distributed (in the form of a web form) between January and March 2018.

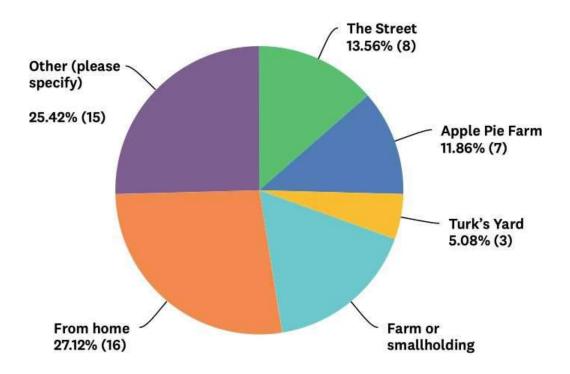
This summary document includes the responses to the 30 principal questions.

List of Business Survey Questions

- 1 Where is your business located?
- 2 Are you an employer?
- 3 Are you likely to change your staffing levels in the parish in the next 3-5 years?
- 4 How many of your staff live in the Parish?
- 5 How easy is it to recruit the staff you require from the local community?
- 6 What are the top barriers to recruiting staff locally?
- 7 Do you see any particular benefits in recruiting staff locally?
- 8 Which sector best describes your business?
- 9 How long has your business been in the Parish?
- 10 What were the attractions of setting up your business in the Parish?
- 11 How easy was it to find suitable premises for your business?
- 12 Are you likely to need more accommodation in the parish in the next 3-5 years?
- 13 Do you think that it is becoming easier or more difficult to find suitable premises for local businesses?
- 14 Does your business suffer from problems with Broadband?
- 15 Does your business suffer from problems with Mobile Phone Signals?
- 16 Does your company have any problems with sending and receiving deliveries of post and parcels?
- 17 Would your business like advice and support on ways of assisting your business in the following areas?
- 18 How well do you consider that the needs of your business are understood and addressed by the following organisations?
- 19 How supportive is the local planning system towards the needs of your business? 20 What are the main transport concerns affecting your business?
- 21 Are there any locations with particularly difficult or dangerous traffic issues?
- 22 Has your business (and/or staff) been affected by crime or anti-social behaviour in the past 5 years?
- 23 How effective is the local police coverage and support?
- 24 Has your business had to install specific measures (lights/alarms etc.) as a result of security concerns or problems?
- 25 How do you find out about activities and facilities in the Parish?
- 26 How important for your business is the quality of the local environment and surrounding countryside?
- 27 Would your business be interested in a listing in a business directory for local businesses and services on a Parish Website?
- 28 Are you aware of help from organisations such as Kent and Medway Growth Hub and West Kent Leader Programme?
- 29 Would your business be interested in a monthly Breakfast Business Club or a similar Gettogether?
- 30 Can we have your contact information please?
- 31 Do you have any other comments, questions, or concerns?
- 32 Can we use your email address to keep you up to date with information about the Neighbourhood Plan?

Q1: Where is your business located?

Answered: 59 Skipped: 0



Q2: Are you an employer?

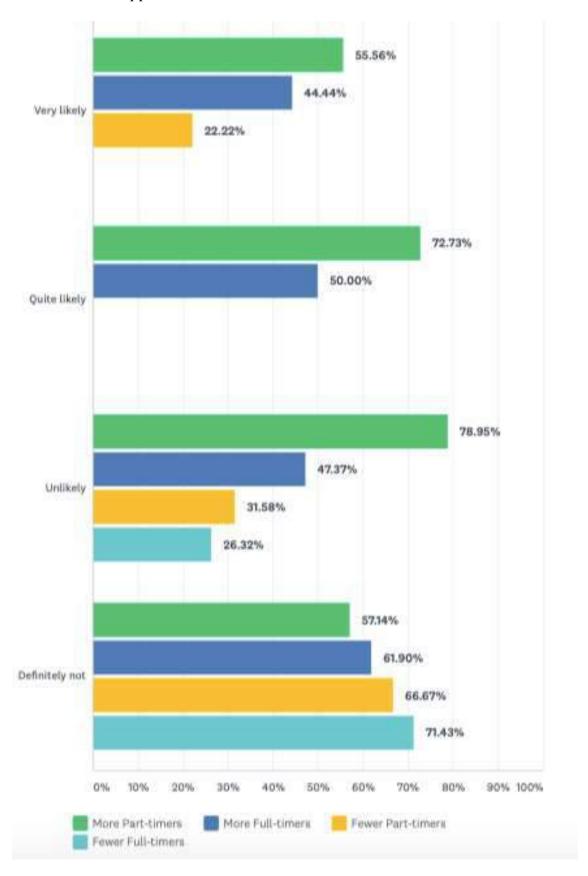
Answered: 58 Skipped: 1

If Yes, roughly how many part time	If Yes, roughly how many full time
employees? (32 responses)	employees? (25 responses)
1 x 6	1 x 7
2 x 9	2 x 4
3 x 6	4 x 1
3 or 5 x 1	5 x 2
4 x 1	7 x 2
5 x 3	8 x 1
6 x 2	9 x 3
15 x 1	10 x 1
16 x 1	20 x 1
17 x 1	42 x 1
210 x 1	120 x 1
	217 x 1

Not an employer: 20

The **OTHER** responses were scattered locations around the parish.

Q3: Are you likely to change your staffing levels in the parish in the next 3-5 years?

