

**REGENERATION AND ECONOMIC DEVELOPMENT  
POLICY OVERVIEW COMMITTEE**

**Thursday, 24th September, 2009**

**10.00 am**

**Darent Room, Sessions House, County Hall, Maidstone**







## AGENDA

### REGENERATION AND ECONOMIC DEVELOPMENT POLICY OVERVIEW COMMITTEE

Thursday, 24th September, 2009, at 10.00 am      Ask for:      Theresa Grayell ext  
Darent Room, Sessions House, County Hall,      Telephone      4277  
Maidstone

*Tea/Coffee will be available 15 minutes before the meeting*

#### **Membership (12)**

- Conservative (11):      Mr M C Dance (Chairman), Mr R W Bayford, Mr J R Bullock, MBE,  
Mr K A Ferrin, MBE, Mr P J Homewood, Mr J A Kite, Mrs J Law,  
Mr K Pugh, Mr M V Snelling, Mr B J Sweetland and Mrs E M Tweed
- Liberal Democrat (1):      Mr I S Chittenden (Vice-Chairman)

#### **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

#### **Item No**

##### **A. COMMITTEE BUSINESS**

- A1      Substitutes
- A2      Declarations of Interests by Members in items on the Agenda for this meeting
- A3      Minutes of the meeting held on 30 July 2009 (Pages 1 - 10)

##### **B. ITEMS FOR DISCUSSION**

- B1      Locate in Kent - Presentation by Paul Wookey, Chief Executive of Locate in Kent
- B2      Presentation on Research and Intelligence Support for this Committee - Dr Peter Welsh, Head of Research and Information Unit
- B3      Financial Monitoring 2009/10 (Pages 11 - 16)
- B4      Draft Towards 2010 Annual Report (Pages 17 - 50)
- B5      Proposal to form a Sub-Group of the POC - 'Regeneration and Economy - a District Perspective'
- B6      Draft Annual Performance Report 2008/09

- B7 Regeneration and Economic Development, Connecting with Communities - Annual Report to Policy Overview Committee (Pages 51 - 62)
- B8 Update Report on Projects in Regeneration Fund
- B9 Potential to Refocus and Restructure the Overview and Scrutiny Function (Pages 63 - 72)

**C. SELECT COMMITTEE UPDATE**

- C1 Update on Select Committee Work (Pages 73 - 74)

**EXEMPT ITEMS**

*(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)*

Peter Sass  
Head of Democratic Services and Local Leadership  
(01622) 694002

**Wednesday, 16 September 2009**

*Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.*

**KENT COUNTY COUNCIL**

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**REGENERATION AND ECONOMIC DEVELOPMENT POLICY  
OVERVIEW COMMITTEE**

MINUTES of a meeting of the Regeneration and Economic Development Policy Overview Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 30 July 2009.

PRESENT: Mr M C Dance (Chairman), Mr D S Daley (Substitute for Mr I S Chittenden), Mr K A Ferrin, MBE, Mr P J Homewood, Mr J A Kite, Mrs J Law, Mr K Pugh, Mr K Smith (Substitute for Mr R W Bayford), Mr M V Snelling, Mrs P A V Stockell (Substitute for Mr J R Bullock, MBE), Mr B J Sweetland and Mrs E M Tweed

ALSO PRESENT: Mr M J Angell and Mr K G Lynes

IN ATTENDANCE: Mr D Cockburn (Executive Director, Strategy, Economic Development & ICT), Mr R Hallett (Directorate Finance Manager), Mr N Smith (Head of Development Investment) and Miss T Grayell (Democratic Services Officer)

**UNRESTRICTED ITEMS****1. Election of Vice-Chairman**

*(Item A2)*

Mr M C Dance proposed and Mr M V Snelling seconded that Mr I S Chittenden be elected Vice-Chairman of the Committee.

*Agreed without a vote*

**2. Minutes of the final meeting of the Environment and Regeneration Policy Overview Committee, 31 March 2009**

*(Item A4)*

RESOLVED that the Minutes of the final meeting of Environment and Regeneration Policy Overview Committee, held on 31 March 2009, are correctly recorded and that they be signed by the Chairmen.

**3. Minutes of the first meeting of the Regeneration and Economic Development Policy Overview Committee, 25 June 2009**

*(Item A5)*

RESOLVED that the Minutes of the first meeting of the Regeneration and Economic Development Policy Overview Committee, held on 25 June 2009, are correctly recorded and that they be signed by the Chairman.

**4. Dates of Meetings for 2009 and 2010**

*(Item A6)*

(1) The Democratic Services Officer reported that the date listed for the committee in November 2009 had since been swapped, and this committee would now meet on Thursday, 12 November 2009 instead of 5 November 2009, as listed.

(2) RESOLVED that, subject to the change above, the dates listed for the committee's meetings in 2009 and 2010 be noted.

## **5. Suggested areas of Scrutiny from which the Committee can later develop its Terms of Reference**

*(Item A7)*

(1) The Chairman introduced a list of suggested areas for scrutiny, which had been circulated to Members, and asked Members to give him their comments and thoughts on its contents. Two amendments were proposed at the meeting, as follows:-

- (a) an addition to point 7 to make it read "To ensure that the Cabinet Member *and the Directorate* for Regeneration *are* making use of resources available to *them* as efficiently and effectively as possible"; and
- (b) add in the consideration of economic development activity undertaken by district councils, as this is an important part of the overall picture of economic development activity in the county.

(2) RESOLVED that the list of suggested areas be noted, and the amendments suggested above, with any others sent to the Chairman following the meeting, be taken into consideration when the terms of reference are drafted.

## **6. Kent Spatial Vision**

*(Item B1)*

*(Mr E Dreyer, Urban Design Director, Farrells, Mr M Bodkin, Head of Urban Regeneration, and Ms V Hyland, Regeneration and Projects Manager, were in attendance for this item at the invitation of the Committee)*

(1) Mr Bodkin explained that, with the abolition of the Kent and Medway Structure Plan, spatial planning for the county was now at a crossroads and there is an opportunity for the County Council to do something new. Mr Dreyer presented a series of slides, setting out the countywide Spatial Vision which Farrells had been commissioned to develop, and stressed that it was being developed in a collaborative way through a series of workshops held with stakeholders in Kent over the course of the last two months. A paper which summarised the outcomes of these workshops was circulated. These draft summaries were currently being shared with those who had taken part in the workshops.

(2) Mr Bodkin and Mr Dreyer responded to questions and comments from Members, as follows:-

- (a) Members welcomed the Spatial Vision and the innovative way in which it addressed the identity of the county and the relationships and links between different areas;
- (b) “Locate in Kent”, the inward investment agency for the county, together with other bodies such as Ashford’s Future and South East Trains, are promoting the use of High Speed 1 to businesses located in London and Kent;
- (c) some negative responses to the concept of a Spatial Vision had been noted at workshops but this was by no means the main reaction to it. Mr Dreyer said that Farrells had been impressed by the energy and depth of comments coming from the workshops, but Members added that some communities were understandably weary of seemingly endless consultations;
- (d) following the publication of a draft Spatial Vision in the Autumn, there will be a wider stage of engagement including the people of Kent. This is likely to take the form of focus groups to investigate and address the issues raised rather than a set-piece public consultation programme. Members suggested engaging the Youth Parliament and Youth Advisory Groups in these focus groups, as the input of young people was very important;
- (e) in response to Members’ concerns about the role of strategic housing targets in the Spatial Vision, Mr Bodkin acknowledged that the setting of housing targets is an emotive issue. The figures identified in the emerging Spatial Vision are those which are identified in the recently adopted South East Plan and which the district councils and the Medway Unitary Council are required to carry through into their Local Development Frameworks. Members commented that, although KCC was able to comment on the mix and location of new housing provision, it did not produce or own these targets;
- (f) re-skilling was an important part of the regeneration agenda, and the Spatial Vision would need to link to and work with education and training providers;
- (g) the Spatial Vision presented an opportunity for Kent to make the most of its diversity, but to do this local authorities would have to work together;
- (h) Kent could develop a central cultural attraction, perhaps somewhere with sufficient transport links to support it; and
- (i) Mr Dreyer invited Members to submit any further comments they wished to make to him and had included his contact details on the workshop summary document circulated.

(3) RESOLVED that:-

- (a) the information given in the presentation and in response to Members' questions be noted, with thanks, and
- (b) Members send any further comments they wish to make following the meeting direct to Mr Dreyer at Farrells.

## **7. Unlocking Kent's Potential - Kent County Council's Approach to Regeneration** *(Item B2)*

(1) Mr Lynes, Cabinet Member for Regeneration and Economic Development, presented a series of slides, which were circulated to Members, which updated Members on developments since the Committee's March meeting on the inter-related threads of the Regeneration Framework. He emphasised the links between the Regeneration Framework and the Local Democracy, Economic Development and Construction Bill would start its remaining stage on 13 October and the key role played by partnership working.

(2) Further education was of particular importance to Kent's economy and work was going on with Backing Kent Business, the Kent Universities and local businesses to develop a graduate portal to encourage graduates to stay in the county.

(3) RESOLVED that:-

- (a) the information given in the presentation be noted, with thanks;
- (b) Members send any comments they wish to make direct to Mr Lynes; and
- (c) further presentations to the Committee will update Members on the new work emerging now, such as the graduate portal.

## **8. Update on Major Projects** *(Item B3)*

*(Mrs T Bruton, Interim Head of Regeneration Projects, was in attendance for this item)*

(1) Mrs Bruton introduced the report and explained that the projects listed were a sample of key projects in which KCC were involved and where POC had previously expressed a specific interest in being kept apprised of progress. In addition, the report listed the Kent regeneration partnerships and their headline projects in which KCC had a key interest but did not necessarily lead. Since writing the report, a decision had been made on Regional Infrastructure Funding (referred to top of page 18 of the report) and £15.1m had been allocated by the government on the condition that it be spent solely on redeveloping the M20 Junction 9 and the nearby Drovers Roundabout.

(2) Mrs Bruton invited Members to say what they wished to see in future reports and the following views were expressed:-

- (a) the status and progress of different projects would change frequently and rapidly. To be truly up to date, Members would need more detailed information more often;
  - (b) some projects would inevitably be easier to progress than others and KCC needed to be pragmatic and focus its backing and energy on schemes which were most likely to work within a shorter timescale;
  - (c) in a difficult and rapidly changing economic and political climate, KCC needed to be realistic about what it could achieve, as the success of schemes relied on government decisions. The list should be shorter and carefully prioritised;
  - (d) the inclusion of indicative costings for each project and a ranking mechanism would both help identify priorities;
  - (e) the list of projects could be linked to the Spatial Vision for Kent; and
  - (f) resurrecting the former Project Approval Group would help to prioritise projects, which could then be submitted to the Leader of the Council to be signed off. All projects would need to be supported by a robust business case to make the process rigorous and transparent.
- (3) RESOLVED that:-
- (a) information in the report and given in response to Members' questions be noted, with thanks;
  - (b) Members' comments listed in paragraph (2) above, be taken into account in the future development and listing of projects; and
  - (c) a further report reviewing the progress of all projects be presented to the Committee in Autumn 2009

## **9. Regeneration and Economy Unit Financial Outturn and Unit Operating Plan Outturn for 2008/09**

*(Item B4)*

(1) Mr Hallett introduced the report and explained that the information included some figures from the period before the portfolio was split into Environment, Highways and Waste and Regeneration and Economic Development. The Revenue budget had a very small underspend and the Capital budget had some slippage. Mr Hallett and Mr Cockburn responded to Members' comments and questions, as follows:-

- (a) the redevelopment of the former coalfields was noted as not being commercially viable (page 32 of the report) as sites had been closed, backfilled and landscaped when they previously ceased to be commercially viable, so re-opening them now to power coal-fired power stations was not a workable option;

- (b) the contract relating to Rushenden Relief Road site (page 32 of the report) had now been signed, as previous problems around financing had been underwritten by the KCC so the project could go ahead; and
- (c) the 'non-food crops' referred to on page 33 of the report under Rural Regeneration were bio-fuels and other alternative energies.

(2) RESOLVED that the information in the report and given in response to Members' questions be noted, with thanks.

## **10. Regeneration Fund**

*(Item B5)*

(1) Mr Hallett introduced the report and explained that the regeneration fund of £1m revenue and £2.5m capital per annum had formalised the allocation of regeneration monies, using it in a variety of ways, including pump-priming and match funding. Regular reports would be made to the Committee on the allocation of funds and the progress of projects.

(2) RESOLVED that:-

- (a) the information in the report be noted, with thanks; and
- (b) regular reports be submitted to the Committee on the allocation of funds and the progress of projects.

## **11. A Summary of Plans to Review the Kent Partnership's Environment Strategy**

*(Item B6)*

*(Ms S Shattock, Environment Strategy Project Manager, was in attendance for this item)*

(1) Ms Shattock introduced the report and explained that the Committee was being given an early chance to comment on the review of the environment strategy before the start of a public consultation period.

(2) Members made the following comments:-

- (a) there was concern that many businesses avoided dealing with environmental issues as they saw them as costly. Environmental schemes could be difficult to sell to partners and stakeholders, so KCC would need to be able to present some persuasive examples of good projects;
- (b) a strong approach to environmental issues was needed to support good regeneration;
- (c) environmental issues linked not just to regeneration but to any speciality within the KCC, and this committee would need to work with other POCs to address large cross-cutting issues;

- (d) similarly, KCC needed to work with district councils to put environmental issues at the top of the agenda, county-wide; and
  - (e) there was huge untapped public interest in and energy for environmental issues, and KCC needed to capture and build on this.
- (3) RESOLVED that:-
- (a) the information in the report be noted, with thanks;
  - (b) the plans to review the environment strategy be approved; and
  - (c) Members' comments, set out in paragraph (2) above, be taken into account as part of the consultation process.

## **12. Data Quality Audit 2007/08**

*(Item B7)*

*(Mr R Fitzgerald, Performance Manager CED, was in attendance for this item).*

- (1) Mr Fitzgerald introduced the report and said that the assessment of KCC Data Quality had been generally 'good'. A Member commented that problems experienced were not with the quality of the data but with the availability of it, as information was sometimes supplied too late to be of much use.
- (2) RESOLVED the information in the report be noted, with thanks.

## **13. Living Later Life to the Full: A Policy Framework**

*(Item B8)*

*(Mr M J Angell, Deputy Cabinet Member for Adult Social Services and the KCC's Older People's Champion, was in attendance for this item at the invitation of the Committee).*

- (1) Mr Angell introduced the report and commented on how much of the vision set out in "Unlocking Kent's Potential" (Item B2 on today's agenda) covered what the Living Later Life to the Full framework sought to achieve. He emphasised the cross-cutting nature of the Framework and said that it had been reported to all POCs for comment and endorsement.
- (2) Members made the following comments:-
- (a) the reporting of the Framework to all POCs for comment and endorsement was welcomed;
  - (b) the later years are a time when health and care inequalities are most noticeable and pronounced. People have very diverse needs which are often very expensive to meet;
  - (c) a different approach to ageing has emerged in recent years, and attitudes are still changing. Older people now expect and seek an active life and involvement in public life. They have much to offer and

expect to be able to put their time, energy and skills to good use. Alongside the health and care provision problems which come with age, it is important also to emphasise the positive side and show a balanced picture;

- (d) although restricted in the number of hours of paid employment they can take on, older people can contribute much on a voluntary basis;
- (e) some opportunities, however, are restricted by costs or regulations. For example, car insurance for those over 70 can be very expensive and over 75s are required to retake their driving test every three years;
- (f) although an ageing population brings problems and challenges, it also presents an opportunity to rethink how we provide care and explore new opportunities, e.g. Telehealth and Telecare;
- (g) older people with experience of bringing up a family can be a great support as mentors and advisers to young parents, teaching them tried and tested home and parenting skills;
- (h) inter-generational work is a challenge but could be very rewarding for both young and old. Older people could pass on life skills and young people could teach older people how to use and benefit from new technology;
- (i) it is important that KCC does not assume that it knows what older people want and aspire to, but must always ask them. It is particularly important to embrace equality and diversity and let BME communities tell KCC what they want rather than rely on assumptions; and
- (j) older People's Forums across Kent empower older people to become involved in public work.

