

# SUPPORTING TOURISM JOBS IN KENT AND MEDWAY



**“** Tourism presents a huge economic opportunity. Not just bringing business to Britain but right across Britain, driving new growth in the regions and helping to deliver the rebalancing of our national economy that is so desperately needed.

**Prime Minister David Cameron: August 2010**

# THE ECONOMY

**Kent and Medway welcome more than 45 million visitors contributing £2.5 billion to the local economy, supporting more than 3,000 SMEs and 50,600 jobs.**

It is forecast that the UK visitor economy will directly contribute 4.1 per cent of UK GDP in 2020 (£87 billion); will be one of the best performing sectors with above average growth at 3.5 per cent in GVA terms; and is expected to outperform other key sectors such as manufacturing – Deloitte (UK and the Nations 2010).

Visit Kent was formed as a private/public sector partnership and 'not for profit' company, run on commercial lines, to take responsibility for boosting the local economy by marketing all areas of Kent and Medway as visitor destinations and growing tourism businesses through research, development and training.

From early beginnings as Kent Tourism Alliance Visit Kent now attracts support from all the leading tourism businesses in Kent and the public sector. Recognising the growth trend forecast for the sector Visit Kent assembled successful grant aid bids to Europe that will double its capacity and resources over the next three years. Visit Kent believes that through this productive partnership the visitor economy can develop further and is seeking more alliances to ensure that tourism jobs are sustained and grow.

Tourism across Kent and Medway attracts inward investment. In the past two years Kent and Medway has seen more than £50 million invested in visitor accommodation alone.

It is recognised that the locally driven visitor economy will be key to the success of major regeneration and cultural projects being delivered, for example, by Turner Contemporary, Margate; the Creative Quarter, Folkestone; the No1 Smithery at the Historic Dockyard Chatham; the new Maidstone Museum and the St. Gregory's Music Centre, the Marlowe Theatre, and the Beaney Institute in Canterbury.

Tourism encourages local entrepreneurs with relatively easy industry entry points; adds value to the county's many SMEs already operating within the sector; and offers more opportunities than any other sector for the self-employed, relatively low skilled workers, those requiring flexible working and volunteers.

In addition to building businesses, tourism makes

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Travelling to Kent by train is the quickest, most economic and environmentally friendly way to see the county, so we are really pleased to be working very closely with Visit Kent to encourage people to do so.

**Vince Lucas, Commercial Director, Southeastern**

a vital contribution to protecting and conserving our historic and natural assets such as Kent and Medway's world class heritage sites, historic buildings and two Areas of Outstanding Natural Beauty.

Thriving tourism businesses and services make a major contribution to the quality of life of all residents within Kent and Medway, often providing valuable footfall to facilities enjoyed by residents, for example theatres. This, in turn, can be a significant influence on a wide range of businesses interested in investing or relocating their employees to the area.

The economic landscape is in transition being driven by the recession, which in turn affects the demands of consumers domestically and internationally. The players in the visitor economy, in collaboration with Visit Kent, are rising to meet the changing environment and these challenges.

Visit Kent has secured three European projects worth €10 million over three years for its partners.

Visit Kent was named Destination Marketing Organisation of the Year in 2010 by UKInbound members - beating Visit London into second place.

In 2009 Visit Kent directly generated £10 million for the local economy from its domestic and international marketing activity.

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# AN UNPRECEDENTED OPPORTUNITY

Kent and Medway are benefiting from major improvements to the infrastructure including the arrival of Southeastern's new high-speed rail services and new UK passenger routes available from Manston, Kent's International Airport. However, the challenge is to ensure that local tourism propositions are able to capitalise on this investment and avoid these additions turning the area into just a transit gateway.

2011 will be a signature year in Kent and Medway with high profile cultural and sporting events including the opening of Turner Contemporary, Folkestone Triennial, and the Open Golf, at Sandwich.