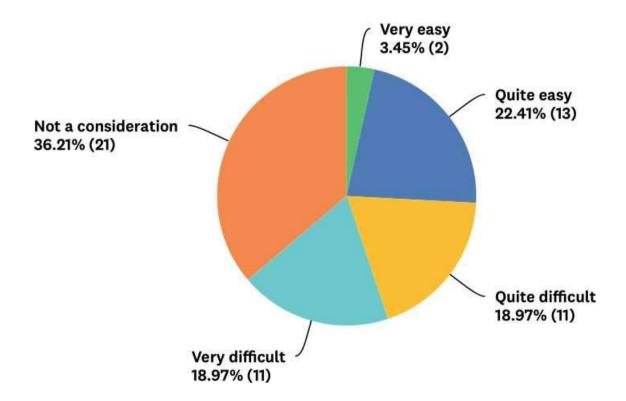


Q4: How many of your staff live in the Parish?

Answered: 57 Skipped: 2

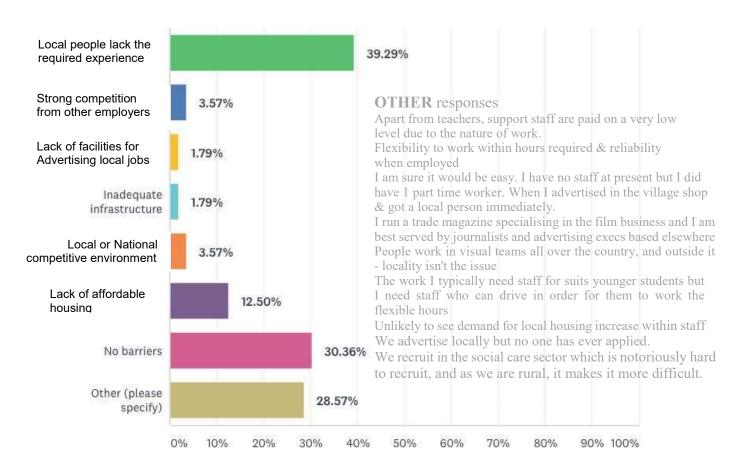
Those staff working 1-10 hrs	Those staff working 11-25	Those staff working over 26
per week	hrs per week	hrs per week
0 x 6	0 x 6	0 x 5
1 x 6	1 x 3	1 x 8
2 x 3	2 x 3	2 x 5
6 x 1		3 x 2
All x 1		4 x 1
		13 x 1
		All x 1

Q5: How easy is it to recruit the staff you require from the local community? Answered: 58 Skipped: 1

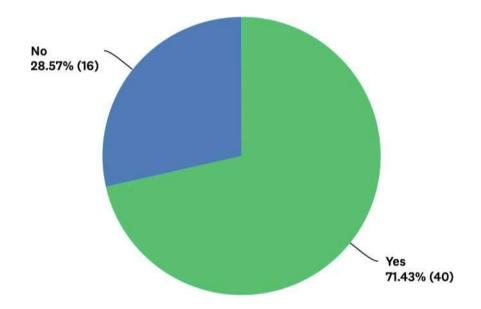


Q6: What are the top barriers to recruiting staff locally?

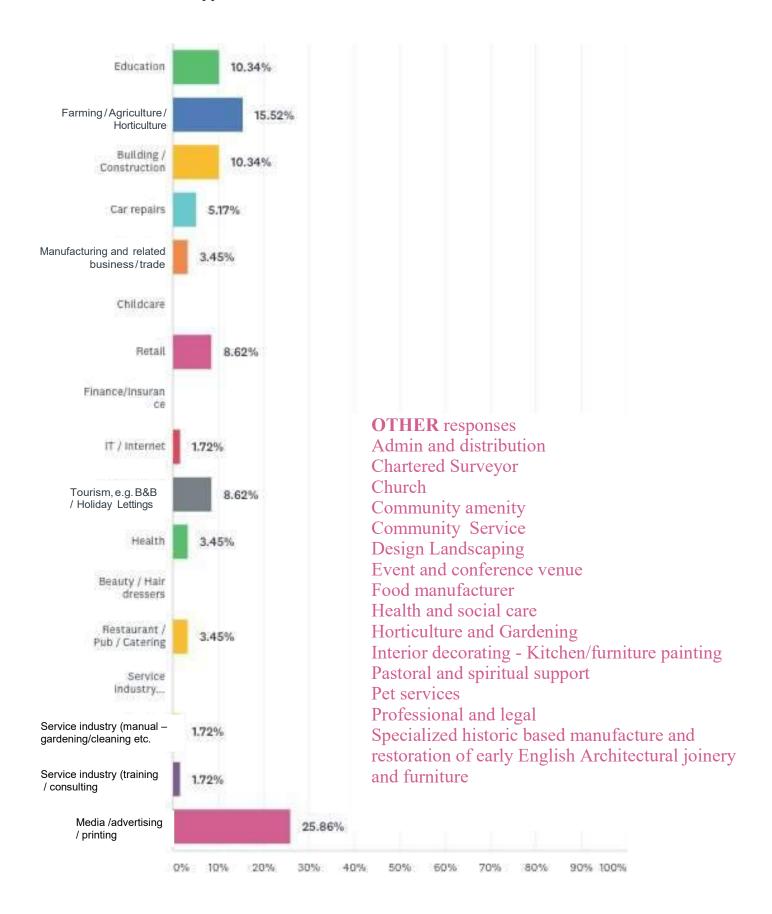
Answered: 56 Skipped: 3



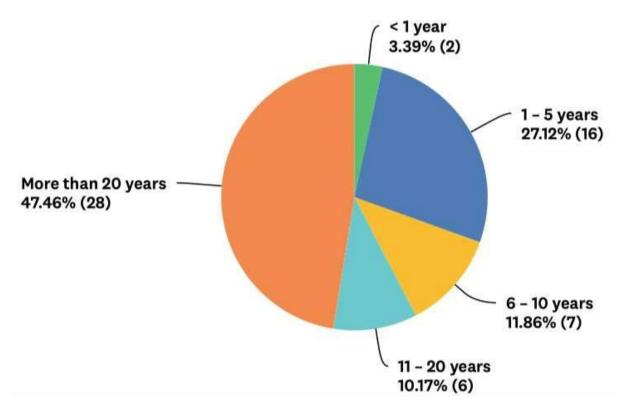
Q7: Do you see any particular benefits in recruiting staff locally?