(3) Mr Angell thanked Members for their valuable contributions and invited them to send any further comments they wish to make direct to him or to the report authors – Deborah Exall and Tim Woolmer.

(4) RESOLVED that:-

- (a) the information in the report and given in response to Members' comments and questions be noted, with thanks;
- (b) Kent's Policy Framework for Later Life be endorsed; and
- (c) Members' comments, set out in paragraph (2) above, be taken into account as part of the consultation exercise.

#### **14. Select Committee Update** *(Item C1)*

(1) The Chairman reported that, following the suggestion of a piece of work on the role of quangos, it had transpired that work was already in hand elsewhere in KCC and it would be useful to input into this rather than duplicate work.

(2) The Democratic Services Officer reported that, since publication of the papers for the meeting, a proposal had been submitted for a Select Committee Topic Review on Section 106 Developer Contributions.

(3) RESOLVED that:-

(a) the information in the report be noted; and

(b) any further suggestions for Select Committee Topic Review work be passed to the Democratic Services Officer for consideration by the Policy Overview Co-ordinating Committee at its next meeting.

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**BY:** Kevin Lynes, Cabinet Member for Regeneration and Economic Development  
David Cockburn, Executive Director Strategy, Economic Development & ICT

**TO:** Regeneration and Economic Development Policy Overview Committee – 24<sup>th</sup> September 2009

**SUBJECT:** Financial Monitoring 2009/10

**Classification:** Unrestricted

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**Summary:**

Members of the POC are asked to note the first quarter's budget monitoring report for 2009/10 to be reported to Cabinet on 14<sup>th</sup> September 2009.

**FOR INFORMATION**

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**1. Introduction**

1.1 This is a regular report to this Committee on the forecast outturn for Regeneration and Economic Development as reported within Chief Executives Department budget.

**2. Forecast Outturn**

2.1 A detailed quarterly budget monitoring report is presented to Cabinet, usually in September, December and March, and a draft final outturn report in June. These reports outline the full financial position for each portfolio and are reported to POCs after they have been considered by Cabinet. In the intervening months an exception report is made to Cabinet outlining any significant variations from the quarterly report. The first quarter's monitoring report for 2009/10 is being presented to Cabinet on 14<sup>th</sup> September and extracts from the annex for the Chief Executives Department is attached to this report.

**2.2 Revenue**

2.2.1 The only variation on the revenue budget is a small reduction in funding from SEEDA of £25k for the 'Skills for the Economy Task Force' project, which is offset by a drawdown of £25k from partners' funding carried forward.

## 2.3 Capital

- 2.3.1 We are reporting a change of £63k on the Kent Thameside Regeneration Partnership. A re-alignment of costs between revenue and capital expenditure due to the capitalisation of Project management costs results in a re-stated capital budget of £543k funded by revenue contributions from partners involved in the project. We are also reporting a small overspend of £40k on the de-dualling of Fort Hill in Margate (out of a total of £1,691k for the project). This is funded from developer contributions which we have also received.
- 2.3.2 All of the planned KCC expenditure on the Dover Sea Change project (£750k) has been rephased from 2009/10 into 2010/11 in order to fully claim the CABA (Commission of Architecture and Built Environment) grant funding. The majority of the spending on the Swale Parklands scheme (£600k out of £750k) has been rephased into 2010/11 (£350k) and 2011/12 (£250k), as this project is dependent on the Northern Relief road being completed (estimated completion July 2011)

## 3 Recommendations

- 3.1 Members of the POC are asked to note the projected outturn for Regeneration and Economic Development for 2009/10 based on the first quarter's monitoring report to Cabinet.

### Background Documents:

- 1) Cabinet 14<sup>th</sup> September 2009 – Revenue and Capital budgets, Key Activity and risk Monitoring

### Officer Contact:

Dave Shipton  
Finance Strategy Manager  
Ext. 4597

# REGENERATION SUMMARY

## JULY 2009-10 FULL MONITORING REPORT

### 1. FINANCE

#### 1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered “technical adjustments” ie where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits have been adjusted since the budget was set to reflect a number of technical adjustments to budget and the addition of £0.922m of roll forward from 2008-09, as approved by Cabinet on 13 July 2009.
- The inclusion of new 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 2 of the executive summary.

1.1.2 **Table 1** below details the revenue position by Service Unit:

**Table 1**

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Regeneration &amp; Economic Development portfolio</b>							
Economic Development incl Regeneration Projects	8,338	-2,067	6,271	-25	25	0	Reduced SEEDA income covered by drawdown from reserves
Kent Film Office	141		141	0	0	0	
Resources	232		232	0	0	0	
Strategic Management	158		158	0	0	0	
Analysis & Information	931	-60	871	0	0	0	
Geographic Information Systems	534	-146	388	0	0	0	
<b>TOTAL Regen &amp; ED</b>	<b>10,334</b>	<b>-2,273</b>	<b>8,061</b>	<b>-25</b>	<b>25</b>	<b>0</b>	

#### 1.2 CAPITAL

1.2.1 All changes to cash limits are in accordance with the virement rules contained within the constitution and have received the appropriate approval via the Leader, or relevant delegated authority.

The capital cash limits have been adjusted since last reported to Cabinet on 13<sup>th</sup> July 2009, as detailed in section 4.1.

1.2.2 **Table 3** below provides a portfolio overview of the latest capital monitoring position excluding PFI projects.

	Prev Yrs Exp	2009-10	2010-11	2011-12	Future Yrs	TOTAL
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Regeneration &amp; Economic Development Portfolio</b>						
Budget	18,123	6,835	6,070	4,480	6,222	41,730
Additions:						
- roll forward	-1,601	1,503	98			0
- Outturn and pre-outturn changes	-3,537					-3,537
-						0
Revised Budget	12,985	8,338	6,168	4,480	6,222	38,193
Variance		-1,247	1,100	250	0	103
<b>split:</b>						
- real variance		+103	0	0	0	+103
- re-phasing		-1,350	+1,100	+250	0	0

### 1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2009-10 and identifies these between projects which are:

- part of our year on year rolling programmes e.g. maintenance and modernisation;
- projects which have received approval to spend and are underway;
- projects which are only at the approval to plan stage and
- projects at preliminary stage.

The variances are also identified as being either a real variance i.e. real under or overspending which has resourcing implications, or a phasing issue i.e. simply down to a difference in timing compared to the budget assumption.

Each of the variances in excess of £1m which is due to phasing of the project, excluding those projects identified as only being at the preliminary stage, is explained further in section 1.2.4 below.

All real variances are explained in section 1.2.5, together with the resourcing implications.

**Table 4: CAPITAL VARIANCES OVER £250K IN SIZE ORDER**

portfolio	Project	real/ phasing	Project Status			
			Rolling Programme	Approval to Spend	Approval to Plan	Preliminary Stage
			£'000s	£'000s	£'000s	£'000s
<b>Overspends/Projects ahead of schedule</b>						
R&ED						
			+0	+0	+0	+0
<b>Underspends/Projects behind schedule</b>						
R&ED	Dover Sea Change	phasing			-750	
R&ED	Swale Parklands	phasing			-600	
			0	0	-1,350	0
			0	0	-1,350	0

#### 1.2.4 Projects re-phasing by over £1m:

N/A

#### 1.2.5 Projects with real variances, including resourcing implications:

##### Regeneration & Economic Development Portfolio

Kent Thameside Regeneration Partnership (was Kent Thameside Delivery Board) capital project.

A re-alignment of costs between revenue and capital expenditure due to project management capitalisation results in a restated capital budget of £543k. The £63k increase is met by the revenue contribution from partners (Darford BC, Gravesham BC and KCC)

Forthill de-dualling

The budget set was understated by £40k, a 2% variance on original estimated project costs of £1,691k. This is met by Developer contributions already received.

#### 1.2.6 General Overview of capital programme:

(a) Risks  
N/A

(b) Details of action being taken to alleviate risks  
N/A

#### 1.2.7 Project Re-Phasing

It is proposed that a cash limit change be recommended for the following projects that have re-phased by greater than £0.100m to reduce the reporting requirements during the year. Any subsequent re-phasing greater than £0.100m can be requested but the full extent of the rephasing will have to be shown. The possible re-phasing is detailed in the table below.

	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>Future Years</b>	<b>Total</b>
	<b>£k</b>	<b>£k</b>	<b>£k</b>	<b>£k</b>	
<b>Dover Sea Change (R&amp;ED)</b>					
Amended total cash limits	+750				+750
re-phasing	-750	+750			0
<b>Revised project phasing</b>	<b>0</b>	<b>+750</b>	<b>0</b>	<b>0</b>	<b>+750</b>
<b>Swale Parklands (R&amp;ED)</b>					
Amended total cash limits	+750				+750
re-phasing	-600	+350	+250		0
<b>Revised project phasing</b>	<b>+150</b>	<b>+350</b>	<b>+250</b>	<b>0</b>	<b>+750</b>
<b>TOTAL RE-PHASING</b>	<b>-1,350</b>	<b>+1,100</b>	<b>+250</b>	<b>0</b>	<b>0</b>

By: Paul Carter, Leader of the Council  
Peter Gilroy, Chief Executive

To: Regeneration & Economic Development POC – 24 September 2009

Subject: Draft *Towards 2010* Annual Report

Classification: Unrestricted

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## SUMMARY

This report sets out the process for finalising the third *Towards 2010* Annual Report prior to approval by County Council on 15 October and attaches a draft of the report (for the Regeneration & Economic Development-related targets) for Members' comment.

## FOR INFORMATION

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### 1. Introduction

*Towards 2010* was formally launched in September 2006. Annual reports on progress against all 63 targets are discussed and approved by County Council each autumn.

### 2. Format

The separate reports for each target include the following elements:

- Status of the target (either 'More progress needed', 'On course' or 'Done and ongoing')
- List of partners with whom we are delivering this target
- Outcomes delivered so far
- What more are we going to do to deliver the target
- Measurable indicators (where relevant – as agreed at County Council in December 2007).

### 3. Summary

Those *Towards 2010* targets relevant to this committee are shown in the table below together with the relevant status:

<b>Towards 2010 Target</b>	<b>Accountable officer</b>	<b>Status (Draft)</b>
Target 1: Substantially increase the number of new jobs by increasing the number of companies investing in Kent and the number of businesses starting up or expanding	Theresa Bruton/Mike Bodkin	On course
Target 2: Concentrate on the regeneration of Kent's deprived areas and support business growth in these areas, seeking maximum funding from Government and the EU to support the necessary infrastructure, including roads, utilities, telecoms and other services	Theresa Bruton/Mike Bodkin	On course

Target 3: Support a programme of town centre regeneration	Theresa Bruton/Mike Bodkin	On course
Target 4: Support rural businesses and communities to build a strong entrepreneurial culture	Elizabeth Harrison	On course
Target 6: Increase opportunities for graduates to work and live in Kent	Sue Dunn/Jim McKenzie	On course
Target 7: Fulfil Kent's potential as a premier tourist destination	Fran Warrington	More Progress needed
Target 39: Bring back into use the large number of empty homes in Kent	Theresa Bruton	Done and ongoing
Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes	Richard Feasey/Nigel Smith	On course
Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products	Elizabeth Harrison	Target no longer separately reported
Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies.	Alan Turner	On course

Please note that where targets are cross-directorate they will be reported to all relevant Policy Overview Committees.

#### **4. Approval process**

The draft Annual Report will be discussed at Cabinet on 12 October prior to approval at County Council on 15 October.

The draft Annual Report will also be discussed at the September meetings of all Policy Overview Committees to enable Members to comment on the early draft prior to its finalisation for the Cabinet and County Council meetings.

Each Policy Overview Committee will receive the draft reports on the relevant targets relating to their committee's accountabilities. Attached at Appendix 1 is a draft of the reports for the corporate-related targets as set out in the above table.

#### **5. Recommendation**

Members are asked to COMMENT on the attached drafts.

Accountable officer:

Sue Garton, County Performance & Evaluation Manager, Chief Executive's Department  
01622 22(1980).

# Regeneration and Economy targets

Draft

## TOWARDS 2010 - ANNUAL REPORT 2009

<b>Target 1: Substantially increase the number of new jobs by increasing the number of companies investing in Kent and the number of businesses starting up or expanding</b> <b><u>AND</u></b>		
<b>Target 2: Concentrate on the regeneration of Kent's deprived areas and support business growth in these areas, seeking maximum funding from Government and the EU to support the necessary infrastructure, including roads, utilities, telecoms and other services</b>		
<b>Lead Cabinet Member:</b> Kevin Lynes	<b>Lead Managing Director:</b> David Cockburn	<b>Lead Officers:</b> Theresa Bruton/Mike Bodkin

**Status:** On course

**List the partners with whom we are working to deliver this target:**

Locate in Kent, District Councils, Local Regeneration Partnerships, Area Partnerships, South East England Development Agency, Department for Communities and Local Government, Department for Transport, Homes and Communities, Kent Foundation, Kent Economic Board, Business Support Kent.

Additionally, we work with key stakeholders from other private, public and voluntary sectors on specific projects.

**Outcomes delivered so far:**

These two Towards 2010 targets (1 and 2) are being reported together as they are so interlinked. Delivery of both of these targets must be seen against the background of the global recession which makes it far more difficult to achieve all of the outcomes we are striving for at the moment. However, much has already been achieved and this is listed below:

Published KCC's Regeneration Framework - KCC's draft Regeneration Framework was published in January and consultation ended in April 2009. It was approved by the Regeneration Board in July and will be adopted in autumn 2009. The Regeneration Framework sets out as a high priority the need to develop a new relationship with business and we are therefore developing a new Kent Sectors Strategy which will set out how we will support the growth of the Kent economy, to be completed by December 2009. The Framework also led to the development of a number of other strategies including the Spatial Vision and the Housing Strategy to be delivered over the course of 2009/10.

Delivered KCC's 'Backing Kent Businesses' (BKB) Campaign - This campaign, launched on 10 December 2008, focuses on ten commitments by KCC to help Kent business through the recession. Key outcomes to date are:

- 78% of Kent businesses supplying KCC are now paid within 20 days whereas this was previously around 44% - and we are looking to improve further
- The Kent Enterprise Property Fund has been established with a number of properties now being prepared as 'oven ready' joint venture schemes with the private sector
- The approved contractors list has been reopened with more than 480 new applications for inclusion on the list
- A new simple guide to KCC procurement has been published and we are working towards streamlining KCC's procurement arrangements (see also Towards 2010 target 5)
- Kent Business Support Centre, aimed at making it easier for local businesses to get information, has seen over 30,000 visitors since the launch of BKB. This includes an on-line business grant finder enabling companies to find routes to finance; a KCC searchable

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business directory containing details of around 50,000 businesses; a direct link to KCC procurement opportunities over £50k; and KCC telephone contact points profiled on the site so business can speak to people for advice

- A joint lobbying event led by KCC at Westminster in June 2009 highlighted how BKB partners were dealing with the recession but stressed the challenges still facing business such as the extraordinary amount of bureaucracy that exists, a planning regime which does not support business, Operation Stack related problems and losses of income, and businesses still finding it difficult to find finance from banks
- Breakfast meetings have been targeting specific opportunities for Kent businesses
- Launch of the Business Pledge campaign to encourage businesses to use local supply chains.