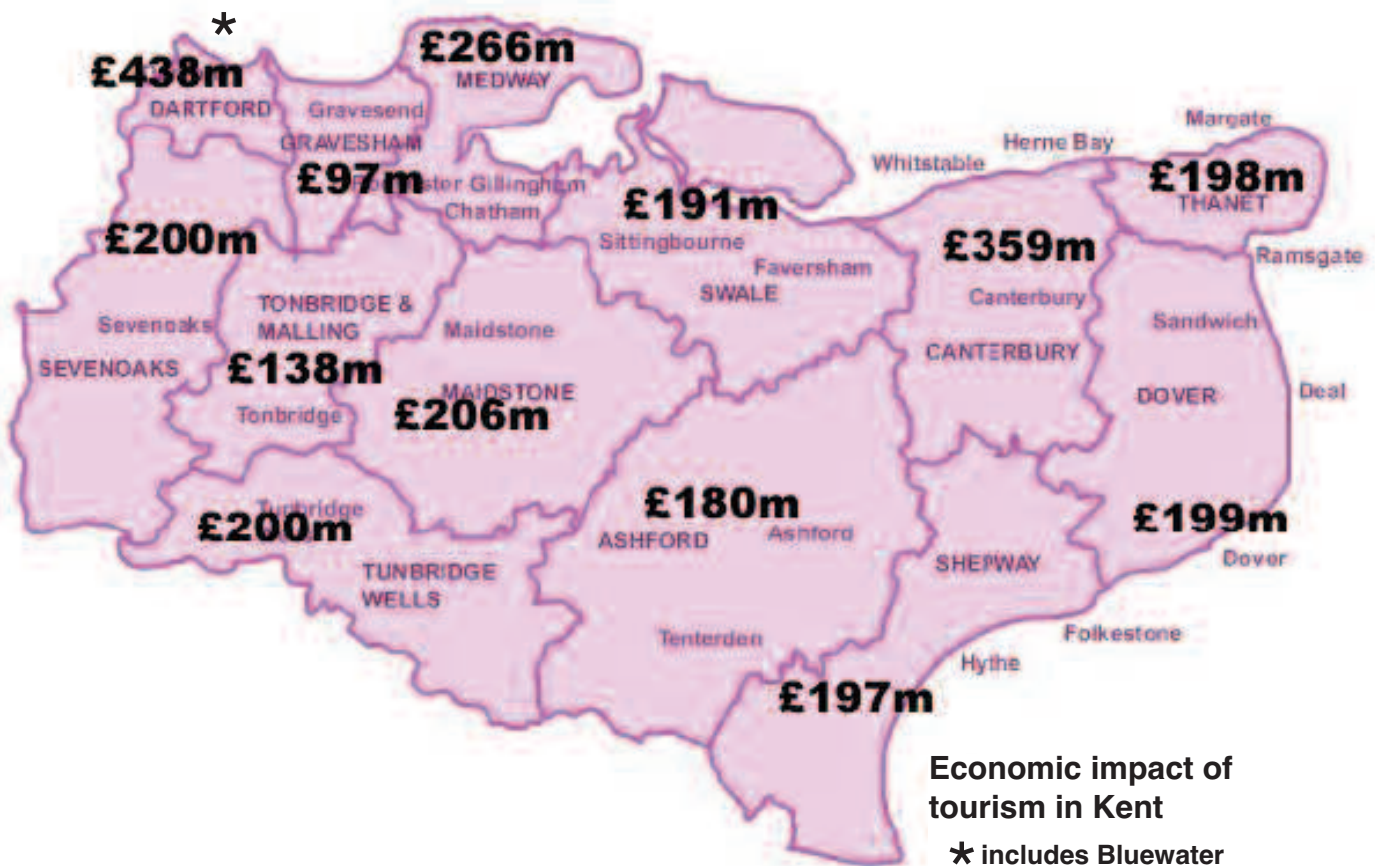
The Open Golf is expected to have a local economic impact alone of £20 million. Visit Kent is working with local businesses and organisations to maximise the benefit from these

one-off events and also striving to secure a long-lasting legacy through marketing campaigns.

The London Games 2012 are a huge opportunity to showcase Kent and Medway. However, this must all be managed carefully as nationally it is also predicted that the Games will mean an overall decline in visitor numbers to the UK for 2012.

Once again it is key to concentrate on the longer-term benefits of an increased awareness of the UK in general and the South East in particular after the Games. The potential inbound tourism benefit of the London 2012 Games has been estimated at £2.1 billion between 2007 and 2017. Kent and Medway are well prepared to reap the benefits pre and post the Games.