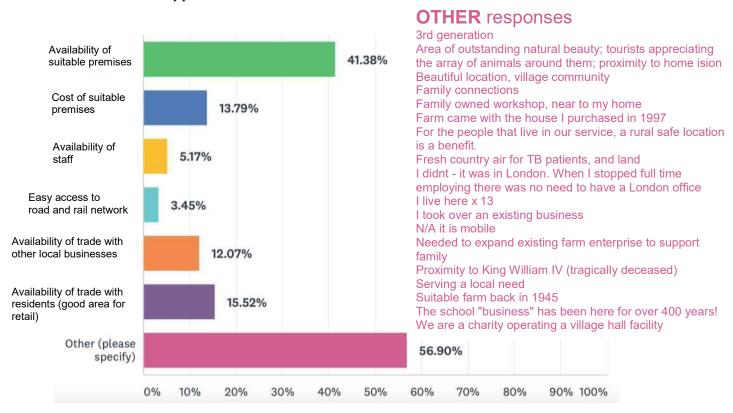
Q8: Which sector best describes your business?



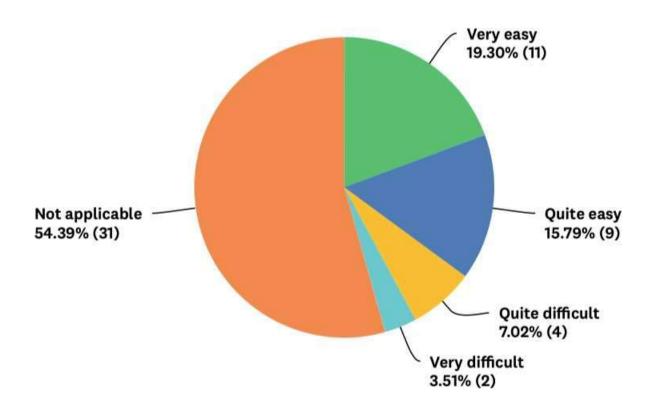
Q9: How long has your business been in the Parish?



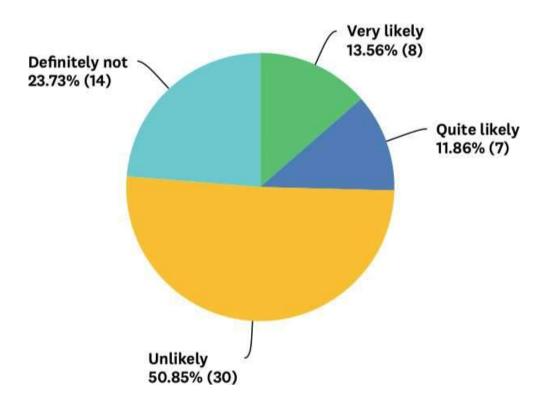
Q10: What were the attractions of setting up your business in the Parish? Answered: 58 Skipped: 1



Q11: How easy was it to find suitable premises for your business? Answered: 57 Skipped: 2

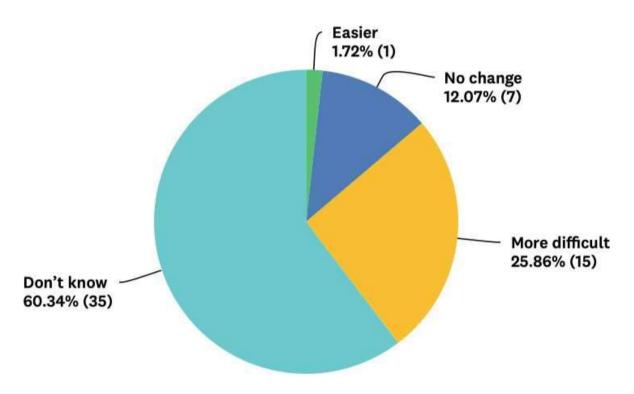


Q12: Are you likely to need more accommodation in the parish in the next 3-5 years?

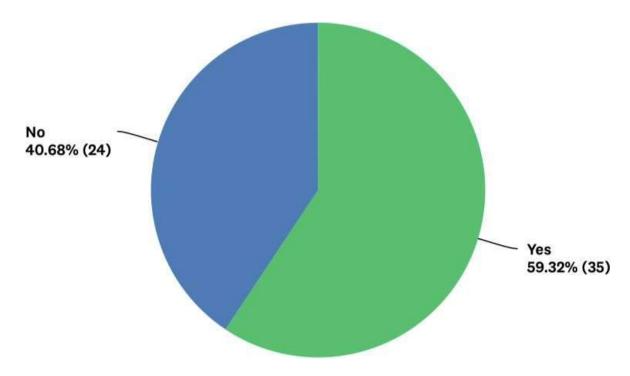


Q13: Do you think that it is becoming easier or more difficult to find suitable premises for local businesses?