Supported 'Locate in Kent' - Locate in Kent (LiK) exceeded its targets for both companies assisted and jobs created in 2007/08 and 2008/09. At the end of the first quarter of 2009/10 LiK remains optimistic that it will reach targets for 2009/10, despite the fact that the targets were set before the economic downturn. Other outcomes include the following from April 2007 to end June 2009:

- 10,377 jobs created/safeguarded which are indirectly supporting a further 2,433 jobs
- 220 companies assisted to relocate, expand or set up in Kent
- 36 overseas companies assisted to relocate, expand or set up in Kent
- 2,022 jobs created and 4,043 jobs created, safeguarded and indirect by these companies
- £386.4m of capital expenditure in Kent was made by all the companies assisted to relocate, expand or set up in Kent
- Since January 2008, LiK have engaged with 417 companies regarding grants, assisted 24 companies (in Kent and Medway) to apply, 7 were successful (several still to be decided) leading to the award of £806,778 of Grant for Business Investment
- Targeting sectors that offer good growth prospects such as offshore wind, sustainable construction, biomass, life sciences and security software continue to ensure Kent is well placed and its offer well known once the economic upturn commences
- Major campaigns undertaken with partners to promote the benefits of the hi-speed train to persuade companies in London and the south-east to invest in Kent.

Launched the Kent Excellence in Business Awards (KeiBA) - KCC, in partnership with the Kent Messenger, successfully launched KeiBA early in 2009 and despite the recession there were almost 200 entries for the 11 categories of awards (plus an outstanding contribution to the business community award). The awards ceremony was held at Leeds Castle on 2 July, around 500 people attended, making it one of the most significant business events in the year.

Launched the 'Backing Kent People' campaign - The 'Backing Kent People' campaign was launched on 6 April. Key outcomes to date include:

- Using the Mobile Gateway (see towards 2010 target 29), two events have taken place – one in Pembury, Tunbridge Wells in April and another in Deal in May. This was developed further for the summer 2009 period with representatives from KCC, local district/borough councils, the Citizens Advice Bureau (CAB), Kent Benefits Partnership and the Stop Loan Shark team on board offering advice to members of the public.
- A detailed contract has been agreed with CAB that will increase their capacity to provide advice to more people, particularly in the areas of debt, benefit and employment.
- The Kent Credit Union initiative should launch in October 2009

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- A number of focus groups have been run with young people around Kent to understand their views on money, what information they would find helpful and in what format.
- The Kent Benefits Partnership is running a series of surgeries in localities such as libraries and adult education centres offering advice on all benefits and a free benefits test for all. These events are being promoted on the Kent.gov – BKP website.
- Free home energy surveys have been offered to over 100,000 Kent residents with take-up from almost 9,000 households. We are currently awaiting figures on cost savings identified for residents.

Supported the URBAN programme - The programme, rated as the best in the UK, provided seed core funding for training, economic and environmental initiatives focused on deprived wards within Dartford and Gravesham. The £8.3m externally funded programme attracted further public/private funds of £13.4m contributing to the wider regeneration of Kent Thameside.

Supported Enterprise Gateways (support to micro and start-up businesses) - This provided the following:

- Workshops specifically aimed at women and promoting entrepreneurship among Kent school students
- A training event aimed at black and minority ethnic groups to provide advice on self-employment and setting up businesses.
- Support for the “Back to Work” programme – a six-week course to prepare people to return to work based around raising self-confidence, raising aspirations, being productive, writing CVs and attending interviews.

Supported Quarterhouse, (formerly the Performing Arts and Business Centre, (PABC) Folkestone) - Along with partners, KCC provided grant funding towards the development of a new arts performance building in Folkestone. The building includes 15 business incubator spaces. As of June 2009 four of the business incubation units have been let, which includes a website/marketing business and one dealing with leisure promotions. There is strong interest in the remaining units.

Overseen development in the following areas and projects:

### Kent Thameside

- Agreement has been reached with government and local partners on a package of 11 schemes totaling £173m (at 2008 prices) of public and private sector funding to support the growth of homes and jobs in Kent Thameside. A bid for £23m of funding from the Homes and Communities Agency to support this programme has been approved in principle and we are awaiting government’s final decisions later in the year.
- A new *Fastrack* route A (by The Bridge) has been opened.
- The introduction of international services to Ebbsfleet took place in November 2007, with the grand opening of the new station in January 2008.
- A funding bid was submitted to provide £7.1m improvements for Dartford Station incorporating a new station building, a new forecourt area and better platform facilities for rail users
- A £8.3m Northfleet Station project is about to proceed to a new, fully DDA compliant station and a public subway providing more direct access between Northfleet and Ebbsfleet stations for rail users.

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### Sittingbourne

Kent Science Park (KSP) is potentially a key economic driver for Kent by helping to increase the number of new jobs and by attracting new companies to the county in knowledge or science based industries. Recent developments at KSP include:

- The new Kent Science Resource Centre, which provides much needed technician training to support the scientific industries on site and in wider Kent, is now affiliated to the University of Kent. This helps support Target 6 on graduate retention
- An Economic Impact Assessment report (supported by KCC) has provided independent scenarios as to how the KSP could develop to maximize its scientific and bio- sciences base.

Other developments in Sittingbourne to support jobs and the economy include:

- Development of further training provision by KCC
- Completion of planning and design work for a transport node at Sittingbourne train station to improve public transport access.

### Isle of Sheppey

At Queenborough and Rushenden, KCC has supported courses to improve local skills and training opportunities at the local Gateway Community Centre. Additional work is progressing to investigate further courses and an apprentice training programme linked to the existing Further Education Centre at Sheerness.

### Thanet

KCC is working with Thanet District Council to enable regeneration opportunities at Manston. Working through a joint venture company, East Kent Opportunities, achievements to date include the following outcomes:

- Agreed a strategy for judicious land sales to encourage regeneration
- Pursuit of planning application at the Westwood site
- Two offers to purchase land received

The Leader of KCC has also been in discussion with the Mayor of London about the development of Kent International Airport as a regional airport and its potential in helping alleviate the pressure on existing London airports.

### Off-shore wind farms

To date the following has been achieved:

- At Ramsgate, more than 40 of the 100 foundation monopiles for the wind turbines are in place for the Thanet Off Shore Wind Farm
- Project developer, Vattenfall, are soon to tender for the construction of a new operations and maintenance base at Port of Ramsgate
- Phase 1 of the London Array Offshore Wind Farm project has also started with the first stage being the construction of the onshore substation at Graveney. Offshore construction work is due to begin in 2011 following ecological and environmental survey work
- Starting work on the project will realise £300K for local community projects and work to determine the local skills development and supply chain is being progressed.

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### Ashford

- Ashford's Future Company has been established to lead the delivery of the growth agenda in Ashford. The key workstreams are development, economic development and transport
- The Ashford Ring Road restructuring was completed in 2007/08 with a two-way flow in operation
- Elwick Road Shared Space Scheme is substantially complete and has attracted considerable interest in the national and local press and won several national awards
- A Smartlink bid was prepared to significantly improve public transport in Ashford. £16.7m funding Community Infrastructure Funding (CIF) has been awarded for the construction of support work at Victoria Way to open up land for investment and access to car parking supporting Elwick Road that will make the area more attractive to investment
- Growth Area Funding is in place for work on the M20 Junction 9/Drovers roundabout
- KCC is leading on the Gateway Plus project in Ashford to develop a new joint library, adult education and registrar building (see also Towards 2010 target 29)
- KCC has part funded with the Learning and Skills Council a skills strategy for Ashford. An action plan has been prepared and now needs to be delivered. Attention has also been on establishing a Retail Skills Centre, and work has been ongoing to develop the concept and how it would be delivered.

### **What more are we going to do?:**

Future work programmes will be directed through the priority objectives in the Regeneration Framework and its supporting policy and strategy base. This includes the following:

### Across the county

- We will have a major focus on the development of the Kent Sector Strategy, as a commitment from the Regeneration Framework. The sector strategy will inform the challenges facing each of the priority sectors and the support required to realise their full growth potential
- Taking forward the ten commitments in the BKB and Backing Kent People campaigns
- Explore with the Kent Foundation how to secure funding and further develop its potential to deliver the important youth enterprise agenda
- Continue to work with Kent universities to develop a response to graduate retention through a new 'Business First' project to provide graduates opportunities during the recession to work with Kent business
- Continue to identify opportunities for workspace provision for small and start-up companies
- Support the development of the Innovation and Growth Team, to provide intensive support to innovative and high growth potential companies in Kent. The programme will commence from October 2009 and run for three years
- Assist development of an Innovation Strategy with a focus on Kent's businesses. LiK will continue to focus on emerging sectors which offer good prospects and quality jobs, e.g. overseas companies which tend to involve bigger investments and higher quality jobs than domestic investments, innovative products such as Launchpad, and ensuring that investors, companies and intermediaries all understand the positive changes to Kent's

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business offer including hi-speed rail, new property products, and regeneration in Kent's towns.

### Kent Thameside

- A new tariff policy will be developed by both Dartford and Gravesham borough councils, through the local delivery framework (LDF) process, to secure funding contributions from developers for the Kent Thameside Strategic Transport Programme
- Subject to confirmation of funding, set up an Investment Fund for the Kent Thameside Strategic Transport Programme
- Subject to the funding confirmation, commence work at Northfleet and Dartford train stations
- Using £1.7m funding from DCLG's Parklands programme develop a new Cycle Activity Park in Gravesham. The park will provide national standard cycle-sports and recreation facility, and a key green space and Green Grid linkage, connecting Kent Thameside to the surrounding countryside.

### Swale

- Deliver two major road schemes - the Sittingbourne Northern Relief Road and the Rushenden Link Road Both schemes start in Summer/Autumn 2009 and finish in 2011
- Working with partners, develop a training plan for Sittingbourne to improve training provision and access to training opportunities
- With partners, continue to improve the tourism potential and 'green profile' of Sheppey by developing a number of cycling/walking routes on the island under the 'City to Sea' initiative. The work will complete by March 2011 and will benefit tourism businesses and local residents' quality of life by promoting more healthy living.

### East Kent and Thanet

- Work with Thanet District Council and the owners of Kent International Airport to ensure that appropriate safeguards are put in place to offset the environmental impacts of the airports expansion. In particular, engage in the development of the Surface Access Strategy for the airport and ensure that this fits with Kent's Integrated Transport Strategy
- Continue to work with partners to secure investment in Ramsgate to support the off shore wind farm developments to develop a base from which to attract complimentary business activities and supporting long-term sustainable jobs linked to the essential operations and maintenance functions
- Submit planning application for the EuroKent site in early autumn for a mixed use development of the site providing wider regeneration benefits linking Westwood Cross, Marlowe academy its innovation centre and the neighbouring Newington estate.

### Ashford

- With partners develop and deliver projects which will bring forward infrastructure and town centre regeneration and employment opportunities including a lead on Victoria Way and Junction 9/Drovers roundabout, Eureka Business Park, Conningbrook and Chilmington Green
- We are anticipating bids of over £30m for delivery of strategic highways schemes; junction 9 and Victoria Way
- Assist development of a strategic sites team that will provide an integrated approach focusing on the key development sites for Ashford.

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<b>Measurable Indicator (s)</b>	<b>2006/07 Actual</b>	<b>2007/08 Actual</b>	<b>2008/09 Target</b>	<b>2008/09 Actual</b>	<b>2009/10 Target</b>
Number of jobs created/safeguarded in Kent*	2,598	3,339	3,158	3,786	2,973**
Number of new companies investing in Kent *	64	66	70	70	70

\* Excludes Medway

\*\* This is higher than 2006/07 but lower than the last two years because of the predicted difficult year associated with the economic slowdown

**Monitoring completed by:** Theresa Bruton, Mike Bodkin

**Date:** 29 July 2009

## TOWARDS 2010 - ANNUAL REPORT 2009

<b>Target 3: Support a programme of town centre regeneration</b>		
<b>Lead Cabinet Member:</b> Kevin Lynes	<b>Lead Managing Director:</b> David Cockburn	<b>Lead Officers:</b> Theresa Bruton/Mike Bodkin

**Status:** On course

**List the partners with whom we are working to deliver this target:**

Dover: Network Rail, Dover District Council, Dover Pride, London & Southeastern Railway Ltd (LSER), East Kent Partnership and SEEDA.

Margate: Margate Renewal Partnership, Thanet District Council, GOSE, Turner Contemporary Trust, SEEDA, Arts Council England, English Heritage, Homes and Communities Agency, KCC Communities Directorate and Turner Contemporary Project Board.

Folkestone: Shepway District Council, English Partnership, SEEDA, and The Creative Foundation.

**Outcomes delivered so far:**

The particular focus of this Towards 2010 target is Dover, Margate and Folkestone and the developments are set out below. Work in other specific areas of the county is also outlined in this report.

### Dover

KCC provides chairmanship of the Dover Pride partnership that oversees and promotes regeneration in Dover town centre. Specific outcomes in Dover are as follows:

- In collaboration with Network Rail, Dover DC and Jacobs, we have been developing the detailed designs for the £2.2m public realm improvements to Dover Priory Station Approach project (work on site is due to get underway in September 2009)
- The Dover Sea Sports Centre opened in Summer 2009
- The expansion of the Western Docks, Terminal 2, scheduled to take place between 2011 and 2016, will provide local job opportunities in the construction, maritime and cruise sectors
- KCC is pressing Government and the Regional Transport Board to improve the A2/M2 corridor between the M25 and Dover to encourage more traffic to use this route to access the Eastern Docks
- KCC is leading on work on the provision of enabling transport infrastructure to support the development at Whitfield including securing £8m to provide transport improvements across the town
- A successful bid to the Commission for the Built Environment (CABE) Sea Change Programme for £7.75m will deliver substantial improvements to Dover's waterfront and the castle facilities and attractions to capitalise on the significant anticipated increases in visitor numbers to the castle and cruise terminal by 2016
- On a wider scale, consultation is continuing with Dover's business community regarding labour and skills needs
- KCC is working with South Kent College to review its current performance and delivery in order to raise the profile of the skills agenda in the area

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- We are working with the Homes and Communities Agency, SEEDA and Dover DC to provide a training centre and small business units at Aylesham funded by £8m DCLG coalfield regeneration money. It is likely to include some provision for construction training which would link to the proposed 1,200 unit housing development and will probably involve local schools and FE providing the trainees. The development is expected to begin during 2010.

### Margate

KCC has largely focused its Margate regeneration activities on the town's eastern seafront, in the area where the Old Town meets the sea between the Lower High Street, the Harbour Arm and the Winter Gardens. The following progress has been achieved:

- Funding was secured for construction work to begin on the Turner Contemporary gallery in December 2008. Businesses and other investment have already been attracted to Margate in anticipation of the gallery's completion in 2011 which will create many more jobs. (See also Towards target 27)
- A package of public realm work has been completed, creating stronger pedestrian connections between the Old Town and the seafront. Fort Hill has been changed from a dual to a single carriageway with associated upgrading of footpaths and public areas for residents and improvements to entries to the Old Town along King Street and Duke Street. The area has now become more open to the development of a stronger cafe culture in anticipation of the opening of the gallery
- KCC is working with CTM Architects to produce a hybrid planning application for the Rendezvous site for a mixed-use development that will make a significant contribution to meeting the running costs of the Turner Contemporary
- Wave 3 CABE Sea Change bid secured to create a Heritage Amusement Park around the listed Scenic Railway and to refurbish the Grade II listed Dreamland building bringing these sites back into public use
- Working closely with Margate Renewal Partnership, KCC is leading the delivery of a parking, access and movement plan which to date has delivered major refurbishment of the College Square car park, new approach car park signing, and identification of new coach park for the town and revised signposting for pedestrians making it easier to travel around the town and avoid congestion.