A successful public/private partnership will mean that not only the immediate benefits of these events are realised, but also a sustainable legacy for the widest possible range of tourism, leisure and hospitality businesses.



## STIMULATING THE PRIVATE SECTOR

Led by a private/public sector board of 12 directors, Visit Kent has 80 business investors across Kent and Medway (representing 80 per cent of tourism jobs and income in Kent) and 350 members, enabling a raft of innovative campaigns bringing tourism, leisure and hospitality providers together as never before.

For example, a long-term partnership with Southeastern has delivered the first offer-led promotion campaign, which resulted in an additional 8,000 visitors in 2009. Collaboration with the Travel Trade has seen the development of 90 packaged tours of Kent being sold to domestic and international markets. Close working relationships and partnerships with the media delivered more than £8 million of press coverage during the past year.

The Visit Kent business portal ([www.visitkentbusiness.co.uk](http://www.visitkentbusiness.co.uk)) offers access to a wealth of information on upcoming trends, business development advice, staff training courses and marketing campaign opportunities.

Visit Kent has a dedicated team specialising in giving free, practical advice to start-up and existing tourism, leisure and hospitality businesses. Visit Kent also guides businesses through the process of achieving nationally recognised quality standards, which will boost their business such as AA, Visit England and Green Tourism accreditation for hospitality providers and Quality accreditations for visitor attractions.

Visit Kent undertakes major research initiatives into developing new markets. It also publishes a monthly Business Barometer, recognised by the national statistics body, Destination Performance UK as Best Practice, comparing local survey results month on month and year on year across the various sectors. This monthly 'pulse check' enables businesses to identify local and national market trends rapidly and act accordingly.

We organise events and conferences which provide networking opportunities – essential for the large number of SMEs and self-employed people working within the sector to collaborate and discuss industry concerns, share recent success stories and develop packages that benefit all. With investors, Visit Kent attends key trade exhibitions in the UK and overseas to build new markets and promote Kent and Medway tourism businesses across the world.

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We could not do what we do without Visit Kent. We invest in them and they invest in us. We would not have been able to meet so many of the right people, or attend so many major trade functions and exhibitions.

**Sarah Wood, Director,  
Mulberry Cottages**

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The tourism industry is this county's real growth industry. It's the success story of the here and now; so it deserves investment and partnership to help it grow in the face of stiff competition. Visit Kent campaigns are set to deliver a great return on investment for both public and private stakeholders. The county should be proud and shout loud - Kent is the Garden of England for all ages and for all tastes. And it's yours!

**Juliana Delaney, Chief Executive (Continuum Group), Kent Life and The Canterbury Tales**

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Being an investor of Visit Kent is vital, their global promotion is driving people into the county and enhancing our business.

**Jacki Moore, Sales and Marketing Manager,  
Bridgewood Manor Hotel**

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Being part of Visit Kent is crucial. We are, as part of Visit Kent, something bigger and something that is growing.

**Frazer Thompson,  
Managing Director,  
Chapel Down Winery**

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# SECURING THE FUTURE

**To secure the future of local SMEs, entrepreneurs and jobs, it is essential to grow even more innovative, practical and commercially-focused partnerships to add even greater value across the local tourism industry.**

The growth of the Staycation, and the comparatively strong Euro, are proving positive for Kent in the day trip market. The Visit Kent Business Barometer showed a 12 per cent increase in visitor numbers to Kent and Medway attractions last year.

Visit Kent is working directly with local tourism businesses to meet some of the current challenges such as an overall decline in both corporate bookings in the business tourism arena and consumer spending, which is likely to continue – reflecting wider confidence in the economy and cuts in the public sector, which in turn will place pressure on the leisure pound. Current research shows tourism businesses in Kent and Medway are performing well, although nationally this is not the case and we cannot be complacent.

Kent and Medway are facing increasing competition. Over the past few years there has been substantial investment in the infrastructure and the marketing of competitor destinations such as Yorkshire and the North East.

Visit Kent is being flexible and highly innovative in order to maintain and increase its share of voice and to differentiate itself from other destinations in England. For example, this year alone has seen total redevelopment of the Garden of England brand and the launch of Kent Contemporary and My Kent.