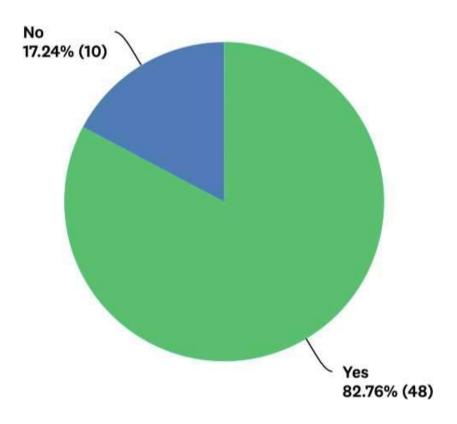
Answered: 58 Skipped: 1



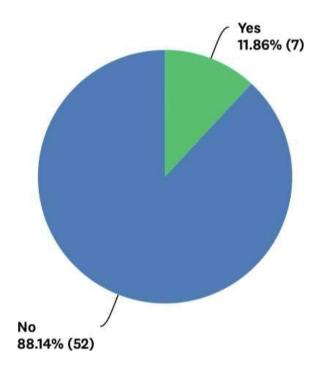
Q14: Does your business suffer from problems with Broadband?



Q15: Does your business suffer from problems with Mobile Phone Signals? Answered: 58 Skipped: 1

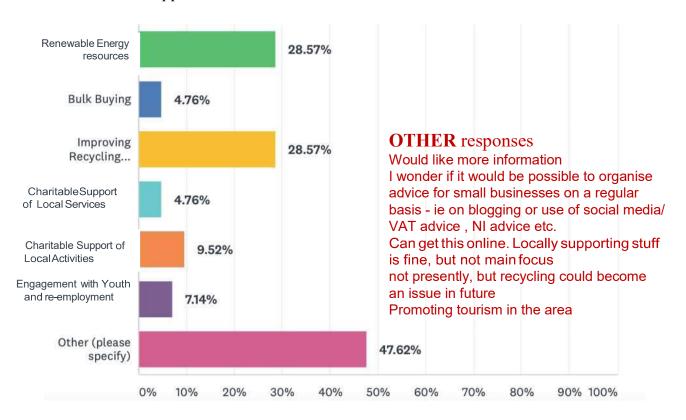


Q16: Does your company have any problems with sending and receiving deliveries of post and parcels?



Q17: Would your business like advice and support on ways of assisting your business in the following areas?

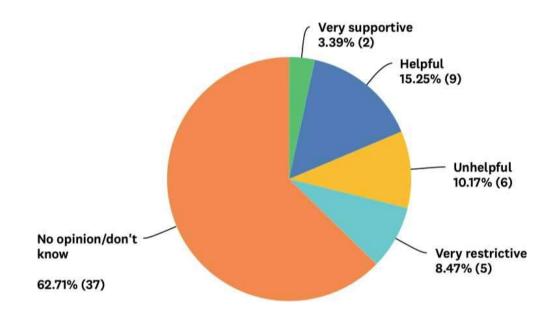
Answered: 42 Skipped: 17



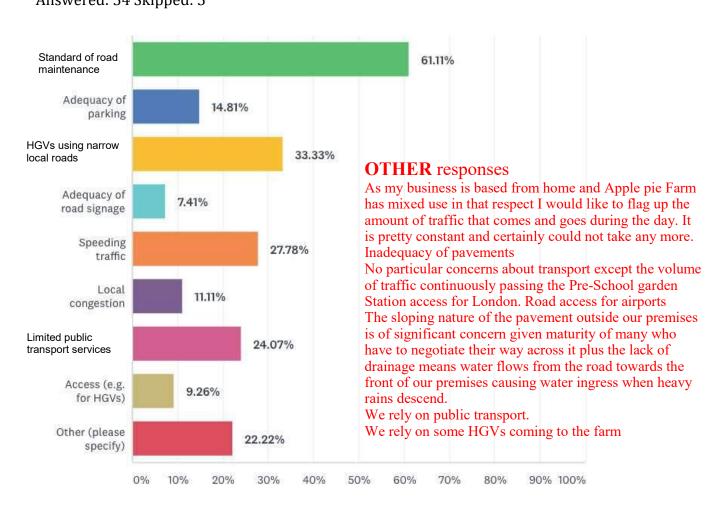
Q18: How well do you consider that the needs of your business are understood and addressed by the following organisations?

	VERY SUPPORTIVE	HELPFUL	UNHELPFUL	VERY RESTRICTIVE	NOT APPLICABLE / NO CONTACT
KCC	5.66%	16.98%	11.32%	3.77%	62.26%
	3	9	6	2	33
Tunbridge Wells	9.43%	28.30%	7.55%	9.43%	45.28%
Borough Council	5	15	4	5	24
Benenden Parish	18.18%	32.73%	1.82%	0.00%	47.27%
Council	10	18	1	0	26
Utility Providers	0.00%	36.36%	23.64%	0.00%	40.00%
	0	20	13	0	22
Telecoms /	1.79%	21.43%	30.36%	16.07%	30.36%
Broadband	1	12	17	9	17
Providers					

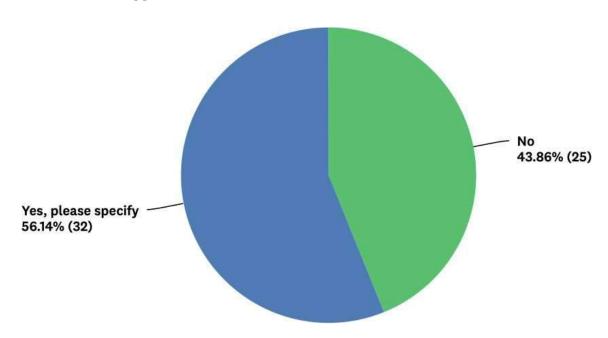
Q19: How supportive is the local planning system towards the needs of your business?



