

## Appendix 2: SWOT Analysis

This SWOT analysis sets out some of the opportunities and challenges facing the Borough and was used to develop this Strategy.

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• A growing and diverse community driven by housing growth.</li> <li>• Small business growth and resilience comprising the majority of employment growth</li> <li>• Business networking opportunities</li> <li>• Town centre focus for public services</li> <li>• Diverse cultural offer</li> <li>• High quality rural landscape and AONB</li> <li>• Good quality primary and secondary schools</li> <li>• Further Education presence</li> <li>• Highspeed connections to London – 24 minutes to London St Pancras.</li> <li>• Metro rail services into London and across North Kent.</li> <li>• Road links to London and Channel ports via the A2/M2, M25.</li> <li>• Cross river passenger ferry services to job opportunities in Tilbury.</li> <li>• Sector strengths in construction, distribution &amp; logistics, etc.</li> <li>• Thames Gateway context and Government commitment to growth</li> <li>• Strong partnerships focused on growth, e.g. Kent &amp; Medway Economic Partnership, Thames Gateway Kent Partnership.</li> <li>• Political leadership</li> <li>• Presence of large international companies – Moove, Britannia Refined Metals and Kimberly Clark</li> </ul>	<ul style="list-style-type: none"> <li>• Council's Corporate Plan focus on economic growth</li> <li>• Local Plan in place with employment land allocations</li> <li>• Town Centre regeneration taking place</li> <li>• Proactive council in respect of land acquisition</li> <li>• Investment attracted by Ebbsfleet Garden City</li> <li>• London Resort proposals</li> <li>• Proactive business community</li> <li>• Business Rate Retention pilot</li> <li>• Tourism growth</li> <li>• Fast river bus services to and from Central London</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>• Availability of sites/premises for business use and expansion</li> <li>• Concentration of employment sites along the River rather than A2.</li> <li>• Resident workforce skills, lower levels of qualifications</li> <li>• Skills gaps</li> <li>• Low wage levels</li> <li>• Relatively high unemployment, especially within specific wards with pockets of deprivation</li> <li>• Town Centre – vulnerabilities in the retail sector</li> <li>• Contribution of the visitor economy</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity to access funding from various sources including Local Growth Funds</li> <li>• Economic uncertainties, especially in retail undermining the functioning of the Town Centre</li> <li>• Delays in bringing forward employment land or it not forthcoming</li> <li>• Lower Thames Crossing – economic benefits passing Gravesham by</li> <li>• Brexit implications</li> </ul>

relatively small

- Traffic congestion along A2/M2 corridor
- Low stock of office floorspace, especially in the Town Centre
- Lack of Higher Education facilities
- Small number of larger employers
- Proximity of London in respect of access to larger job market
- Rural broadband pockets of poor access
- Health disparities
- Attractiveness to inward investment – availability of sites and premises

### Appendix 3 – Gravesham’s Economic Indicators

Indicator Value	GBC	Kent	South East	National	Time series
Job Density	0.62		0.87	0.86	2017
Unemployment Rate	3.4%	2.6%		2.8%	Sept 2019
Median Gross Weekly Workplace Earnings Full Time (£)	£556	£542		£571	2018
Median Gross Weekly Resident Earnings (£)	£577	£598	£615	£571	2018
3 year business survival rate (%)	61.2%	59.6%		59.5%	2017
Gross Value Added per Head (£) (value of goods and services in an economy)	£13,918	£23,149	£29,415	£28,096	2017
Employees in the Knowledge Economy (%)	7.0%	15.00%	20.7%	20.10%	2019
National Vocational Qualification Level 4+ (%), 16-64 year olds	28.40%	35.40%	42.20%	39.30%	2018