Clearly, proposed reductions in public spending are also likely to impact on the product supporting the visitor economy as many services, such as the provision of public toilets, transport and street cleaning, directly affect the overall visitor experience and are delivered by the public sector.

Working closely with local businesses and commercial enterprises, Visit Kent can bring organisations together to help deliver pragmatic, local solutions to some of these challenges.

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It made a huge difference entering the recession with Kent County Council and Visit Kent knowing what to do and working together with businesses to come through it. They had a vision of what can be achieved.

**Julian Barnes,  
Managing Director,  
Biddenden Vineyards**

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We are delighted to be part of the Visit Kent Board and recently participated in a review to prepare a three-year business plan for Visit Kent in its work to support the visitor economy. The Visit Kent Board, which had previously focussed solely on marketing, has broadened its remit to embrace skills, research and development matters relating to the visitor economy. The plans will play an important part in the regeneration framework for Kent and will ensure that tourism businesses continue to receive strong support from a dynamic organisation. Thanks to the Visit Kent team assembling a significant bid for grant aid to the EU, the massive support that the company gets from Kent's leading tourism businesses and the support we are able to lend from the public sector, Visit Kent has proved itself to be an effective and efficiently run partnership. In the times ahead when we know public sector finances will be under pressure we have to be creative and supportive in our endeavour to protect and grow tourism jobs.

**Barbara Cooper, Director of  
Economic Development, Kent  
County Council**

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# THE STRONGEST POSSIBLE TOURISM STRATEGY

The groundbreaking Visit Kent private and public sector business partnership model is seen as a great example of best practice within the tourism industry.

Visit Kent brings local tourism businesses and local people together to develop their visions for their individual areas and then takes those visions to market. Many other areas in the UK are now seeking to adopt this successful delivery model.

Visit Kent has just signed off its new three-year business plan (2010-2013) as agreed with its public and private investors, with four foundation stones: My Kent, Know Kent, Connect Kent and Grow Kent.

Visit Kent is in talks with the government to arrange a meeting with Tourism Minister John Penrose to outline its tourism strategy and the success of the model enabling public and private sector partnerships to work together to grow the economy – adding value to businesses and creating jobs for local people.



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Visit Kent does a brilliant job of promoting Kent. Their ever-enthusiastic presence at trade shows and events ensures that this beautiful corner of England gets the promotion and attention it deserves.

**Kourosch Abbassi,  
General Manager,  
Sovereign Tourism  
(UK inbound member)**

## LOCAL GOVERNMENT AND SUPPORTING THE LOCAL AREA

**Visit Kent was founded on the vision of bringing together local authorities and private businesses for the benefit of the local economy.**

Visit Kent was created with the express aim of leveraging more private/public sector support for tourism. By creating innovative, pragmatic, flexible and mutually beneficial partnerships, Visit Kent brings together funding from the private sector and other sources to match fund every pound of public sector money invested.

The success of this model has now been proven. Visit Kent works with Kent County Council and all local authorities in Kent and Medway to deliver locally-tailored and practical support.

Kent and Medway has more SMEs within the

tourism sector than any other area in the UK. The proposed Local Enterprise Partnerships are part of a new and emerging landscape. Visit Kent is working hard to ensure that tourism and the many businesses and jobs it supports in Kent and Medway are not overlooked within the new strategy landscape.

Drawing on its knowledge of the tourism market across the UK and overseas, Visit Kent stimulates businesses to take advantage of new and growing markets. Building strong partnerships, Visit Kent can take advantage of marketing opportunities which no individual area or business could afford to deliver on its own.

Visit Kent is able to bring local authorities, organisations and businesses together to add value every step of the way.

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# PRIDE IN OUR COUNTY - KENT CONTEMPORARY AND MY KENT

Following extensive local consultations about the best way to meet current industry challenges, in 2010 Visit Kent revisited the world-famous brand of Kent – Garden of England – and added a dramatic, eye-catching 21st century twist.