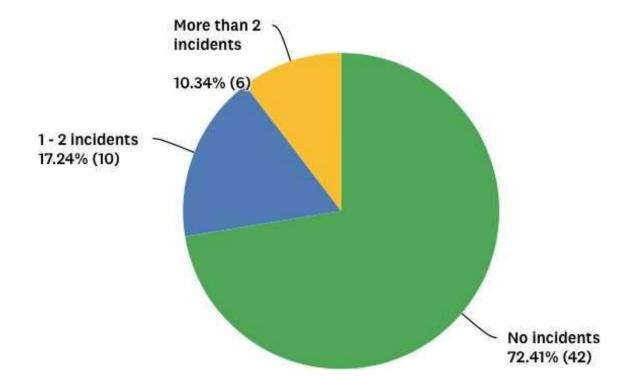
Q20: What are the main transport concerns affecting your business? Answered: 54 Skipped: 5



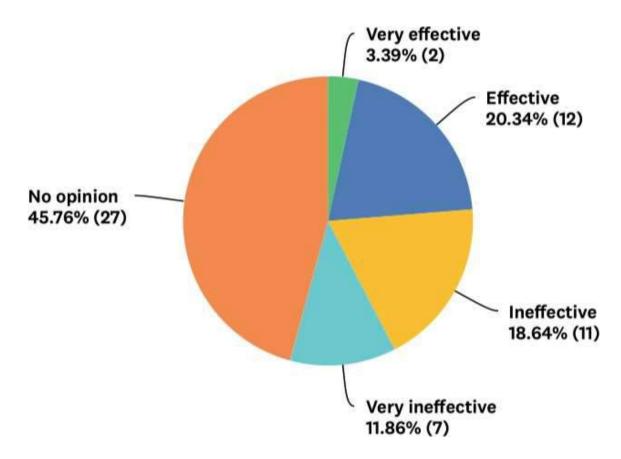
Q21: Are there any locations with particularly difficult or dangerous traffic issues?



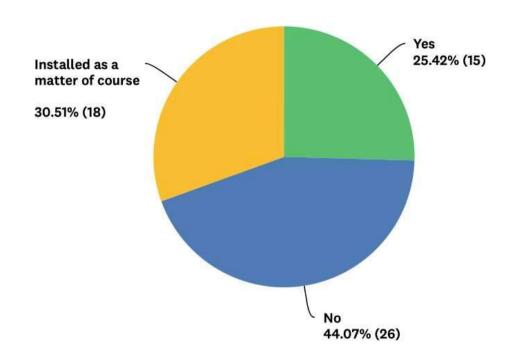
Q22: Has your business (and/or staff) been affected by crime or anti-social behaviour in the past 5 years?



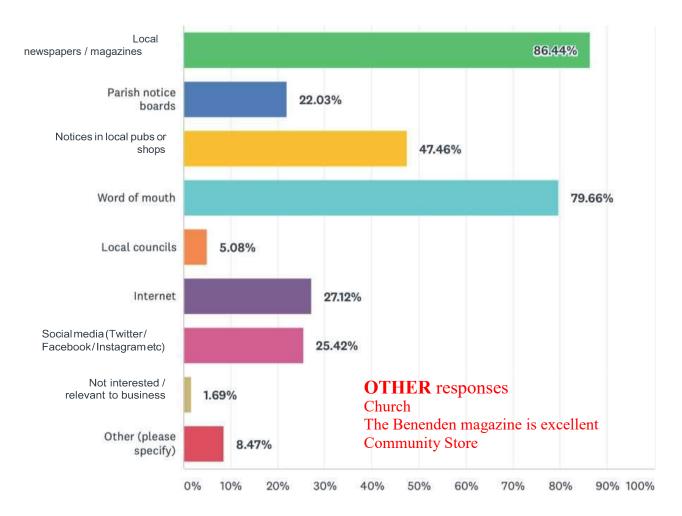
Q23: How effective is the local police coverage and support?



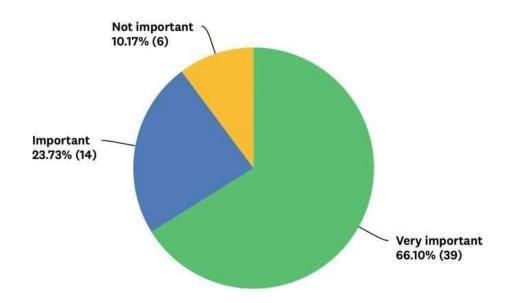
Q24: Has your business had to install specific measures (lights/alarms etc.) as a result of security concerns or problems?



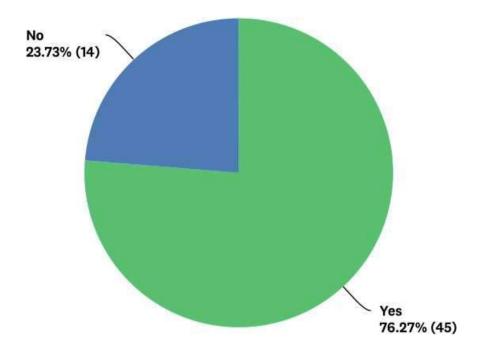
Q25: How do you find out about activities and facilities in the Parish? Answered: 59 Skipped: 0



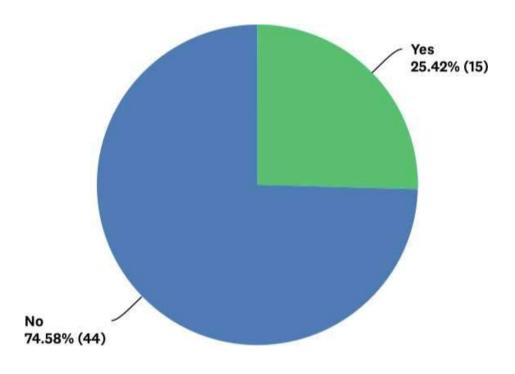
Q26: How important for your business is the quality of the local environment and surrounding countryside?