### Folkestone

The programme is focused on the eastern side of Folkestone town centre where recorded deprivation is high. Outcomes include the following:

- The University Centre and new Adult Education Centre have just been opened, and a Performing Arts and Business Centre (PABC) will be opened in March 2009
- Folkestone was one of three towns, alongside Canterbury and Margate, promoted by the Visit Kent Cultural Tourism project to support the coastal Kent cultural offer
- The new high speed rail link from London, St Pancras International will open in 2009.

### Swale

- Sittingbourne Northern Relief Road scheme (SNRR) will enable Sittingbourne town centre to be opened up for mixed-use development
- KCC is promoting a range of projects including a community centre and potential café linked to improved library facilities at Queenborough
- At Rushenden we are working with partners to develop a new school and community/health centre linked to a proposed housing development of 2,000 units

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## Gravesend

KCC is undertaking the refurbishment of the Old Town Hall building to provide community facilities as well as commercial space for small businesses.

### **What more are we going to do?**

## Dover

- Deliver Dover Priory Station Approach public realm improvements
- Lead work on a Marine Skills Centre and undertake a feasibility investigation (lead is with KCC CFE)
- With partners work to improve the schools offer through the Building Schools for the Future Programme and through the introduction of vocational diplomas
- Provide input to the master planning of various sites including redevelopment of the Connaught army barracks to provide 500 eco-homes, public realm projects in York Street and the town centre, and environmental improvements to the Port area at Whitfield through to Channel View Road
- The scoping work for the development of the integrated passenger transit system is underway. KCC and Dover District Council are working to support a bid by English Heritage to fund the system. The aspiration is to make this happen by the 2012 Olympics to showcase both Dover and Kent.

## Margate

- Working with partners, we will continue to progress work on an increasingly pedestrian friendly Eastern Seafront. The Turner build will be completed during 2010 within an attractive public space and it is anticipated that plans will be well advanced for the creation of a 3\* plus hotel to the east of the gallery. Parking provision will be improved and better signed for visitors
- Specifically, during 2009, the mixed-use development on the Rendezvous site will be taken forward, public realm work will be completed in front of the Droit House, a CABE Sea Change bid will be submitted for the Dreamland site and a solution found for the western gateway.

## Folkestone

- Continue to work with Shepway DC and Creative Foundation to realise the quality of development in the Creative Quarter and proposals for the seafront (see also Towards 2010 target 6).

## **Ashford**

- KCC is supporting the developer partnering process for the Elwick Place site in Ashford as the first key town centre regeneration site
- Work has been ongoing to develop a high speed broadband strategy for Ashford, ensuring that the infrastructure will be developed to put the town at the forefront of the broadband revolution.

### **Measurable indicators:**

None – This Towards 2010 target has been formally agreed as having an ‘aspirational’ status and progress is measured via qualitative means.

**Monitoring completed by:** Theresa Bruton, Mike Bodkin

**Date:** 29 July 2009

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<b>Target 4: Support rural businesses and communities to build a strong entrepreneurial culture</b>		
<b>Lead Cabinet Member:</b> Kevin Lynes	<b>Lead Managing Director:</b> David Cockburn	<b>Lead Officer:</b> Elizabeth Harrison

**Status:** On course

**List the partners with whom we are working to deliver this target:**

We are working with a plethora of rural stakeholders to take forward this target. Key partners include:

Action with Communities in Rural Kent, Business Link Kent, Church in Society, Country and Land Business Association, District Councils, GOSE, Kent Association of Local Councils, Kent Downs Area of Outstanding Natural Beauty, Kent Federation of Small Businesses, Kent NFU, Kent Wildlife Trust, Produced in Kent, SEEDA, Emerging Local Action Groups of new LEADER bids, Partnerships for the Mid Kent LEADER + and Kent Rural Towns Programme.

**Outcomes delivered so far:**

Support Kent Action for Rural Retailers Initiative (KARR) - KCC has supported the KARR initiative to provide specialist retail advice to village shop owners and work with communities to develop solutions to unplanned post office closures. In 2008/09, 203 visits were undertaken to support 54 independent retailers remain in business across rural Kent. The initiative is also now fostering opportunities for village shop owners to network and exchange best practice. For example, in West Kent a new village shop retailer's forum.

Develop the Kent Rural Delivery Framework - We have worked with partners to develop the Kent Rural Delivery Framework, an evidence-based, multi-agency plan for Kent's rural areas. This Towards 2010 target has been embedded and established as one of the priority actions within the finalised framework and highlights the potential of rural enterprises to further grow Kent's economy.

Generate new rural funding:

- The Kent Rural Access to Services Programme has already supported the creation of one community shop at Barham – which has also saved the village post office. Three more community shops are currently in development – and a community toolkit has been created to support this process. The programme has also supported three entrepreneurial community transport schemes and has launched a promotion campaign to ensure greater knowledge/awareness of existing community transport schemes (including Kent Karrier)
- The LEADER+, Kent Rural Towns Programme and Rural Revival have now delivered funding to over 200 rural community-based regeneration projects and assisted a range of community-led projects. Projects supported include:
  - Wealden Wheels – a rural community transport initiative covering five rural parishes to overcome access issues for older and younger members. The operation is seen as an exemplar project
  - Kent Food-Trails project - four themed-food trails promoting Kentish apples, wine, beer and Romney lamb were developed to raise the awareness of the links between Kent's landscape and its local produce

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- The Funding Buddies LEADER+ project was successful in generating an additional £1million of funding for rural communities in Kent through successful funding applications and has recently been awarded over £300,000 of lottery funding to be rolled out across Kent
- The Sandwich Phoenix Centre project has created a refurbished space for youth club activities, a drop-in centre, IT suite and a youth café. Renewable energy technologies, energy and water saving measures and recycled materials have been used throughout the building to minimise its environmental impact and reduce its future running costs
- The Kent Downs and Marshes Leader programme will bring in over £2m of new funding to help rural businesses and communities to develop existing and new enterprises over the next five years. To date, £150,000 in grant funding has been awarded to a range of businesses and community projects in the LEADER area. Projects that have already received funding include:
  - Tilmangate Holiday Cottages – a farm diversification project involving the construction of two environmentally sustainable holiday cottages in place of a redundant barn. The cottages will be of traditional Kentish vernacular design and will include cutting edge energy saving systems including sustainable drainage systems, renewable energy generation (wind turbine and ground source heating) to minimise running costs and minimise the negative impact on the environment. The aim is to make the project an environmental ‘exemplar’ in holiday cottage lets, designed to compliment and enhance the local and built environment.
  - Rippledown Environmental Education Centre - funding has been awarded for the construction of a purpose built, straw-baled building containing two teaching classrooms and a kitchen area for use in teaching the rural skills programme at the centre. The construction of the building will be used as an exemplar of sustainable building techniques providing 'on the job training' as well as a venue for teaching courses
- We have also secured funding from the Commission for Rural Communities to develop a ‘rural business barometer’. This national pilot will seek to gauge the impact of the economic downturn on Kent’s rural businesses.

Support Kent’s Rural Post Offices - To help mitigate the impact of recent post office closures in Kent, along with partners, KCC launched a targeted business advice scheme for co-located retailers. In addition, KCC organised a community summit with partners to examine the opportunities for community enterprise-led solutions for communities affected by recent post office closures. The scheme has helped support the development of a community run post office scheme in Capel Le Ferne, a community café in Romersham and a new ready-meal business in Bidborough.

Support the land-based Sector - KCC has also worked with the Kent Downs Area of Outstanding Natural Beauty Unit to pilot a new integrated approach to assist farmers wishing to diversify in the Kent Downs. The scheme provides planning, environmental and business advice to ensure that new farm-based business proposals are successful and well thought through. An on-line toolkit has been published which is being cited as an example of regional best practice.

Support Produced in Kent - Recent initiatives include:

- Launch of a new scheme in June to provide branded Produced in Kent point of sale materials for independent rural retailers

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- Media campaign in partnership with the Kent on Sunday to promote Kentish produce
- Launch of two new food themed walking trails – Cherry Trail and a Seafood Trail.

### **What more are we going to do?:**

- Complete an innovative rural economic study to quantify the size, shape and latent potential within Kent's rural economy. This will be used to feed into the sector strategy and especially scope new initiatives to support the emerging, high-value home-based rural business sector
- Apply the findings of the research and the rural business barometer pilot to ensure that key business support schemes and new policy developments (especially planning) meet the needs of rural businesses and communities
- Further develop the successful Kent Downs Rural advice project and the Kent Action for Rural Retailers Initiative
- Work with the Kent Rural Board and its business networks to support and help deliver the rural dimension of the Kent Regeneration Framework, especially growing Kent's £5.5 billion rural economy
- Work with the Kent Rural Board to ensure that the planning system meets the needs of rural businesses and communities – and to continue to lobby for better broadband access for rural areas (27% of Kent's rural households currently have slow or no broadband access)
- Work with partners to successfully deliver the Kent Downs and Marshes Leader programme
- Continue to empower rural communities to develop entrepreneurial solutions to rural access to services
- Further develop the Produced in Kent initiative.

### **Measurable indicators:**

None – This Towards 2010 target has been formally agreed as having an 'aspirational' status and progress is measured via qualitative means.

**Monitoring completed by:** Elizabeth Harrison

**Date:** 29 July 2009

## TOWARDS 2010 - ANNUAL REPORT 2009

<b>Target 6: Increase opportunities for graduates to work and live in Kent</b>		
<b>Lead Cabinet Member:</b> Kevin Lynes/Sarah Hohler	<b>Lead Managing Directors:</b> Rosalind Turner/David Cockburn	<b>Lead Officers:</b> Sue Dunn/Jim McKenzie

**Status:** On course

**List the partners with whom we are working to deliver this target:**

Kent Higher Education and Further Education (HE/FE) sector, Higher Education Funding Council, Department for Business Innovation and Skills

**Outcomes delivered so far:**

Increasing opportunities for graduates in Kent underpins the development of the knowledge economy, which is vital to the future success of the local economy. The key is to increase the pool of graduate talent, both locally grown and attracted from elsewhere, ensuring that the development of graduate skills meets the needs of Kent business to enable innovation and growth.

Achieving success requires a broad ranging approach which provides learners with the appropriate attitudes and progression pathways for learning and skills development for the workplace. Developing enterprise skills in young people, creating exciting and dynamic environments for graduates to live and work, and increasing the opportunities for graduates to live and work in Kent are all part of this process. In effect, there is a journey of ambition which consists of three core strands:

- Schools and colleges developing the aspirations and positive attitudes of young people and providing appropriate work-oriented learning and skills, leading through to graduate level qualifications either through Kent universities or elsewhere
- Capturing and retaining these graduate skills through a dynamic Kent economy where the graduate skills on offer meet business needs, and the business sector values what graduates can bring to business growth
- Developing a supportive, creative and attractive environment in Kent where graduates want to live and work and can realise their professional and personal ambitions.

KCC and its partners are delivering these strands through a variety of interventions and the main outcomes are given below:

Schools agenda

Linking up the schools enterprise and vocational skills agenda with the involvement of real businesses is important to the delivery of this target and KCC has been instrumental in the development of the following:

- The Kent Skills framework is in the process of being developed with the Institute of Education, London which will include Level 4 provision and enable schools to start foundation degree modules in the sixth form. Foundation degrees are already being developed at Invicta Grammar School, Maidstone
- School business incubator units have been developed at Abbey School, Faversham, and Astor, Dover with real businesses linking with the education agenda

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- New innovative vocational and technical training programmes are being developed by KCC's 14 to 24 Innovation Unit in a wide range of occupational sectors which will provide alternative progression into higher education (HE). These are being developed by Kent and Greenwich Universities and include advanced apprenticeships
- Work is taking place with the Kent Foundation in targeting young people to promote enterprise skills and support business start-up activity. Targeted groups are school leavers and graduates.

### Universities and higher learning

The HE sector, of course, has a vital role to play in the provision and retention of graduates in Kent and KCC has pursued a number of issues with the sector:

- Meetings have taken place with Kent universities to discuss graduate retention within the county. They are already responding to the issues, e.g. University of Kent has an excellent careers advisory service which highlights opportunities in Kent. Liaison has subsequently continued with the universities to explore further opportunities for graduate retention. This work has been expanded because of the economic downturn and the impact this has had on graduate employment opportunities
- The Kent Film Office (see Towards 2010 target 8) continues to develop the concept of a 'Kent Creative Academy' in association with Kent HE/FE sector to develop a single 'front door' entry for potential students of creative arts to profile the offer of Kent in a co-ordinated way and importantly to link it with employers to increase opportunities for Kent graduates to access Kent jobs
- KCC's 14 to 24 Innovation Unit is working directly with the Kent Science Park to expand the foundation degree programme and work directly with schools to promote sciences as a positive career choice
- Negotiations have taken place with Portsmouth universities to provide foundation degrees in Local Government for September 2009/10 for a target group of 20 within KCC. This would provide a progression route for people working in KCC to achieve graduate level qualifications.

### Creating dynamic environments for graduates

- KCC is supporting the development of the Creative Quarter, Folkestone, led by the Creative Foundation (see Towards 2010 target 3), a key regeneration programme upgrading the urban fabric and providing workspace for the creative sector
- KCC is leading on the development of the Turner Contemporary (see Towards 2010 target 27), which will transform the offer of Margate as a place to invest and develop, creating new job opportunities and developing the creative sector, one of the fastest growing sectors in the UK economy with high graduate employment levels
- KCC acquired Manston Business Park, with the vision for it "to act as a significant impetus to the regeneration of the Thanet and wider east Kent economy by the provision of high quality employment land, and in turn high quality jobs, in a phased and co-ordinated manner". This follows the previous successful intervention by KCC in developing King's Hill. Manston Business Park is now part of a joint venture with Thanet DC incorporating EuroKent business site to enhance the business and employment opportunities with high quality jobs which will include graduate level jobs.

### Creating graduate job opportunities

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The creative sector is one of the most highly educated with 49% of the workforce educated to graduate level or above. By 2014, projected demand within the UK is for 1.58 million employees at graduate level. KCC is seeking to expand this sector, and thereby graduate opportunities through the following ways:

- The Performing Arts and Business Centre (PABC) at Folkestone is providing workspace units adjacent to the new University College. The college and the PABC are both in the Creative Quarter. Some 16% of creative students look to establish their own business upon graduating and the PABC is well placed therefore to provide them with business accommodation and start-up business support
- KCC is developing the Kent Film Strategy to increase opportunities for Kent's creative sector to be part of the film development process, and thereby to grow the sector. (See Towards 2010 target 8)
- KCC is supporting MediaTree, for businesses in the creative sector to network with each other to share best practice and encourage business growth. University College for the Creative Arts (UCCA) plays a leading role and is exploring opportunities for developing a student/graduate placement scheme.