The results, which have now been launched in their early stages, are the three-year **Kent Contemporary Marketing Campaign** to encourage short break visits and the innovative My Kent interactive user-generated website ([www.mykent.co.uk](http://www.mykent.co.uk)) campaign. **My Kent** showcases the people of Kent, their passions for their local areas and the remarkable diversity of the county.

Early research figures are encouraging, with Kent Contemporary attracting 366,000 website visits between May and July 2010, a 30 per cent increase on the same period last year. Meanwhile, My Kent has attracted 20,189 page views since its launch on July 5, 2010.

The **Visit Kent Celebrating Kent Campaign** is working with local people and volunteers to help develop their pride in their county, their knowledge of their local tourism, leisure and hospitality industry and its importance to their local economy.

The **Kent Big Day Out** enables thousands of Kent people to visit attractions on their doorstep and leaves them better able to advise visiting friends and relatives on places to go and activities to enjoy. This has only been achievable through Visit Kent's partnerships with attractions, destinations, local tourism providers and local media groups across the county.

**Kent Greeters** – the first volunteer Greeters programme in Europe – enables local people with a pride in their area, or a specific local interest, to share that enthusiasm with like-minded visitors to ensure they get the very best out of their visit to the county.

This year Kent hosted the international **Global Greeters Network conference**. The Kent Greeters programme, which has achieved the much-coveted London 2012 Games Inspire Mark, is a perfect example of private and public sector providers working with enthusiastic volunteers across Kent and Medway.

The importance of delivering excellent service to encourage visitors to return to a destination and



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If Government looked closely at Visit Kent it could be a good template for the country. We are very lucky here and we have not had a lot of public money invested. Other areas all compete with each other. In Kent we are all working together. Visitors come to attractions, stay locally, use the local pub and enjoy the local wine.

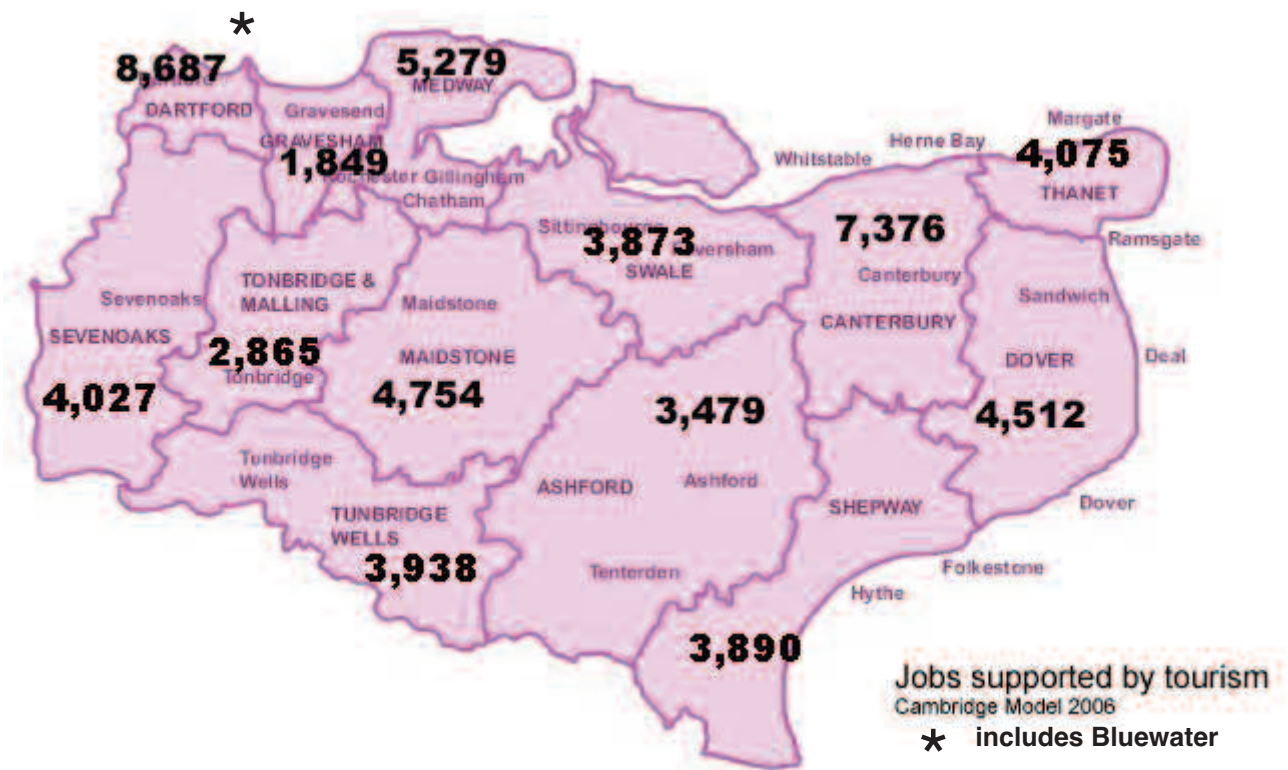
**Duncan Leslie, Chief Executive, Hever Castle**