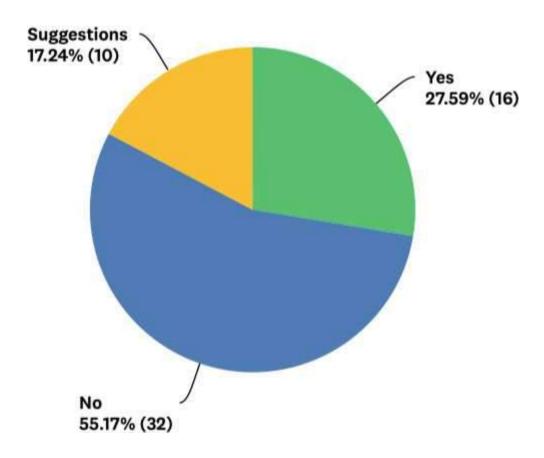
Q27: Would your business be interested in a listing in a business directory for local businesses and services on a Parish Website?



Q28: Are you aware of help from organisations such as Kent and Medway Growth Hub and West Kent Leader Programme?



Q29: Would your business be interested in a monthly Breakfast Business Club or a similar Get-together?



Suggestions...

Depends on the venue, timings and what is involved.

Happy to help, but not to get help.

No, but only because I am too busy. Not monthly but maybe quarterly.

Perhaps twice a year would be a good idea possibly.

Possibly although it would depend on the day as I am often picking/ delivering in the early mornings. That sounds very supportive, but I suspect I would use it on an intermittent basis. This would depend on the focus/applicability.

September 2020

Q31: Do you have any other comments, questions, or concerns?

- My main comment is the extremely poor mobile connection in the Benenden area.
- Not enough is being done for the standard of local small roads and lack of speed limits on Benenden hospital road.
- Benenden is a lovely community in which to work. However, there are serious issues with broadband, phone signals if businesses are to be run efficiently. Also, the roads need serious attention, as in most local villages.
- All mobile providers are abysmal in Benenden.
- What about the needs of other organisations in the Village such as the WI and Bridge Club etc.?
- This area would be transformed by better broadband and improved transport.
- Am happy to have phone mast or any type of mast installed on my farm land. Have land for housing.
- There is a need for single-storey, self-build accommodation for retired people that want to stay in the village. Also, to build houses that are sustainable and built with local materials, that young families can afford to live in and enjoy the area that we live in.
- Your questions are formed around business being location specific, whereas lots of businesses and teams work online remotely these days.
- I can't emphasise enough how poor and restrictive the broadband service is.
- My business is very much a one-man band so I do not fall into any of your categories!!
- The preservation of the rural environment of the village is so important.
- I know that in the Benenden Plan and accompanying book that came out a couple of years ago, there was no mention of the future of the Pre-School. I am concerned about the future of the Pre-School in terms of securing a long-term venue. We researched the possibilities of re-locating to the grounds of the new Primary school but lack of funds has so far prevented this ideal scenario.
- TWBC Planning Department extraordinarily unhelpful and obstructive. Not "fit for purpose."

Supporting Document BEA4:

Parish Magazine Article on Benenden Community Shop

Benenden's Community Shop

Frequently dubbed 'hub of the village', Benenden's Community Shop has quickly established itself as a very popular venue in the neighbourhood.

The impetus for this ambitious project emerged when two local requirements became apparent concurrently. The Parish Plan survey of businesses in Benenden revealed a need for more accommodation for staff at Benenden Girls' School. This coincided with the ongoing unproductive marketing of the village stores, which raised the undesirable possibility that the village could lose its shop. If school staff needed accommodation and the village were enthusiastic about keeping their local shop and post office, why not combine the two? In November and December 2014, Martin Pexton and Steve Simmonds began initial discussions with the School, who, under the headship of Sam Price, were happy to collaborate. In February 2015, ten more highly motivated, creative and courageous people, Robin Dalton Holmes, Grant Matthews, Paul Leek, Paul and Nancy Tolhurst, Alan Pickett, Deborah Jenkins, Tracy Claridge, John Burbage and Sheila Hume united with Steve Simmonds under the very capable leadership of Martin Pexton. The venerable Alan Pickett, a gentleman resolute in his determination to save the shop for the village, introduced them to The Plunkett Foundation whose support for this venture has been invaluable. Despite having never done this before, they bravely pooled their many and various skills to form the Start-up Committee which would tackle the daunting task of creating 'Benenden's', a shop for the community!

Many months of convoluted discussions followed; often seeming like a roller coaster ride, as the School team, with great support from Jonathan Strong (Chairman of the Property Committee) negotiated the purchase of the building. At the same time, the new Start-up Committee, on a steep learning curve, struggled with a venture which was awe-inspiring in its complexity. One thing was clear; the new shop would need investment to create the envisioned environment. Various grants were applied for but it was soon apparent that they would not be enough to cover the significant costs. A share issue was the way forward and on 29th April 2015 (two months before opening!) the well-attended meeting to offer shares in the shop was held in Benenden Village Hall. The response was very positive with circa £70,000 being raised from the sale of £10 shares. Everyone became an equal shareholder regardless of how many shares they bought. The meeting was a huge success due to the careful planning and diligent preparation by the committee, despite having had to previously practise their presentations in competition with the lamenting sound of 'Angie' emanating from the small hall!