In addition to these four specific areas:

- KCC continues to offer graduate opportunities through its Fast Track Graduate Scheme. The two-year scheme is designed to ensure graduates learn a range of skills and gain experiences to enable them to take on a managerial position within KCC
- We also continue to work with Locate in Kent (see Towards 2010 targets 1 and 2) to profile investment opportunities in Kent, focusing on key sectors such as media and financial services which have high graduate inputs
- A Dover Maritime Academy is currently being developed in conjunction with Warsash, Solent University Southampton, Kent University and other partners. This will open in September 2010 with the first courses which will offer level and degree programmes in all aspects of the maritime trades. Major blue chip companies involved in maritime trades are partners in this project
- The National Skills Academies in construction are part of the Building Schools for the Future programme and will deliver a range of degree equivalent courses within the work place including foundation degrees. This work started in January 2009 and a number of graduates have been offered placements on school construction sites
- In September 2007 Pfizer announced that they were to cease manufacturing operations at the Sandwich site with the loss of some 420 jobs. KCC and Locate in Kent are working with Pfizer to see what alternative employment uses could be established on the site vacated by the manufacturing operations. Potential exists, for example, for a science park which would open up opportunities for graduates. Pfizer remains committed to its research and development programme at Sandwich which is one of Pfizer's four key global research and development sites and employs substantial numbers of graduates. This is an important part of Kent's knowledge economy
- KCC has also been seeking to broaden the contribution of the wider knowledge economy e.g. by supporting the media sector and the new sustainable technologies sector. Potential also exists to boost the aviation sector at Manston in east Kent with increased opportunities also being explored at Lydd. The aviation sector requires many graduate level skills
- A workshop for students who graduated this summer and have not yet found employment was held in July 2009. Over 25 graduates attended this session who will

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now receive ongoing support from Department of Business Innovation and Skills, KCC and the Innovation School.

### What more are we going to do?

- To establish an online resource for graduates in Kent, drawing together the range of opportunities and support available into a single accessible location and promoting the county as a destination for those seeking to establish graduate careers
- This target ties in with delivery of Towards 2010 target 18 – see details on the planned business conference on 4 December 2009
- Expansion of the Foundation Degree Programme to include opportunities in sustainable construction to be delivered through the National Skills Academy which promote graduate opportunities via non-traditional routes while employed
- A major creative and media event is to be held in the autumn which will promote the graduate opportunities within this sector to 16 to 18 years olds
- KCC's 14 to 24 Innovation Unit will be promoting, through the new web site, My Right Turn, which goes live next year, the FE sector degree programmes to ensure that learners on the vocational programme are aware of the degree options being offered by colleges
- A project with Locate in Kent and University of Kent is to explore the potential of the university's global alumni network to promote inward investment i.e. developing the employment capacity of Kent knowledge economy
- Investigate alternative progression routes into higher education by developing an advanced apprenticeship programme e.g. an Open University for Apprentices
- KCC is to develop a brokerage service to recruit the top graduates from across the county to high quality work placements in Kent combined with a programme of cultural activities to promote working and living in Kent.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
UK graduate leavers in previous academic year who moved to employment in Kent	3,565	3,730	3,877	*	4,000

\* Available August 2009

**Monitoring completed by:** Sue Dunn/Jim McKenzie

**Date:** 20 July 2009

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<b>Target 7: Fulfil Kent's potential as a premier tourist destination</b>		
<b>Lead Cabinet Member:</b> Kevin Lynes	<b>Lead Managing Director:</b> David Cockburn	<b>Lead Officer:</b> Fran Warrington

**Status:** More progress needed

**List the partners with whom we are working to deliver this target:**

Major stakeholder groups include Visit Britain; Visit England; Tourism South East; SEEDA, Locate in Kent; Association of Tourist Attractions in Kent; Kent County Council: Kent TV; Kent Film Office; Access Development; Sports, Leisure and Olympics, Arts and Culture, Turner Contemporary; District and Borough Councils; Medway Council, Business Link Kent; Comite Regionale du Tourisme, Comite Departentale du Tourisme Pas de Calais and Nord; Westtour and partners; Visit Kent Investors.

**Outcomes delivered so far:**

Tourist-related business supports approximately 50,000 jobs in the Kent economy, which is 7% of total jobs.

In 2008/09, the value of on line bookings made on the Destination Management System failed to meet the target set (see PI table). It was directly affected by the current economic climate including a cutback on the number of bed nights. Additionally, there has been an increase in the number of commercial competitors including Expedia and lastminute.com. In 2009 we will review our role in this market to see if we can realistically compete and where we can add value. Other Destination Management organisations have already taking different approaches and are using different models from which we can learn.

Specific developments against this target are as follows:

Increased marketing - Research has demonstrated that £1.4million is generated into the Kent economy generated through Visit Kent marketing per year. Although the ambitious target for website visits wasn't met in 2008/09, there was a marked increase in hits compared to previous years (see PI table). To date:

- Visit Kent on-line bookings have generated £5,662,000 worth of income
- 12% of web enquirers visit Kent as a direct result of the information they received from the Visit Kent website
- The Destination Management System is being developed enabling local information which is input at a local level to be disseminated via constant datafeed to Kent TV (What's On), Tourism South East, Visit Britain and Enjoy England
- Research on the effectiveness of The Visit Kent Magazine as a marketing tool shows that while 33% of readers were going to visit Kent before reading the magazine, a further 32% intended to visit in 2008 and 29% intend to visit in 2009.

Delivered specific campaigns – These include:

London Campaign - This was a three year campaign (2007-2009), supported by KCC and Southeastern Rail, to encourage London residents to visit Kent by rail for day trips and short breaks. Research demonstrated:

- 20% increase in travel to Kent as a destination
- 35% of those who saw the advert said they would now consider visiting Kent.

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European Campaign - This was a three year campaign (2008-2011) targeting European markets of France Belgium, Netherlands and Germany. As a result:

- 28 new inward tour operator packages to Kent were created
- Over €1 million of press coverage was levered in through journalist visits
- Over €1 million worth of bookings to Kent were secured via Dutch Tour operator "House of Britain" during 2008/09
- The trade activity stimulated by the campaign attracted international conferences including Coach Tourism Council and Group Travel Organiser.

VIP Campaign - This campaign is a continuation of the three year campaign to position Kent as the destination of choice for USA visitors focusing on famous people inspired by Kent. The campaign has directly generated £1.7 million of business for Kent.

Delivered other innovative and opportunist campaigns – These include:

"The Other Boleyn Girl" campaign - in partnership with the Kent Film Office which helped:

- Create a Hollywood Film location map for Kent
- Generate £745k directly into the local economy
- Generate £282k worth of press coverage.

The Cultural Tourism Campaign – which generated £929k through day trips and short breaks to Kent.

The New Golf Campaign - in conjunction with the European Golf Championships Sandwich Open in 2011 this is underway and to date has delivered:

- Guide to Kent golf courses produced
- Micro Website developed
- Hosted seven press trips for golf journalists
- 15 new inward golf packages created in conjunction with tour operators
- Golf specific database developed
- 94% open rate to targeted newsletter.

Cinque Ports Anniversary campaign - with Dr David Starkey and partnered with Hastings BC and the Confederation of the Cinque Ports, this has delivered a new guide, website, DVD and education pack for schools.

Cruise campaign - The cruise economy is worth over £19 million to the Kent economy. The Cruise campaign with the Port of Dover Kent showcased to cruise passengers what Kent can offer. It involved:

- 7,225 independent passengers greeted from 97 cruise liners
- Kent Shore excursions developed, between Cruise Operators and Visit Kent
- Cruise web-site developed
- Cruise data base created and mailed with specific newsletter
- 900 high potential passenger contacts made.

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Celebrating Kent - Training and Business Support - This is an innovative programme raising standards of customer service, and reminding all businesses and residents what fantastic assets the County has to offer. To date 281 businesses have participated.

Kent's Big Day Out - Kent resident familiarisation of what's available is paramount and the intention of this campaign is to encourage Kent residents to discover the attractions on their doorstep. In addition, 32% of those visitors coming to Kent stay with friends and family.

- Previous success has encouraged the event to be held for a third year
- 150 tourism and leisure business actively involved each year
- 12 local media partners are involved
- Over 47,000 free tickets available overall with 22,922 residents enjoying a day out.

Due to the recognised success of the Kent campaign, Suffolk, Sussex and Nord Pas De Calais are using skills and ideas created in Kent on a consultancy basis.

Kent Greeters Programme - The initiative is designed to improve the skills and knowledge of Kent's service sector business owners and employees and residents. People planning to visit the area are invited to book a meeting with a local volunteer Greeter who will tell them about local services and facilities. The programme was a first for Kent, Britain and Europe and came second in the British Travel Writers Guild annual awards in 2008. A Kent Greeters microsite has been developed to support the programme.

Due to the success of the programme Pas de Calais have launched a Greeters programme and Brighton, London Development Agency, Visit Britain and SEEDA have requested advice from Kent on a consultancy basis to implement Greeters in their area.

### **What more are we going to do?:**

- Further develop and extend the Kent brand
- Build relationships with partners in Europe by capitalising on the proximity of France to develop new products and new unique selling points to improve Kent 's competitive edge
- Support and strengthen investor/business liaison to increase the numbers participating in Visit Kent activities
- Improve the quality of facilities and infrastructure to raise the quality of existing businesses and actively seek entrepreneurs to develop new, individual and quality products
- Promote skills development by supporting training of service sector employees in customer care and product knowledge by 2012 and engage residents in visitor welcome
- Initiate engagement with young people in terms of career promotion, apprenticeships, business/education liaison, tourism, visitor marketing, IT and skills
- Harness technology to market Kent and communicate with visitors.

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Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Value of on-line bookings made on Destination Management System (cumulative since 2007/08)	New system	£305,503	£500,000	£369,582	£1m
Number of jobs in the visitor economy in Kent (Source Cambridge Model)	49,555*	50,669	50,185	Available in 2010	50,500
Number of visits to <i>Visit Kent</i> website	975,000	977,473	1,325,000	1,260,964	1,500,000

\* Based on 2003 data

**Monitoring completed by:** Frances Warrington

**Date:** 29 July 2009

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<b>Target 39: Bring back into use the large number of empty homes in Kent</b>		
<b>Lead Cabinet Member:</b> Kevin Lynes	<b>Lead Managing Director:</b> David Cockburn	<b>Lead Officer:</b> Theresa Bruton

**Status:** Done and ongoing

**List the partners with whom we are working to deliver this target:**

All 12 Kent district councils

**Outcomes delivered so far:**

KCC launched the 'No Use Empty' initiative in 2005 with a £5million funding package focusing on the coastal areas of east Kent in order to tackle the problem of empty housing. The LAA1 target was exceeded securing a government reward grant of £2.239 million.

Following the enormous success of this scheme, a joint launch event was undertaken in April 2008 attracting widespread media publicity which saw the roll-out of the initiative across the whole county. Three intervention strategies are used - loan scheme, support to district enforcement work and direct acquisition by KCC.

Specific successes include the following:

- The 2009/10 target was increased from the original 650 properties to 850 in June 2009, having achieved this Towards 2010 target ahead of schedule following the successful roll out of the initiative across the whole county in April 2008 (see PI table)
- Enforced the sale of 77 Eastern Esplanade, Cliftonville, Margate which had been in disrepair for some 20 years. Town & Country Housing Group worked with Thanet DC to bring the property back into use as affordable housing, with the first one becoming occupied in January 2009
- Compulsory purchase of the former Warren Court Hotel, Cliftonville, Margate, derelict for some five years and subject to frequent arson attacks, was made possible by the very first inter-authority loan (May 09). A full planning application is being worked on which will see the site returned as affordable housing
- Direct purchasing, although the first property to be acquired under this intervention is proceeding slower than anticipated having been delayed by complex legal issues
- Applications to convert commercial properties into residential accommodation are also eligible for funding. The initiative has recently supported the conversion of a Victorian warehouse situated in Dover town centre, providing 8 units, which were marketed in June 2009.

The 'No Use Empty' initiative has been widely praised across the UK as a unique partnership between county and local councils, achieving tangible results and setting an example for others to follow. The level of interest in the initiative remains high, for example:

- Media: ITV Tonight Programme, BBC Homes Under The Hammer, Kent TV
- Press: National and local exposure as well as a range of housing/regeneration publications
- Direct: Telephone enquiries from other local authorities across the UK
- Website: [www.no-use-empty.org](http://www.no-use-empty.org)

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### What more are we going to do?

- Continue with the three intervention strategies (loan scheme, support to district enforcement work and direct acquisition by KCC) across all Kent districts
- Target specific areas inviting landlords/traders to participate in workshops to promote the initiative and offer any potential applicant the free services of a property management company for one hour. If successful, this approach could be replicated in other parts of the county
- Look at other innovative ways of engaging with others and creating new opportunities
- Continue to facilitate training sessions for empty property officers.

The approved re-alignment of the budget for the initiative currently profiled to 2013 will also allow for:

- Continuation of the loan scheme available to all districts who wish to sign up
- Creation of a new fund from within the existing budget allocation for the exclusive use of the east Kent partners to retain the high profile of the initiative and rewarding them for their significant contribution to KCC achieving the Performance Reward Grant.

<b>Measurable Indicator (s)</b>	<b>2006/07 Actual</b>	<b>2007/08 Actual</b>	<b>2008/09 Target</b>	<b>2008/09 Actual</b>	<b>2009/10 Target</b>
Number of long-term empty properties brought back into use in Kent <b>(cumulative since 2006/07)</b>	172	339	511	728	850**

\*\* Target increased from original of 650 to 850 in June 2009, having achieved this Towards 2010 target ahead of schedule following the successful roll out of the initiative across the whole county in April 2008.

**Monitoring completed by:** Steve Grimshaw

**Date:** 27 July 2009

## TOWARDS 2010 - ANNUAL REPORT 2009

<b>Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes</b>		
<b>Lead Cabinet Member:</b> Nick Chard/Kevin Lynes	<b>Lead Managing Director:</b> Mike Austerberry/David Cockburn	<b>Lead Officers:</b> Richard Feasey/Nigel Smith

**Status:** On course

**List the partners with whom we are working to deliver this target:**

District councils in Kent

**Outcomes delivered so far:**

The former Development Plan for Kent, the Kent and Medway Structure Plan 2006 contained strong policies to ensure that development is accompanied by the required infrastructure and services but these policies ceased to have effect from July 2009 following approval of the South East Plan. Policy CC7 of the South East Plan includes the principle that "where development creates a need for additional infrastructure a programme of delivery should be agreed before development begins".