to benefit from word of mouth marketing is highlighted annually with the **Visit Kent Pride Awards** – delivered in partnership with a range of local authorities, business support organisations and local media.

Visit Kent regularly delivers its own and partner training courses to help the industry improve its services, product and marketing. Exciting plans are currently in hand to develop a new skills and training programme for 2012 which will expand the customer service training beyond the traditional visitor economy to include many frontline services from taxi drivers to the police.

Visit Kent also works closely with education institutions and is dedicated to providing opportunities for young people to gain experience within the industry.

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Visit Kent has been instrumental in Ashford Designer Outlet’s target of getting our message to potential customers in London. We are proud to be part of the Visit Kent scheme.

**Natasha Phair,  
Marketing Manager,  
Ashford Designer Outlet**

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Visit Kent has worked hard on our behalf, brought in press visits from France, Belgium, Germany and the US – markets we would be unable to access alone; enabled us to tap into Visit Kent’s own web-based armoury and provided new networking opportunities. The team’s professionalism, passion and commitment are of the highest standard.

**Matt Collins, General  
Manager, The Bell Hotel**

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Medway continues to be fully supportive of Visit Kent, having been represented on the Board since its formation. We regard tourism to be one of the best examples of effective partnership work across Kent and Medway and Visit Kent has grown in stature, expertise and reputation in recent years. We have a fabulously rich visitor offer and a strong core brand identity, allowing our individual destinations to shine and prosper. The forthcoming years will prove to be testing with pressures on local authority tourism budgets, but Visit Kent has a strong business plan and governance and will continue to play a crucial role in developing the visitor economy.

**Neil Davies,  
Chief Executive,  
Medway Council**

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# VISIT KENT MEMBERS AND INVESTORS