By June 2015, Benenden School had become the new owners of the premises and the old shop closed. A new temporary retail site needed to be found while the fit-out

process took place. Consideration was given to siting a container from which basic supplies could be sold. However, propitious good fortune presented itself in the guise of a very generous offer of the use of 'The Kitty Fisher' from Mark and Lucy Barron- Reid. Benenden's first community shop, albeit in temporary premises, was launched with a generous helping of promotion including an ITV news item, which saw several helpers on the silver screen!

It soon became apparent that the 'temporary' accommodation of the store at The Kitty Fisher was to be rather longer than anticipated. Works to the building turned out to be far more complicated and expensive than originally thought. Benenden's remained at 'The Kitty Fisher' site for seven months, incurring a loss which was greater than envisaged, because the café which would help the profit margin could not be run from there. A second share issue raised £15,000 and more grant money was sought. Finally, in mid-January 2016, building works were completed in the newly refurbished building. With enthusiastic help from many volunteers from the village, the stock was carted back along the road from The Kitty Fisher and arranged on the newly-painted shelves in the welcoming new premises, beautifully fitted out by Steve Simmonds. Finance raised from shares, grants and loans allowed not only the fit-out but also the acquisition of infrastructure such as the Electronic Point of Sale System, Telephony & Broadband etc. It provided the working capital which allowed maintenance of the stock, payment of the salaries of the managers, and so on.

The rest, as the saying goes, is history; but it is present and future too! The monthly average turnover in the shop is about £32,000 and daily sales almost always exceed £1,000, except for Sundays. The shop and café account for 80% and 20% of the sales respectively, but the margin of profit made in the café is higher than in the shop, making the café vitally important in making the store work as a business, which of course it needs to do to survive. Complacency is not an option in maintaining what has become so very valued by so many people. The Committee will continue to look at ways to develop what the shop can offer in order to increase the number of customers and transactions. Ways of managing costs, including unforeseen ones, need to be developed without compromising quality. In order to achieve this, links are forged with other successful village shops, community or otherwise (such as Horsmonden, Barham and Ide Hill) to find out how they do it and learn from their experience.

This year, Benenden's, under the very capable management of Mel Harris with her team and supported by the indispensable army of enthusiastic volunteers, has been highly commended in the Kent Rural Retailers awards. A pretty good start one might say and there is more to come. The shop and café have provided a welcoming, friendly environment for people to meet, and the Post Office facility invaluable to the community. It is up to us all to support it and of course to enjoy it!

Supporting Document BEA5

Schedule of Community Facilities

Halls

- 1. Benenden Village Hall and car park a community hall owned by Benenden Village Trust (BVT), a village charity.
- 2. St George's Hall and car park BVT private use.
- 3. Iden Green Pavilion a community hall owned BVT but operated by Iden Green Pavilion Trust.
- 4. Benenden Memorial Hall a community hall owned by the Benenden Parochial Church Council.
- 5. Scout Hut owned by The Scout Association.

Recreation

- 1. Benenden Recreation Ground (BVT) including football pitch.
- 2. Benenden Bowls club, which has a lease from BVT.
- 3. Benenden Children's Playground (BVT).
- 4. The Glebe Field owned by Benenden Parochial Church Council, maintained by the Primary School
- 5. Iden Green Recreation Ground (BVT).
- 6. Iden Green Children's Playground (BVT).
- 7. Iden Green Tennis club, which has a lease from BVT on its two court areas.
- 8. Benenden Village Green a village charity, 50/50% Benenden Parish Council and Benenden Parochial Church Council.
- 9. St George's Club, Benenden.
- 10. The Bull Inn in Benenden, privately owned.
- 11. The Woodcock Inn in Iden Green, privately owned.

Buildings and Land

- 1. St George's Parish Church, Canterbury Diocese; administered by Benenden Parochial Church Council (BPCC).
- 2. St George's Graveyard Canterbury Diocese.
- 3. The Roman Catholic Chapel (uncertain but probably owned by) Southwark RC Diocese
- 4. The Congregational Church, Iden Green.
- 5. Former Primary School Building Headmaster's house leased short term renewable by Kent County Council from Village Charity Gibbon & Buckland Trust, a village charity.
- 6. New Primary School Building (opened September 2019) and car park owned by Kent County Council (KCC). KCC has a long lease to use the Glebe Field as a soft surface playground.
- 7. Village Hall Community Hall, Benenden, owned by BVT.
- 8. Almshouses, owned by Benenden Almshouse Charities, a village charity.
 - Thorn Cottages 3 terraced cottages in Coldharbour Road, Iden Green.
 - Feoffee Cottages (6 flats) and land in Walkhurst Road, Benenden.
- 9. War Memorial and island Benenden Parish Council (BPC).
- 10. St George's Club Building let by BVT in 3 segments to the St George's Club, Benenden Preschool Playgroup a village

charity, and a tenanted dwelling house.

11. Benenden Memorial Hall — Benenden Parochial Church Council.

- 12. Benenden Village Toilets owned by BVT, maintained BPC.
- 13. Scout Hut, The Street, Benenden The Scout Association.
- 14. Cherryfields central island and parking area BPC.
- 15. Land to rear of Vyvyan Cottages (grazing land) (BVT).
- 16. Edmund Gibbon House (The School House) owned by the Gibbon and Buckland Trust

Miscellaneous

Parish Pumps — Benenden and Iden Green crossroads — BPC.
Telephone boxes — Iden Green (defibrillator) and Dingleden (void) — BPC.
Telephone Box near Village Hall — in working order as public telephone — British Telecom.