Specific outcomes are as follows:

- The success of this Towards 2010 target requires appropriate planning policy and adoption of supportive planning policies by local planning authorities, the district councils and therefore we work with district councils to ensure requirements for KCC services are included in Local Development Frameworks (LDFs) giving us the policy base from which to deliver. This is increasingly important given the greater emphasis now given to infrastructure planning as part of the preparation and testing of LDFs and the potential introduction of a Community Infrastructure Levy from 2010
- A corporate officer group has been established to co-ordinate KCC's input into district LDFs. The infrastructure and KCC service requirements are established by each of the service directorates and a co-ordinated response for KCC is put forward to the district councils on infrastructure and service delivery matters. Although few districts as yet have either submitted or adopted core strategies for the LDFs (only Tonbridge and Malling and Ashford so far) both of these districts provide for a balance of development and infrastructure. In Ashford, strong policies to provide for KCC infrastructure have been included following KCC's intervention and the public inquiry. Negotiations on other district LDFs continue. During 2009/10, a number of district LDF core strategies are due for consultation including, Canterbury, Dartford, Gravesham, Thanet and Sevenoaks
- We have been working with service providers to compile overarching and district level service provision statements to underpin policy LDF infrastructure plans. This work was reported to KCC's Cabinet in early 2009 and subject to consultation this summer
- The current review of 'What Price Growth' maintains KCC's commitment to assess the nature of infrastructure required to address the high level of housing growth to be accommodated in Kent and the financial and investment implications of this
- KCC has continued to assess local planning strategy and proposals for the approach taken to local infrastructure planning and delivery. This has involved submissions to the public Examination of the Ashford Core Strategy on the proposed strategic tariff, representations on the Dover, Tunbridge Wells, Sevenoaks and Shepway core strategies, and Queenborough and Rushenden and Sittingbourne town centre Masterplans

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- We have contributed to strategic housing market assessments in partnership with districts, Registered Social Landlords (RSLs) and the house building industry. These assessments, required under government guidance, (PPS3), provide comprehensive guidance at district and local market area level on the mix of social and market housing, including the role of shared equity provision, needs associated with the ageing demographic profile and special needs groups. They inform LDFs policy development and the consideration of planning applications. A Kent Housing Strategy is in preparation and is reviewing evidence on housing need and mix in terms of type, size and tenure and how planning policies might be deployed to address imbalances in the type and size of housing accommodation
- KCC is working with key partners including Kent Economic Board Housing Task Group, Medway Council and all Kent districts to develop a 'fit for purpose' Housing Strategy for Kent and Medway that provides strategic direction, innovation and action as a response to the huge diversity of housing need and opportunities across the area
- With regard to infrastructure provision to support housing growth and mix, the level of development contributions sought is based on guidance contained within our Developers Guide. These assessments include education, communities and adult social services. They are regularly revised to ensure they adequately address demographic change in the longer term and to influence and encourage the provision of necessary infrastructure to support a mix of housing for future communities. Costs rates in the guide are updated annually to provide protection to Kent taxpayers for inflationary trends in construction costs
- Over the period of this Towards 2010 target, infrastructure funding has been agreed to support communities living in areas of new housing development. This includes land for four primary schools with nurseries and multi-agency space, a secondary school, a lifelong learning centre (including youth and community, library and non-clinical adult social service facilities), public transport and highways infrastructure
- Houses also need to be of good design quality. The Leader of KCC is the design champion for KCC and KCC is the lead for the Kent Design Initiative (KDI), an informal partnership that brings together all the key sectors of the development industry to encourage delivery of high quality design for sustainable communities in Kent including promotion of standards such as Lifetime Homes and Code for Sustainable Homes. The Kent Design Guide has been adopted by all but three districts as Supplementary Guidance to their LDF core strategies
- The KDI is also producing, in collaboration with some of the district councils, new technical appendices and planning policy documents on specific key themes on matters of county-wide significance which includes a maintenance and management protocol or toolkit on streets within town centres, community safety, (with the Kent Fire Service), planning for crime prevention (with Kent Police), a farmstead design toolkit (with English Heritage and the Kent Downs AONB Unit), as well as disabled access
- We have also produced the second 'showcase' document on 'Street and public space', using Kent examples to celebrate good practice exemplars throughout the county; and in April 2009 launched the 2009 Kent Design Awards, which includes new categories for RSLs, craftsmanship to reward the best contractor, and the Lord Sandy Bruce-Lockhart Award for the project of the year. The Award Event is scheduled for mid-March 2010.

### What more are going to do?

- Continue to monitor the development of detailed proposals and regulations that will govern the introduction of a Community Infrastructure Levy (CIL) enabled by the 2008 Planning Act. The means by which this is formulated, scrutinised and agreed will be important in two tier local authority areas such as Kent

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- Continue to press the case for an appropriate and robust planning policy framework towards infrastructure planning and delivery at regional, sub regional and local levels
- Alongside consideration of and advocacy for other funding streams, we will continue to consider where appropriate, a balanced case for development contributions arising from significant housing developments as they come forward for planning permission. More innovative solutions are to be considered for the KCC development contributions guide which is being revised in light of the Regeneration Framework and ‘What Price Growth 2’ policies. A development industry seminar is to be held autumn 2009 to explore new solutions including deferred payments in the current market
- The KDI will continue to roll out the guidance and policy notes, and are looking to work with cross-district/county working groups on new themes such as housing space standards – both internal and external - (linked to lifetime homes and ensuring that properties meet the changing needs of the vulnerable, disabled and elderly), infill development for smaller sites of under 20 houses, rural housing and a characterisation study on towns and villages
- The KDI will be developing bespoke training programmes, capacity raising events, seminars, exhibitions and study tours for key stakeholders including local authority officers, council members, and the development industry. These will harness, improve and develop existing and new design capacity and expertise throughout Kent.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Target	2008/09 Actual	2009/10 Target
Section 106 developer contributions achieved as a percentage of those sought: Minor applications (up to 500 units)	82%	82%	80%	89%	80%

**Monitoring completed by:** Richard Feasey/Nigel Smith

**Date:** July 2009

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**Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products**

**Lead Cabinet Member:**

Kevin Lynes

**Lead Managing Director:**

David Cockburn

**Lead Officer:**

Elizabeth Harrison

The world has changed since the original Towards 2010 concept for a Global Centre for non-food crops was first proposed. Concerns regarding environmental sustainability, food prices, and the displacement of agriculture have led to a decline in the general public's acceptance of some non-food crops, which, together with a growth of other centres specialising in this area, means that the benefits of this target to Kent are limited.

It has been decided that resources would be better spent:

- Developing a clear understanding of the innovative new opportunities, in terms of Kent's rural economy and businesses, environment, skills base, and jobs related to this area
- Working to position Kent as a focal point for the development and promotion of secure food and non-food crops in the rural economy.

Subsequently, and with the agreement of the Leader and Chief Executive of the Council (at a meeting of Cabinet members on 1 April 2009) progress will no longer be specifically reported against this target.

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<b>Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies</b>		
<b>Lead Cabinet Member:</b> Kevin Lynes	<b>Lead Managing Director:</b> David Cockburn	<b>Lead Officer:</b> Alan Turner

**Status:** On course

**List the partners with whom we are working to deliver this target:**

Environment Agency, South East Water, Folkestone & Dover Water Services, Southern Water Services, Hillreed Homes, Ashford's Future, Ashford Borough Council, Kent Thameside, Regeneration Partnership, Waterwise, Consumer Council for Water, SEEDA, Kent Wildlife Trust, Dover District Council, Swale Borough Council.

**Outcomes delivered so far:**

Household water use accounts for 75% of the total used and the planned housing growth within Kent therefore represents a significant additional pressure on our limited water resources. Some new water infrastructure will be needed but large scale solutions such as new reservoirs or desalination plants all require more energy for pumping and treatment.

Improvements to water resources are difficult to measure, they are significantly influenced by weather patterns and it can take years to identify reliable trends. However there are indications that per capita water demand may be stabilising after years of growth and there is evidence of some river water quality improvements despite the growth in housing. Furthermore, KCC believes that its tough stance with water companies is helping to control customer bills.

Progress on the specific actions within this target is detailed below:

Action 1: Spotlight on Kent's water companies

- KCC has had serious concerns regarding the medium and long term water resource management planning of some of the water companies that service Kent. Following debate at KCC Cabinet in August 2008, KCC asked the Secretary of State at DEFRA to call for a public inquiry into these plans. At the beginning of February 2009, water companies responded to the issues raised in the Water Resource Management Plan (WRMP) consultations. KCC evaluated these responses and was satisfied with all except South East Water's WRMP. Follow-up letters have been sent to DEFRA reiterating our position regarding the South East WRMP and urging DEFRA to call an inquiry. In August 2009, DEFRA announced a public inquiry into the WRMP for South East Water and Thames Water.

Action 2: Lobby for investment in infrastructure

- Within the Ashford growth area KCC is lobbying for adequate investment in wastewater treatment to secure future improvements in river water quality. As a result of this work Southern Water is now planning to install phosphate removal infrastructure at three upstream wastewater treatment works. Phase 1 of upgrading the Bybrook wastewater treatment works has also been completed already leading to improvements in the water quality in the River Stour
- KCC has successfully lobbied government on the Code for Sustainable Homes (CSH). Government addressed almost all the points in KCC's summary response specifically and positively and in December 2008 KCC was invited to an expert review of the water section of the CSH.

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- The SouthEast Plan includes an implementation plan, prepared with KCC advice, on the major investment planned and necessary to support housing and employment growth, and regeneration
- Water infrastructure provision is covered in the SouthEast Plan sub-regional strategies into which KCC had significant input
- The KCC Minerals and Waste Development Framework will include policies and site allocations for wastewater infrastructure, including wastewater treatment works, sludge treatment and water treatment associated with maintaining the quality of water courses
- KCC's Water Policy was adopted in December 2006 providing direction to KCC projects and partnership working.

### Action 3: Pilot and roll-out water-saving technology

- KCC organised a major seminar held in March 2007 to disseminate the results of a water-savings demonstration to major housing developers and local authorities
- KCC is working with Hillreed Homes and South East Water to trial a water-saving tariff on a new housing development in Ashford. The demonstration and trial have won several awards and recent results show that per capita water use in this development is 20% below the water company's baseline. The housing developer now installs these water saving measures in all their new homes.

### Action 4: Wider use of water-saving technology

- KCC is leading a 500 home pilot project in Ashford to retrofit water saving measures into existing homes. This is a partnership project promoting simple, free water saving measures to households. The project aims to offer a cost effective mechanism for off-setting the additional water use from new homes at the same time as helping local residents to save money on their water bills
- Further partnership work is now in progress to develop a large scale programme for both water and energy saving improvements for existing homes in Ashford. KCC is supporting the development of a similar partnership projects in Swale and Dover districts.

### Action 5: Water conservation campaigns

- An Ashford Water Festival was held in May 2006 to raise awareness of the importance of water conservation. This was repeated by the water companies at Bewl Water Visitor Centre in 2007
- A focused water conservation campaign is being run as part of the Ashford pilot project described above. This aims to help people understand the link between their water use and the local aquatic environment.
- As part of the KCC Eco-Schools programme, water saving continues to be promoted to Kent's school children.

### **What more are we going to do?:**

- Wider opportunities will be found to roll out the retrofitting of water saving measures to existing homes through dedicated projects and by integrating this into similar energy saving initiatives
- KCC will use its lobbying and influencing role regarding Local Development Frameworks and major development sites to seek adequate attention to the principles of sustainable water management

## TOWARDS 2010 - ANNUAL REPORT 2009

- KCC will embrace the opportunities that the draft Floods and Water Management Bill presents for improving water management and the protection of Kent's water resources.
- Focus on activities to improve groundwater quality
- KCC will continue to drive improvements to the efficiency of water use through its leadership of the Kent Water Demand Management Group. During the remaining time up to 2010 this will be focused on water use in schools.

### **Measurable indicators:**

None – This Towards 2010 target has been formally agreed as having an 'aspirational' status and progress is measured via qualitative means.

**Monitoring completed by:** Alan Turner

**Date:** 29 July 2009

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By: Kevin Lynes, Cabinet Member for Regeneration and Supporting Independence  
David Cockburn, Executive Director, Strategy, Economic Development & ICT

To: Regeneration & Economy Development Policy Overview Committee  
24 September 2009

Subject: Regeneration & Economic Development, Connecting with Communities - Annual Report to Policy Overview Committee.

Classification: Unrestricted

Summary: The purpose of this report is to update Members with developments regarding consultation, engagement and involvement within Regeneration & Economy Development. The report provides the national and local policy context and a summary of the key activities undertaken by Regeneration & Economy Development during 2008/09 and the activities planned for 2009/10.

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## **1. Introduction**

1.1 The purpose of this report is to provide information on the main aspects of consultation, engagement and involvement within Regeneration & Economic Development over the last 12 months. It also informs Members of key developments at a national and local level, and on both existing and future work.

Effective community engagement helps to make sure that:

- Public services reflect and respond to the views and concerns of local people
- People feel involved in and responsible for improving their quality of life
- Solutions work over the long term.

Engagement is more than consultation; it is a continuous process that requires day to day involvement at an operational level between KCC, its partners and communities, to identify needs, determine priorities, agree actions, deliver responses and assess and review progress and outcomes. Implemented effectively, engagement will also have strong strategic benefits by helping to inform and shape the priorities and needs of the county council and partner organisations without causing consultation fatigue.

## 2. National Policy Context

2.1 The government has pledged to promote active citizenship and community engagement at all levels and in all policy areas. This has led to community engagement being at the core of the Local Government Modernisation Agenda.

The Local Government and Public Involvement in Health Act 2007 (White Paper *Strong and Prosperous Communities*), places a duty on Local Authorities to involve local people.

From April 2009 we all have to comply with this new statutory duty to 'inform, consult and involve' people if we plan to make changes to our services (section 138 of the Local Government and Public Involvement in Health Act).

It provides that where a best value authority, such as Kent County Council, considers it appropriate for 'representatives of local persons', or of local persons of a particular description, to be involved in the exercise of any of its functions they should be:

- a) **provided with information** about the exercise of the function
- b) **consulted** about the exercise of the function
- c) **involved** in another way.

At the heart of the new 'Duty to Involve' is the aspiration to "ensure that local people have a greater opportunity to have their say about local issues and helping to shape service delivery in their area" and that we "embed a culture of engagement and empowerment", principally across the Council's outward facing functions.

This will mean that we will need to consider **information provision**, **consultation activities** and **involvement opportunities** that are made available to people across the county. The new duty will help shift how the Council 'does business' and support council priorities.

The key changes for us are that we now:

- (1) need to **evidence** why each service has decided either to apply the duty or not and, if so, in which way e.g. by consulting, informing or involving people in another way
- (2) need to take steps **much earlier** in the preparation of service changes or new schemes/initiatives, to ensure it does not delay the decision-making process and takes into account the views of local people before taking any decision.

The good news is that we can use existing mechanisms in many cases – and more importantly we do have a degree of discretion about the level of involvement, meaning that the 'scope' and 'impact' of a proposed change will inform the degree and depth of the 'inform, consult and involve' path that needs to be taken. It is not a case of a one size fits all approach and different approaches will have to be adopted for different functions.

We should be able to demonstrate, through evidence gathered in the normal course of business, that:

- we understand the interests and requirements of the communities we serve
- we use our understanding of the county to ensure information, consultation and involvement opportunities are provided on the right issues, targeted at the right people and accessible to those we are trying to reach
- we have an appropriate corporate approach to providing information, consultation and involving in other ways that flows throughout our organisation, from strategic policies into individual service delivery and our work with partners where appropriate
- people feel that the authority provides relevant and accessible engagement opportunities and they will know how to get involved, either directly or through their elected representative
- people will recognise that the authority's policies reflect this involvement and that services are tailored to local and individual needs, even though difficult choices in service provision need to be made.

2.2 In December 2008, the White Paper '**Communities in Control: real people, real power**' was introduced into Parliament as **the Local Democracy, Economic Development and Construction Bill 2008**. This builds on the 'duty to involve', and highlights a duty to promote democracy, participatory budgeting, and community led planning. It is aimed at driving power to local communities, with an emphasis on involving local citizens in the decision making process and in their local communities.

The 'bill' proposes a duty on local councils to respond to all petitions, including e-petitions that relate to:

- services they are responsible for
- services where they share delivery responsibility
- an improvement in the economic social or environmental well-being of the authority's area to which any of its partner authorities could contribute (upper tier only).

Every Council must adopt, publish and comply with a Petition Scheme and introduce an e-petition scheme.

2.3 One of the key dimensions of the new **Equality Framework for Local Government** that we are working within (and aiming for 'Excellent' by the end of 2010/11) is the extent of our engagement with local communities from different diversity backgrounds about our priorities and the services we deliver.