Alexandra House · Alkham Court · Allhallows Leisure Park · Amanda Guest House · Anderson Potters Farm · Anns House · Arlington Lodge · Ashby Farms · Ashford International Hotel · Ashford Designer Outlet · Association Of Tourist Attractions in Kent · Attractions in Kent · Barclay Farmhouse Bed & Breakfast · Barnsfield · Bay Tree Hotel · Bayham Abbey · Beacon · Beacon Light Cottage · Becketts Bed & Breakfast · Bedgebury National Pinetum · Beesfield Farm · Belmont House & Gardens · Best Western Abbots Barton · Best Western Clifton · Best Western Donnington · Best Western London Beach · Best Western Manor Hotel · Best Western Rose & Crown Hotel · Best Western The Russell Hotel · Bewl Water · Bexley Heritage Trust · Danson House · Biddenden Vineyards & Cider Works · Black Horse Farm · Black Horse Inn · Bluewater · Bramley Knowle Farm · Brands Hatch Thistle Hotel · Bridgewood Manor · Broadacre Hotel · Brogdale · Buckmore Park Karting · Burlington Hotel · C M Booth Collection Of Historic Vehicles · Camden Arms Hotel · Campanile Hotel & Restaurant · Camping & Caravanning Club Folkestone · Camping & Caravanning Club Canterbury · Camping & Caravanning Club Oldbury Hill · Canterbury Cathedral · Canterbury Cathedral Lodge · Canterbury Country Houses · Canterbury Historic River Tours · The Canterbury Tales · Carena Guest House · Cathedral Gate · Chart Gunpowder Mills · Chartwell · Chaucer Hotel · Chiddingstone Castle · Chilston Park Country House · Chislehurst Caves · Canterbury Christ Church University · Claris's · Classic Touring · Coast & Country 2006 Ltd · Cobham Hall · Coldblow Farm Bunkbarns · Coldblow Farm Camping Barn · Collina House Hotel · Colonel Stephens Railway Enterprises · Conningbrook Hotel · Connoisseur Conferences 4000 · Coxell House · Crabble Corn Mill · Creative Foundation · Crown Inn · Cycle Ops Co UK · Dane Court Farmhouse · Danehurst · Deal Castle · DFDS Seaways · Devonhurst Hotel · Dickens World · Dog & Bear · Double Dance · Dover Castle · Dover Eurochange Ltd · Dover Harbour Board · Down House Home Of Charles Darwin · Donderry Nursery · Hotel Du Vin & Bistro · Duck & Drake Cottage · Dungeness Old Lighthouse · Dunmow House · Eagle Heights · East Horndon · Eastbridge Hospital · Eastcourt Oast · Eastwell Manor Hotel · Emmetts Garden · Eurostar · Eurotunnel · Eversleigh Woodland Lodges · Express By Holiday Inn Canterbury · Fairmead Cottage · Farm Stay Kent · Farnley Little Barn · Faversham Society · Fayre Ness Hotel · Finchcocks · Fisherman's Cottage · Fleur De Lis Heritage Centre · Folkestone Racecourse · Foodari · Ford Cottage Accommodation · Four Oaks · Foxes Earth Bed & Breakfast · Foxhunter Park · Freedom Holiday Homes · The Friars · Garden Lodge · Garden Of England Cottages · Gate House Wood Touring Park · Geoffrey John Hall Artist · Glendevon Guest House · Go Ape! High Wire Forest Adventure · Godinton House & Gardens · Golding Hop Farm Cottage · Good Company (Travel) Ltd · Goodenstone Park Gardens · Grange Moor Hotel · Great Comp Garden · Great Field Farm · Greene's Travel Services · Groombridge Place Gardens & Enchanted Forest · Grove House Bed & Breakfast · Hall Place & Gardens · Hawkenbury Farm · Hawkenbury Mead 22 · Hawthorn Farm Caravan & Camping Park · Hever Castle & Gardens · Hilton Hotel Dartford · Hilton Hotel Maidstone · Hire Cruisers Ltd · The Historic Dockyard Chatham · Hole Park Gardens · Holiday Inn Ashford Central · Holiday Inn Ashford North · Holiday Inn Bexley · Holiday Inn Maidstone · Holiday Inn Rochester · Homing Leisure Park · Hop Farm Country Park · Hotel du Vin · Howletts Wild Animal Park · Hyde-A-Way Cottage · Iffin Farmhouse · Ightham Mote · Ilex Cottage · Inn On The Lake · Itaris Properties Limited · Le Jardin Restaurant · Keat Farm Holiday Park · Kember Loudon Williams · Kent & East Sussex Railway · Kent County Showground · Kent Hospitality · Kent International Hotel · Kent Life · Kentmere Guest House · King Charles Hotel · King Street Hotel · Kingsdown Park Holiday Village · Kitchen To Table Ltd · Knole · Knowlton Court · L & Rover Experience South East · Langley Oast · Leeds Castle · LD Lines · Limes · Little Satmar Holiday Park · Little Silver Country Hotel · Lullingstone Castle · Lullingstone Roman Villa · Magnolia House · Maison Dieu · Manifold Associates · Manor