Church Clock — BPCC.

Flagpole on the village green — BPC.

Central grass island at Cherryfields, The Street, Benenden — BPC.

26.5 miles of public footpaths on private land.

Village Beacon — BPC on Courtlands — KCC.

Antiquarian

Strawberry Gill Culvert — on public footpath over private land. Roman road and ford — on public footpath over private land.

Nature

The Site of Special Scientific Interest — Parsonage Wood.

List of Benenden Charities

Registered No.	. Charity name	
1163991	1ST BENENDEN SCOUT GROUP	
232743	BENENDEN ALMSHOUSE CHARITIES	Registered
1042725	BENENDEN C.E. PRIMARY SCHOOL PARENT TEACHER ASSOCIATION	Registered
1027577	BENENDEN PRE SCHOOL PLAYGROUP	Registered
307854	BENENDEN SCHOOL (KENT) LIMITED	Registered
307854-1	BENENDEN SCHOOL GENERAL CHARITABLE TRUST	Linked
		charity
1015247	BENENDEN VILLAGE GREEN	Registered
1176351	BENENDEN VILLAGE TRUST	Registered
1120252	FRIENDS OF BENENDEN GRANGE	Registered
307682	THE GIBBON AND BUCKLAND CHARITY	Registered
286184	IDEN GREEN AND BENENDEN WOMEN'S INSTITUTE	Registered
1115715	RISING MERCURY (SUPPORTERS OF BENENDEN HOSPITAL) SOCIETY	Registered
266280	THE ARNOLD COLE TRUST	Registered
1106287	THE BENENDEN CHARITABLE TRUST	Registered
259349	THE BENENDEN HOSPITAL TRUST	Registered
1065995	THE BENENDEN HOSPITAL TRUST	Registered
286628	THE BENENDEN SCHOOL TRUST	Registered
1050172	THE FRIENDS OF THE PARISH CHURCH OF ST. GEORGE, BENENDEN	Registered
1132696	THE PAROCHIAL CHURCH COUNCIL OF THE ECCLESIASTICAL PARISH OF	Registered
	ST GEORGE, BENENDEN	
RS007086	COMMUNITY BENEFIT SOCIETY (Community Shop and Post Office)	



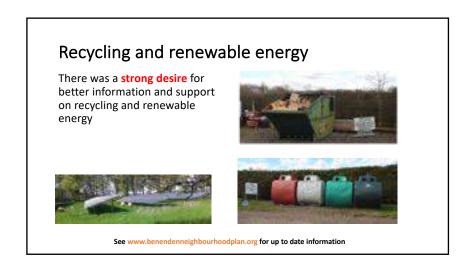


Business broadband and mobiles

- Over 50% off businesses suffer from problems with broadband connections
- Mobile phone connections cause problems for over 80% of respondents
- Telecoms and broadband suppliers singled out as least helpful of the key organisations that services local businesses



See www.benendenneighbourhoodplan.org for up to date information



Locating and growing in Benenden

Most businesses were initially attracted to the village by the availability of premises

- many benefitting from a co-located home and business
- quality of your local environment important

Nearly a quarter of businesses are happy in their current premises

 a quarter say they are fairly, or very likely, to want to move to something larger in the next 3 to 5 years.



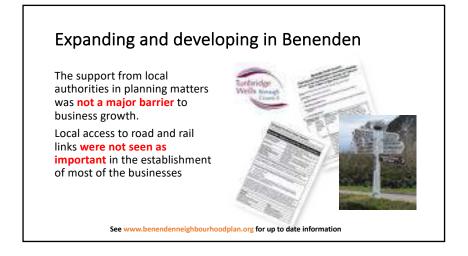


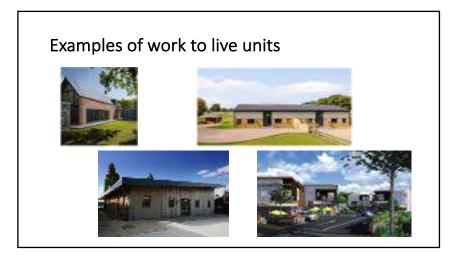
See www.benendenneighbourhoodplan.org for up to date information





Employees for Benenden businesses (with 7 or more employees) Number of Total coming **Employees** Full Time Living In Part Time Living Total Living in into Parish for **Business Name** (Full and Part-time) Parish in Parish work Benenden School 360 Benenden Hospital 358 45 41 Cranden Engineering 26 22 Benenden Primary School The Grange 26 25 Intimates 23 23 20 Cysters Farms 13 The Bull 14 9 12 11 Deacon and Sandys Joinery 1 10 0 0 10 Creative Joinery 0 Hinxden Dairy 7 Kibblewhite Gardens 2 0 2 5 979 27 74 101 878













Safe and sure in Benenden

Businesses had had little need to call on the services of local police

- Over 70% had not suffered from crime in the last 5 years
- Only 10% had suffered from more than 2 incidents of crime or anti-social behaviour

Despite the lack of incidents almost 30% still considered the local police coverage and support ineffective!!







See www.benendenneighbourhoodplan.org for up to date information

Boosting Benenden businesses

There is **help and money** for businesses from organisations such as...

- Kent and Medway Growth Hub
- West Kent Leader Programme
- LOCASE
- South East Business Boost

Our survey indicates that many local businesses [80%] are unaware of these opportunities







See www.benendenneighbourhoodplan.org for up to date information