2.4 From April 2009, the **Comprehensive Area Assessment** (CAA) replaced the CPA (Comprehensive Performance Assessment). It has a greater focus on citizen experience and perspectives.

2.5 The new **Customer Service Excellence** standard was introduced following a detailed review of the Charter Mark. It includes criteria around developing an in-depth understanding of customers. This includes consulting customers and using the information gained to design and provide services, the importance of monitoring the outcomes of your services and whether customers are satisfied with them.

### **3. KCC Context**

4.1 The expectations of residents and businesses as consumers of public services are changing. KCC is responding to the fact that service users increasingly see themselves as customers, expecting greater choice and services tailored to their needs and those of their families and businesses. Residents want to access services that meet their individual needs at convenient locations and at times that suit them.

In Kent, we now need to bring together all the good practice that currently exists to demonstrate how we already meet the requirements and to identify areas we need to improve. We need to ensure that we are clear about how feedback from, and information about, our various communities is being used to provide added value in our decision making. The emphasis should be not only on the *quantity* of consultations, but on the *quality*, and the *effectiveness* with which consultation results are converted into meaningful actions.

### **4. Complaints**

4.1 This year, following consultation, we have revised our complaints process and leaflet. This revision is one part of the developing strategy to transform customer service by listening to what our customers want and expect. The aim is to reduce the bureaucracy involved. This strategy includes reducing the number of formal stages and changing the culture within the Council by encouraging staff to deal with complaints speedily and sympathetically, apologising when things go wrong and taking action to resolve the source of complaints by learning lessons from what causes them.

4.2 Handling complaints appropriately, and using them as a source of feedback about services, is an important element of engagement and understanding. There were no reported complaints for the Regeneration and Economy Unit.

### **5. Consultation, Engagement and Involvement for 2008/09**

#### **5.1 KCC Regeneration Framework**

Consultation on the Framework closed on 30 April 2009. At the close of the consultation period, we had received 46 written responses from external partners. The revised draft and its context was presented to the Kent Partnership on 9 June 2009, with a view to securing the Partnership's endorsement of the

document. In the medium term (between now and December), the supporting strategies highlighted in the Framework will be prepared to both inform KCC's own prioritisation and to establish partnership support for these priorities.

## 5.2 Empty Properties East Kent Initiative

In April 2008 Kent County Council commissioned BMG to undertake follow-up surveys to two local baseline surveys amongst residents and businesses that were conducted in 2005. The surveys explored awareness and future use of local empty properties, and the effect that these properties have on local communities.

The Residents' Survey highlighted any changes since the baseline survey and covered the following topics:

- Awareness of empty properties locally, and the effect that these have on the local community
- Awareness of empty property locally that has already been put back into use, and the effect that this has had on the local community
- The overall effect of empty properties on the local environment.

A key element of the survey was resident satisfaction with the local environment overall, and the extent to which this has changed since the 2005 survey and will be used by Communities & Local Government (CLG) to gauge the success of KCC's strategies to address empty property in the local area.

The results were as follows:

- Public satisfaction (LPSA 7.2) showed 57% - an increase on baseline of 2004/05 by 13% (44%), but short by 7% of the target for 2007/08 (63%)
- Business confidence (LPSA 7.3) showed 62% - a slight decline of 3% on baseline of 2004/05 (65%). Given the overall economic conditions existing in mid-to-late 2008, this slight decline in business confidence is not surprising, especially given that 80% of local businesses within the sample are small businesses, that are most likely to have been disadvantaged through increasingly restrictive bank borrowing to the small business sector.

## 5.3 A2 Activity Park- consultation

In February 2008 Jacobs undertook a series of public and stakeholder consultations. The consultations were used to exhibit a conceptual masterplan for an Outdoor Activity and Cycling Centre, which would be located on the redundant section of land left over from the relocation of the A2 between Pepperhill Junction and Marling Cross. Participants were given the opportunity to fill in a questionnaire and give their opinion on the proposed schemes.

The main aims of the consultation were to:

- collect the initial thoughts on the proposed Outdoor Activity Park from the community

- understand local concerns about the proposal and learn what improvements the community would like to see being made to the proposal
- clarify the current status of the Outdoor Activity Park proposal and the extent of the Highways Agency Landscape Scheme
- engage the local community in the design process from the outline design stage
- dispel public misconception raised by a leaflet recently distributed by a third party that an Outdoor Activity Park would include provision for motor sports.

By the end of February, 315 people had returned questionnaires and voted on the following four topics:

- Highways Agency A2 Improvement Scheme
- the proposed Outdoor Activity and Cycling Centre
- a proposed Park & Ride site at Tollgate
- options relating to the proposed reopening of Downs Road.

In summary, of the 549 people that attended the exhibitions, 217 comments sheets were completed, of which 190 (88%) were positive comments and supported the overall objectives of the Activity Park proposal, 22 (10%) were negative comments and against the proposal, 5 (2%) comments were unrelated to the Activity Park proposal.

Results were published on the Green Grid and Gravesham Borough Council web site, at local exhibitions and in the resident's bulletin (circa 4,000 households).

#### 5.4 Kent Film Office

The Kent Film Office is a KCC initiative which promotes the wide diversity of Kent's urban, industrial and countryside locations as major film and television venues. The office helps the film and television industry find locations in which to film in Kent. The Kent Film Office with MediaTree undertakes ongoing informal consultation / feedback within sector.

MediaTree is an initiative supported by Kent County Council and other partners including the Channel Corridor Partnership. It aims to develop and support a cluster of media businesses in the Maidstone area. This builds on the existing media strengths of the area, including the Maidstone Studios. MediaTree seeks to generate growth in local companies, improve education and skills levels in the sector, strengthen supply chain networks, and promote the area as a centre of excellence for broadcasting and creative businesses.

MediaTree runs a variety of seminars and workshops on a regular basis, including networking and educational events, and also operates a business advice system. The [MediaTree website](#) offers a range of information, including

links to training providers, a companies directory, and a job facility where users can advertise or search for vacancies.

### 5.5 Kent Innovation

KCC with the Kent Economic Board has been developing a Kent Innovation Strategy with consultants engaged to take the lead on this piece of work. We have an interim report which included the consultants contacting a wide range of innovation experts in the county to understand what is being delivered on the innovation agenda in the county, what the gaps are and what more needs to be done. Further work is required to complete the report.

SEEDA are implementing a three year programme of supporting some 250 Kent companies that have the most growth and innovative potential through the Innovation and Growth Team. A bid was made to SEEDA led by Business Support Kent (Business Link) with which KCC was closely engaged. This brought together a wide range of Kent innovation experts within a consultative forum to map out how best to deliver the SEEDA resource to meet local innovation needs and to set this out in the bidding document. The bid has been successful and delivery should start this October.

Kent Innovation Challenge: there is an annual competition to find the most innovative company startup in Kent which KCC sponsors along with others. The awards are presented at the KCC dinner at the annual 2020 Vision business conference and exhibition. There is a meeting of the sponsors after each competition to discuss whether it achieved what we wanted, the scale and quality of applications, and how it could be improved in future years.

### 5.6 Kent Ambassadors

Kent Ambassadors is a KCC initiative to bring together on a regular basis successful and influential Kent people from a wide range of backgrounds to brief them on a variety of Kent issues, to get their feedback, and have a dialogue around those issues. They meet at least four times a year together with Paul Carter and Alex King. This puts the Kent Ambassadors in an informed position about the key issues facing Kent which can then be used in their own business and personal environments, speaking up for Kent and hopefully influencing the agenda in Kent's favour.

### 5.7 Dover Port Zone

KCC was consulted on the Dover Port Zone proposals. Dover Harbour Board is currently re-developing the Old Park Barracks site adjacent to White Cliffs Business Park. The park's Port Zone provides 40 hectares of freight handling and storage facilities aimed at removing some of these functions from the port area. Dover District Council and the Harbour Board jointly designed the development site as a freight logistics centre, providing a logistics sector cluster capable of attracting associated businesses to Dover and the White Cliffs Business The facility will eventually employ around 1,300 people with an additional 300 jobs created within construction. The commitment of the Harbour Board and major logistics occupiers to the site will hopefully convey positive signals to new

potential investors. Today, approximately 50% of the Port Zone has been taken and nearly 40% of the remaining land is under offer.

#### 5.8 Graduates survey

Funding used elsewhere in the project so this survey not pursued.

### 6. **Planned Involvement Activity within Chief Executives Department**

A list of consultations planned with the public in 2009/10 is included in Appendix 1.

### 7. **Conclusion**

This report demonstrates the commitment to effective consultation and involvement, and highlights some of the work already being done. We now need to ensure that we are clear about how feedback from, and information about, our various communities is being used to provide added value in our decision making.

#### **Recommendations**

Members are asked to note this year's developments in involvement and participation activity.

Janice Hill  
Performance Manager – Performance, Improvement & Engagement  
(01622) 221981  
[Janice.hill@kent.gov.uk](mailto:Janice.hill@kent.gov.uk)

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*Background Documents: None*

*Other Useful Information: None*

Regeneration & Economy Development 2009/10

Appendix 1

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Contact Name, email & phone no
Aylesham training centre concept	March 2009		Local community	Former coalfield area	To develop proposals for centre	Determine level of support for a construction training centre proposals (Homes and Communities are lead organisation)	David Hughes <a href="mailto:david.hughes@kent.gov.uk">david.hughes@kent.gov.uk</a> 01622 221942
Dartford station	Tbc	Tbc	Local community and other stakeholders	Dartford	Refurbishment proposals	Involve and secure support for station refurbishment plans	David Hughes <a href="mailto:david.hughes@kent.gov.uk">david.hughes@kent.gov.uk</a> 01622 221942
Northfleet station and pedestrian link to Ebbsfleet	Tbc	Tbc	Local community and other stakeholders	Northfleet and Gravesham	Refurbishment proposals	Involve and secure support for station refurbishment plans	David Hughes <a href="mailto:david.hughes@kent.gov.uk">david.hughes@kent.gov.uk</a> 01622 221942
Sea Change Project	Dec 08 – July 09	On-going	Dover Community, Dover Schools	Dover	Project development and school activity programme	Preparation of cultural strategy and input to cable car and public realm projects	David Hughes <a href="mailto:david.hughes@kent.gov.uk">david.hughes@kent.gov.uk</a> 01622 221942
Sea Change Communications Strategy	August 08 – March 2010	On-going	Markets in UK and EU		Strategy development	To support capital investment at Dover Castle	David Hughes <a href="mailto:dave.hughes@kent.gov.uk">dave.hughes@kent.gov.uk</a> 01622 221942

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Contact Name, email & phone no
Dover Castle developments	July 2008 – June 2009	On-going	Dover Community	Dover	Castle development (English Heritage lead organisation)	Involve local residents and other stakeholders in review of plans and to record their comments	David Hughes <a href="mailto:dave.hughes@kent.gov.uk">dave.hughes@kent.gov.uk</a> 01622 221942
Sea Change - Education and Outreach Programme	August 2008 – March 2010	On-going	Groups that traditionally do not have easy access to heritage (e.g. ethnic minorities, people with disabilities, people on lower incomes and young people)	Dover	Project proposals being developed by English Heritage	To increase interest, inspire involvement and create sense of ownership of local historic environment	David Hughes <a href="mailto:dave.hughes@kent.gov.uk">dave.hughes@kent.gov.uk</a> 01622 221942
Rendezvous site	June - Aug 2009	Autumn 2009	Local residents, businesses and stakeholders	Margate	To consult on proposals contained within a planning application for the site	To test the degree of public support for the proposals and to establish the changes that will need to be made.	Keith Mackenney <a href="mailto:keith.mackenney@kent.gov.uk">keith.mackenney@kent.gov.uk</a> 01622 221912

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Contact Name, email & phone no
Margate Old Town Parking Access	March	June	Local residents and traders in Old Town area	Margate	Develop a clearer under-standing of current pressures and develop a scheme to remedy these	Analysis of parking habits and opinions of different groups on current provision to develop a broader action plan to improve provision	George Chandler <a href="mailto:george.chandler@kent.gov.uk">george.chandler@kent.gov.uk</a> 01622 221946
Natural East Kent Access project	March/ June	September	PROW, KHS, NEK Steering Group, User groups, Local Authorities, Local Organisations	Canterbury , Dover and Thanet districts	Determine views of cycling, walking and horse riding improvements and integrate proposals into project	Introduce changes to improve provision and maintenance of access facilities and integrate with the local tourism offer	George Chandler <a href="mailto:george.chandler@kent.gov.uk">george.chandler@kent.gov.uk</a> 01622 221946
SNRR Bapchild Link Road	Sept/Nov	January	Local people affected by route	Bapchild. Tonge, Parishes & Eastern Sittingbour ne and Teynham	Determine views about alignment of final section of SNRR	Views reported to Members to inform decisions about detailed alignment of road	George Chandler <a href="mailto:george.chandler@kent.gov.uk">george.chandler@kent.gov.uk</a> 01622 221946
A2 Cycle Project	Tbc	Tbc	Local residents, local youth community, Specialist user groups	Gravesham	To involve target groups in the design and operation of the park	To develop proposals for the Park	Val Hyland <a href="mailto:valerie.hyland@kent.gov.uk">valerie.hyland@kent.gov.uk</a>  01622 221373

Name	Start Date/ End Date	Feedback Date	Target Group	Target Area	Brief Summary	What we want to find out & how it will be used	Contact Name, email & phone no
Greening the Gateway projects	Tbc	Tbc	Local residents	North Kent	Project development	To ensure projects are responding to the needs and aspirations of local people	Val Hyland <a href="mailto:valerie.hyland@kent.gov.uk">valerie.hyland@kent.gov.uk</a> 01622 221373
Discovery Park	Tbc	Tbc	Local residents, Specialist user groups	Ashford – Chilmington area	Park development	To ensure that the proposal for the Park responds to the needs and aspirations of local people, potential new residents	Valerie Hyland <a href="mailto:valerie.hyland@kent.gov.uk">valerie.hyland@kent.gov.uk</a> 01622 221373
Kent Design	Tbc	Tbc	Users and potential users	Kent-wide	Test how Guide is used	To test how effectively Guide is used, where it is not used and what are the barriers	Katherine Putnam <a href="mailto:katherine.putnam@kent.gov.uk">katherine.putnam@kent.gov.uk</a> 01622 691418
Gravesend Old Town Hall	Summer 2008	Summer 2009	Stakeholders and potential building users	Gravesend	To form a management committee	Explore potential uses of building	<a href="mailto:rob.hancock@kent.gov.uk">rob.hancock@kent.gov.uk</a> 01622 221347

By: Alex King, Deputy Leader

To: Regeneration and Economic Development Policy Overview Committee – 24 September 2009

Subject: **POTENTIAL TO REFOCUS AND RESTRUCTURE THE OVERVIEW AND SCRUTINY FUNCTION**

Classification: Unrestricted

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## 1. Context

This paper represents current thinking from a variety of sources to develop a recommendation to full Council in October. The paper needs to be seen in the context of:

- a) the emerging Strategy for Localism for the County Council and the various models and Frameworks for Localism being established across the County in conjunction with our Partners;
- b) the development of the Member role(s) and County Council's application for the South East Employers Organisation Member Development Charter;
- (c) implementation of the recommendations arising from the Informal Member Group: Member Information;
- (d) the opportunities, working in partnership with Borough/District colleagues that may exist to pool the resources supporting Overview and Scrutiny across the County and to agree shared work programmes on issues which will add value without duplication to the communities which we all serve;
- (e) the emerging scrutiny roles for which legislation/regulations have been published including Scrutiny of the Crime and Disorder Reduction Partnerships; and
- (f) the scrutiny of the public sector bodies advocated in the consultation document "Strengthening Local Democracy".