Court Farm · Manston Caravan & Camping Park · Manston, Kent's international airport · Maplin S&S Holiday Apartment · Marine Hotel · Marriott Bexleyheath · Marriott Tudor Park Hotel · Meggett Farm Cottage · Mercure Hythe Imperial · Moll & House · Monckton Cottages · Mount Ephraim Gardens · Mulberry Cottages · Nethercourt Touring Park · New Flying Horse Inn · Norfolkline · Oak Cottage · Oast Cottage & Orchard Cottage · Old Dairy Shepherds Hill · Old Soar Manor · Olde Moat House · Oriel Lodge · Otford Heritage Centre · Owletts · Owls Castle Oast · Paddle Steamer Kingswear Castle · Palace Farm Hostel · Palace Farmhouse · Penn Court Cottages · Penhurst Place & Gardens · P&O · Port Lympne Wild Animal Park · Powell Cotton, Museum Quex & Gardens · Prince's Golf Club · Quebec House · Quex Caravan Park · RAF Manston Spitfire & Hurricane Memorial Trust · Ramada Dover · Ramada Encore Chatham · Ramada Hotel & Resort Maidstone · Ramada Tunbridge Wells · Richborough Roman Fort · Rowhill Grange · Rippledown Environmental Education Centre · Riverview Lodge · Rob Roy Guest House · Rochester Castle · Rochester Cathedral · Rock Farm House · Romney, Hythe & Dymchurch Railway · Royal Engineers Museum · Royal Harbour Hotel · Royal Wells Hotel · Russell Hotel · St Augustine's Abbey · St John's Jerusalem · St Margaret's Museum · Salisbury House · Sandhurst Farm Forge · Scotland & Bates · Scotney Castle Garden · Seabreeze Holiday Homes · Seabrook House · Sea France · Secret Gardens of Sandwich · Shepherd Neame Brewery Tours · Shepherd Neame Inns · Sheppey Guest House · Ship & Trades · Sissinghurst Castle Garden · Sittingbourne Steam Railway · Smallhythe Place · Smiths Court Hotel · Solley Farm House · Southeastern · South Foreland Lighthouse · Southernwood House · The Spa Hotel · Spa Valley Railway · Spicers Of Hythe Ltd · Sprivers Garden · Squerries Court Manor House · Stable Cottages · Stagecoach · Star & Eagle Hotel · Starborough Manor · Stoneacre · Stonecross Farm Barn · Sylvan House · Take One Media Ltd · Tanner Farm Touring Caravan & Camping Park · Tanner House · Tenterden Vineyard (Chapel Down) · The Abode Canterbury · The Bell Hotel · The Brick House Bed & Breakfast · The George Hotel · The Granary · The Granary & The Stables · The Grand · The Marquis at Alkham · The Millers Arms · The New Flying Horse Inn · The Old Dairy Updown · The Old Stables · The Pines Garden · The Royal Albion Hotel · The Royal Hotel · The Sun Inn · The White Cliffs Of Dover – Langdon Cliffs · The White House · Thomson Snell & Passmore · Thomsons Tours Of Historic Canterbury · Three Chimneys Farm · Tolehurst Barn · Tourism Plus · Tours International Ltd · Tours Of The Realm · Trappers End · Tudor House · Turner Contemporary · Two Chimneys Holiday Park · University Of Kent · Upnor Castle · Varne Ridge Holiday Park · Village Hotel · WalkAwhile · Walletts Court · Walmer Castle & Gardens · Waters End · Weald Of Kent Golf Course & Hotel · Well Cottage · West Kent Chamber Of Commerce · White Cottage · White Horse Inn · White House Farm · White Lodge Guest House · White Cliffs Hotel · Wildwood Trust · Willesborough Windmill Trust Ltd · Wincheap Guest House · Windsor Hotel · Woolpack Inn · Yew Tree Park · York Road, 40

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## VISIT KENT'S PUBLIC SECTOR INVESTORS



- Ashford Borough Council
- Canterbury City Council
- Dover District Council
- Faversham Area Tourism Association
- Gravesham Borough Council
- Kent County Council
- Maidstone Borough Council
- Medway Council
- Sevenoaks Borough Council
- Shepway District Council
- Swale Borough Council
- Thanet District Council
- Tonbridge and Malling Borough Council
- Tunbridge Wells Borough Council

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[www.visitkentbusiness.co.uk](http://www.visitkentbusiness.co.uk)  
[www.mykent.co.uk](http://www.mykent.co.uk)

Chairman: Amanda Cottrell  
 Chief Executive: Sandra Matthews-Marsh  
 Head of Strategy and Management: Fran Warrington  
 Head of Marketing: Lynnette Clark  
 Head of Research and Development: Ruth Wood  
 Head of Business Liaison and Sales: Jill Dain  
 Head of Skills and Training: Kerstin Andrews  
 PA and Management Co-ordinator: Sharon Dawson

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