## 2. Overview and Scrutiny – the Key Challenges

(1) As the Strategic Authority for Kent the County Council has a unique community leadership role. The challenge to Members is to:-

- Lead the provision of public services in the area;
- Engage with local communities, tiers of local government and stakeholders;
- Define with them the future of the locality; and

- Achieve the strategies and visions which people agree.

(2) That is what the best Councils are doing and their legitimacy for the future will derive from their role as democratic bodies.

(3) All Members of all parties, not just the Executive, have a role in community leadership.

(4) Scrutiny was initially seen to provide challenge to the Council's own service performance. That remains one aspect of the role, but much of the most effective work of scrutiny bodies has involved engagement with the wider community and across all public service issues. It is now incumbent upon the County Council to develop imaginative forms of engagement, to involve local people, service users and others in scrutiny. This is a wider conversation that scrutiny can lead across the county.

### 3. Challenges

(1) The challenges are as follows:-

- Widening the engagement and understanding of elected Members in effective Partnership working;
- Bringing the knowledge of local issues and communities which elected Members have to service providers involved in Partnerships;
- Holding the leadership of Strategic Partnerships across the public sector including local authorities to account.

(2) Effective Overview and Scrutiny must contribute to effective Partnership working. This can be done through:-

- Using scrutiny projects to bring Partner organisations together to find new ways of working jointly to tackle important local problems (*a good example of this was the work of the Health Overview and Scrutiny Committee in the summer of 2008 which facilitated a discussion between the Acute Hospital Trust, the Primary Care Trust, Dover District Council and the County Council to look at what could be the best outcome for Dover residents in terms of future healthcare provision*);
- Raising the profile of scrutiny and its work priorities to enhance public understanding, and recognition – which has been described as 'championing the people of Kent'; and
- Building alliances with the Executive and other stakeholders to gain support for recommendations (*another good example is the work of the previous Council, the Select Committees on Autism Spectrum Disorder and Alcohol Misuse where all the Partners that had contributed to the recommendations which were not wholly in the gift of the County Council's Executive to deliver, were brought together before the Select Committee report was published to support the recommendations and take ownership for their delivery*).

(3) It is important that the overview and scrutiny process adds value working towards positive recommendations and improvements and ensuring that it concentrates on what only scrutiny can do. It is not about duplicating the work of Regulators and Inspectorates. It is also about identifying the key issues behind the statistics – *e.g. widening the conversation to engage local people, service providers, neighbourhood users, communities, and the elected Members, verify problems, and develop ideas on how problems can be solved.*

#### **4. Statutory Requirements**

The County Council must have:-

- (a) one scrutiny committee responsible for the scrutiny of Cabinet decisions and operating a “call in “ procedure;
- (b) a statutory Health Overview and Scrutiny Committee which encompasses Adult Social Care as well as NHS matters (*in the autumn it is understood that statutory guidance for local authorities and the NHS will be published setting out how overview and scrutiny of health services can be improved*);
- (c) at least one Committee must be designated as the Crime and Disorder Scrutiny on Committee (*these new powers which came into force on 1 April 2009 currently sit with the Communities Policy Overview Committee and are shortly to be the subject of some discussions on how it will operate with the Kent and Medway Police Authority*); and
- (d) statutory co-optees as required, primarily Church Diocesan representatives and Parent Governors who serve on the Cabinet Scrutiny Committee and the education related Policy Overview Committees.

#### **5. Emerging Scrutiny - Scrutiny of the Crime and Disorder Partnerships**

(1) Cabinet Members will be aware that the County Council’s role in the scrutiny of the Crime and Disorder Reduction Partnership is currently in the Communities Policy Overview Committee.

(2) Ongoing discussions are taking place with partner organisations to identify how this might be delivered effectively across the democratically elected sector.

#### **6. Consultation - “Strengthening Local Democracy”**

(1) The first draft of a response to the consultation launched by Local Government Minister John Denham, on Strengthening Local Democracy has been considered earlier in the meeting.

(2) When launching the consultation, Local Government Minister John Denham, made reference to the proposal to give authorities greater scrutiny over:-

- Police strategies in Local Authority areas
- Fire and Rescue Authorities
- Local Authorities’ delivery of high quality education provision

- Probation Authorities
- Job Centres Plus
- Utility companies
- Young People's education and skills issues

(3) As a consequence, bodies external to the scrutiny authority could be compelled to have regard to the recommendations of the scrutiny committee.

(4) This does present the real opportunity to pool all Overview and Scrutiny resources across the public sector and establish an independent body to scrutinise the decision makers of all these public sector bodies.

(5) The public will have the right to appeal to a scrutiny committee if they do not like the response to a petition

(6) A report on a process for written petitions and electronic petitions is to be the subject of a report to the Selection and Member Services Committee on 13 October and to the County Council on 15 October 2009. Every local authority is required to have a process for e-petitions. It will be important that the Cabinet, Chief Officer Group and the Head of Communications and Media Centre are fully aware of the petitions which have been logged and their closing dates and the mechanisms for responding to the petitioner(s).

(7) There is in a two tier area an opportunity for a petitioner to a Borough/District Council who remains dissatisfied with the response to refer the matter to the County Council. How this can best be organised is to be discussed with Borough and District Council colleagues at a meeting later on this month.

(8) The Strengthening Local Democracy consultation document also suggested:

- (a) duty could be placed on local authority Chief Executives to ensure that Committees have adequate resources to carry out their work;
- (b) that the Chairman of an Overview and Scrutiny Committee might be given the authority commensurate with a Cabinet post - *for example Essex County Council have created a lead role for one of their Scrutiny Chairmen who chairs not only a Scrutiny Committee but also the Scrutiny Board (which comprises all the Scrutiny Chairmen and Area Forum Chairmen). The Scrutiny Chairmen have a designated room and the culture in Essex County Council has shifted to one of parity of esteem for scrutiny with the Executive. It was also evident from a discussion I have had with the Chairman of the Scrutiny Board that the culture of Essex County Council has changed and scrutiny is seen as an effective mechanism by the Council and Executive in adding value and outcomes for the residents of the County. Members may wish to consider whether the new model for Kent's Overview and Scrutiny function should strengthen the role of the Policy Overview Co-ordinating Committee to 'gate keep' and commission work for the Scrutiny Committees; and*
- (c) there is also a suggestion that as part of the support required, Committees may call on expert advice from the public.

## **7. Cabinet Scrutiny Committee**

(1) At the meeting of the Cabinet Scrutiny Committee on 21 July the Committee asked for a report back at its 23 September meeting on a range of issues including:-

- (a) exploring how many authorities undertake pre-scrutiny;
- (b) greater use of the media in helping to inform scrutiny;
- (c) co-opting representatives to add rigour and robustness to the Overview and Scrutiny process; and
- (d) the potential to strengthen the information made available to Members through the Forward Plan of Key Decisions.

(2) A number of local authorities responded to our request for information on pre-scrutiny. The responses indicated that the process we have for operating the existing Overview and Scrutiny structure of Committees is not dissimilar to the process described by other authorities as pre-scrutiny.

### *Forward Plan of Key Decisions*

(4) One issue which may warrant attention is the possibility of strengthening the information in the Forward Plan of Key Decision and ensuring that the agenda setting process for each of the Council's Overview and Scrutiny Committees takes this into account.

### *Co-optees*

(5) One view from Cabinet and the Cabinet Scrutiny Committee is that one of the ways of strengthening an Overview and Scrutiny process might be to have a pool of experts, advisors, representatives of organisations, voluntary sector or the public to call upon to assist the Overview and Scrutiny Committee for a specific issue. If this is decided by the County Council as an appropriate way forward the challenge will be to establish an independent/impartial mechanism on how this can be achieved. Discussions have taken place with the Appointments Commission, Improvement and Development Agency (IDeA) and the South East Employers Organisation to see if they can assist but it seems unlikely. It has also been suggested that other South East county authorities who are also exploring this role to strengthen Overview and Scrutiny may be willing to establish a mechanism to support our respective overview and scrutiny processes.

(6) Members will be aware that the County Council process for establishing a Select Committee already includes consideration of the appointment of a co-opted expert/advisor who will be able to assist the Select Committee.

(7) Members will also be aware that Durham County Council have established from 1 April 2009 an Overview and Scrutiny structure which includes a scheme of co-option. Ongoing discussions will continue with Durham to assess how successful this scheme of co-optees has been.

## *Rapporteurs*

(8) Members have expressed a wish in developing a rapporteur scheme whereby an elected Member(s) with a specific interest takes ownership for a piece of work, undertakes the research themselves and prepares a report. The Health Overview and Scrutiny Committee has expressed a wish to pilot a rapporteur scheme.

## *Involvement of the Media/Press in Scrutiny*

(9) Members will be aware that the County Council has agreed a protocol for publicising and launching Select Committee reports (attached as an Appendix to this report).

(10) However, one of the issues which arose at the Cabinet Scrutiny Committee on 21 July 2009 was utilising the media and press more effectively. Having spoken to the Member who raised the issue the suggestion made is that when the Overview and Scrutiny Committees have identified their work programme then working with the Communication and Media Centre the views of the public should be sought through a formal process.

(11) Taking this one stage further it should be possible for the public to email in questions they would like asked as the meeting is progressing. This is an exciting proposal and would need careful consideration on how it is implemented/moderated. Members' views are sought.

## **8. Policy Overview Committees**

Members are reminded that the County Councils current Overview and Scrutiny process gives non executive Members the ability to assist the Cabinet with Policy Development. At agenda setting meeting Members can make use of the Forward Plan to put an item on the POC agenda, also there is the opportunity for Cabinet Members to make the POC aware of developing policy areas which the POC could have an input into. Any Member may give notice that they wish an item to be considered at a POC meeting. It is important that Members make effective use of these powers to add value to the work of the County Council for the benefit of all Kent residents.

## **9. Duty to Involve**

There is a correlation between the legislative framework around the "Duty to Involve" with the "Place Shaping Agenda", the development of the website, the concept of a "Virtual County Hall", (Kent Space- making Kent Work for You) ( a concept whereby communities of interest through Social Networking find the County Council), the Citizens Panel, the Consultation Strategy, petitions and e-petitions, the emerging localism strategy which are all mechanisms, sources of information and evidence which can help to inform the Overview and Scrutiny function.

## **10. Timetable**

(1) To meet the timetable for a report on the structure of the Overview and Scrutiny function to the County Council on 15 October 2009 I set out below a list of meetings which would give the opportunity to the majority of Members to contribute to this discussion.

Environment, Highways & Waste POC - **15 September**

Communities POC - **17 September**

C, F & E POCs - **18 September**

Adult Social Services POC - **22 September**

Cabinet Scrutiny Committee - **23 September**

Regeneration & Economic Development POC - **24 September**

Corporate POC - **25 September**

Health Overview and Scrutiny Committee - **2 October**

County Council - **15 October**

## **11. Recommendation**

Members' views are requested before Cabinet Members make a recommendation to County Council.

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## Kent County Council

### **PUBLIC RELATIONS PROTOCOL FOR SELECT COMMITTEE REVIEWS AND REPORTS**

This protocol has been written as a basis for all communications between Select Committee Members and the media. It will ensure that the corporate communications team is able to maximise opportunities for scrutiny to publicise its work and promote the transparency of the Council's decision-making process.

- All actions should be in accordance with the letter and spirit of the DCLG Code of recommended practice on local authority publicity.
- Media activity should be co-ordinated through the corporate communications team who will make arrangements and ensure that the appropriate Members are put forward, rather than Select Committee Members approaching the media direct to discuss the topic review.
- The Select Committee Chairman should be the official spokesperson for the review report, unless another more suitable spokesperson has been identified by the Chairman.
- Chairmen of Select Committees will be expected to attend or have attended media training.
- There is potential, on rare occasions, for conflict between scrutiny and cabinet on issues. Maintaining the professional reputation of the council in the eyes of the public is paramount and conflicting statements may make the council appear inept or divided. Care should be taken, on all sides, to avoid this situation from arising. But in such circumstances Corporate Communications would present factual information to the media fairly representing both the Scrutiny and Cabinet viewpoints.
- The corporate communications team should be advised of any media enquiries received by Select Committee Members to offer guidance and help if required and to monitor responses.
- Press releases for Select Committees will be drafted by a member of the corporate communications team, in consultation with the Research Officer for the review and approved by Select Committee Chairman, in consultation with the Overview, Scrutiny and Localism Manager.
- Press releases will be fair and representative of the views of the Select Committee. They may include the views expressed in minority reports if those views differ from the main report.

- The media are invited to attend all formal meetings of Select Committee unless matters of an exempt nature are to be discussed.
- When the report of the Select Committee is ready to go into the public domain a member of the corporate communications team, in consultation with the Research Officer to the Select Committee drafts a press release. Where possible the press release should include input from a third party who has been involved with the review. The Press release should be approved by the Select Committee Chairman (with the nominated official spokesman, where appropriate) in consultation with the Overview, Scrutiny and Localism Manager. An embargoed copy of the press release should be sent out with an electronic copy of the report, to the media a day before the public domain with an embargo on it. There may or may not be a press conference but the Chairman, relevant members make sure they are available for interviews.
- Corporate Communications officers are permitted to refuse to prepare press releases, deal with media enquiries or arrange media interviews in the following cases:
  - (i) If the press release or enquiry is political in any way.
  - (ii) If the information in the press release is deemed libellous or malicious
- Corporate Communications officers will not organise interviews between media and individual members of the Select Committee unless there is explicit agreement by the Select Committee Chairman.
- Press releases will not be issued as a matter of course after Select Committee meetings simply to record the proceedings. Post-meeting publicity will, however, be given where there is good reasons for doing so e.g. to promote opportunities for public consultation.

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By: Overview, Scrutiny and Localism Manager

To: Regeneration and Economic Development Policy Overview Committee, 24 September 2009

Subject: **UPDATE ON SELECT COMMITTEE WORK**

Classification: Unrestricted

Summary: This report updates Members on the process for approving a Select Committee Topic Review Work Programme.

### Select Committee Topic Review Work Programme

1. (1) As part of the spring and summer cycle of POC meetings, Members were asked to submit suggestions for topics for Select Committee Topic Reviews.

(2) The suggestions received will be subject to an assessment process, part of which will include seeking the comments of the Directorate and Cabinet Members, in order to assist the Policy Overview Co-ordinating Committee (POCC) to agree a Work Programme that adds value for the residents of Kent. The POCC will meet on 16 October 2009 to consider all suggestions for Topic Reviews, and the proposer will be invited to the POCC meeting to put forward their suggestion, supported by officers from the Directorate and, if appropriate, the Cabinet Member. Any Member who would like to have more information about the assessment process or requires a copy of a form should, in the first instance, contact Theresa Grayell, who supports this POC.

(3) The Committee is reminded of the recent decision of the County Council that, once a Topic Review has been included in the Work Programme, as agreed by the POCC, the detailed Terms Of Reference of each review will be developed by a cross-party Member Group (one from each Group) for approval by the Select Committee.

(5) Following the meeting of the POCC on 16 October 2009, Members will be informed of the agreed Select Committee Topic Review Programme and advised of the progress of any topic which is close to, or crosses over into, the remit of this POC.

#### Recommendation:

2. Members are asked to note the process for agreeing a Select Committee Topic Review Programme.

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Background Information: *Nil*

