

**REGENERATION AND ECONOMIC DEVELOPMENT
POLICY OVERVIEW AND SCRUTINY COMMITTEE**

Thursday, 23rd September, 2010

10.00 am

Council Chamber, Sessions House, County Hall,
Maidstone





AGENDA

REGENERATION AND ECONOMIC DEVELOPMENT POLICY OVERVIEW AND SCRUTINY COMMITTEE

Thursday, 23 September, 2010, at 10.00 am Ask for: Theresa Grayell
Council Chamber, Sessions House, County Telephone 01622 694277
Hall, Maidstone

Tea/Coffee will be available 30 minutes before the meeting

Membership (12)

Conservative (11): Mr M C Dance (Chairman), Mr J R Bullock, MBE, Mr A R Chell,
Mr K A Ferrin, MBE, Mr P J Homewood, Mrs J P Law, Mr K H Pugh,
Mrs J A Rook, Mr K Smith, Mr M V Snelling and Mrs E M Tweed

Liberal Democrat (1): Mr I S Chittenden (Vice-Chairman)

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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 Members' Interest relating to items on today's Agenda
- A3 Minutes of the meeting held on 8 July 2010 (Pages 1 - 6)

B. ITEMS FOR CONSIDERATION

- B1 Regeneration and Economy - A District Perspective: Report back from Visits to Thanet on 26 July and Shepway on 1 September
- B2 Development Contributions and Infrastructure (Pages 7 - 12)

- B3 Local Enterprise Partnership (Pages 13 - 16)
- B4 Financial Monitoring 2010/2011 (Pages 17 - 22)
- B5 Update on Major Projects (Pages 23 - 32)
- B6 Draft Towards 2010 Annual Report (Pages 33 - 78)
- B7 Bold Steps for Kent (Pages 79 - 84)
- B8 Draft Annual Performance Report 2009/10 (Pages 85 - 124)
- B9 Core Monitoring Report (Pages 125 - 132)

C. SELECT COMMITTEE WORK

- C1 Update on Select Committee Work (Pages 133 - 134)

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, 15 September 2010

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

KENT COUNTY COUNCIL

**REGENERATION AND ECONOMIC DEVELOPMENT POLICY
OVERVIEW AND SCRUTINY COMMITTEE**

MINUTES of a meeting of the Regeneration and Economic Development Policy Overview and Scrutiny Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 8 July 2010.

PRESENT: Mr M C Dance (Chairman), Mr I S Chittenden (Vice-Chairman), Mrs A D Allen (Substitute for Mr K Smith), Mr A R Chell, Mr K A Ferrin, MBE, Mrs J A Rook and Mrs E M Tweed

ALSO PRESENT: Mr K G Lynes, Mr J A Kite and Mr A Wickham

IN ATTENDANCE: Mr D Cockburn (Executive Director, Strategy, Economic Development & ICT), Ms B Cooper (Director of Economic Development) and Miss T Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS

24. Membership - to report that Mr A R Chell and Mrs J A Rook have joined the Committee in place of Mr R W Bayford and Mr J A Kite respectively
(Item A1)

The Committee noted the change of membership and Mr Chell and Mrs Rook were welcomed.

25. Minutes of the meeting held on 24 March 2010
(Item A4)

RESOLVED that the minutes of the meeting held on 24 March 2010 are correctly recorded and that they be signed by the Chairman.

26. Meeting Dates for 2011
(Item A5)

Members noted that the following dates have been reserved for the Committee's meetings in 2011:-

Tuesday 18 January 2011 – 2.00 pm	Friday 23 September 2011 – 10.00 am
Friday 1 April 2011 – 10.00 am	Wednesday 16 November 2011 – 10.00 am
Friday 24 June 2011 – 10.00 am	

27. Regeneration and Economy - A District Perspective: Reports back from visits to Ashford on 30 April and Sevenoaks on 25 May (Oral)
(Item B1)

Before starting the Committee's main business, the Chairman requested and received the Committee's agreement to consider the reports in the B Section as

urgent business, as the papers had not been placed in the public arena with the required notice.

Ashford – 30 April

1. Members made the following comments about what they had seen and heard in Ashford:-

- a) the amount of regeneration work going on in Ashford was impressive, and Ashford Future is working well;
- b) not enough emphasis had been placed on the future, eg the 1,200 new houses planned for North Ashford;
- c) the completion of Smartlink will be important for Ashford, as Park and Ride might not work well there;
- d) the quality of new build was good, and fits in well with existing developments. Quality of building is key; KCC should support and encourage quality development; and
- e) it would be helpful to know if more Eurostar train services are planned for Ashford, but this is not yet known. Ashford has a good future with Eurostar services if it chooses to embrace it.

Sevenoaks – 25 May

2. Members made the following comments about what they had seen and heard in Sevenoaks:-

- a) the extremes between the standards of living evident in various parts of Sevenoaks district was surprising and eye-opening. The different areas each had very different sets of issues;
- b) the difficulties in addressing the issues around New Ash Green was of significant concern. It was once an award-winning development. Some parts of the development had apparently been newly painted before the party visited;
- c) Members discussed the possible options for improving the New Ash Green site. Compulsory purchase would be difficult as the site was owned by three different parties, but the potential commercial value of the site could be used to encourage the owners to improve it; and
- d) the neatness of the well-run residential area of the Barnfield gypsy site was spoilt by the rubbish and waste metal dumped on the approach road. This is a fire hazard next to fields of dry grass and should be cleared up by the KCC, although it was acknowledged that this area had been cleared previously, at some expense, and the benefit had been temporary.

Future visits

3. Miss Grayell reminded Members that the next visit would be to Thanet on Monday 26 July. Thereafter, the final four visits would be arranged for the autumn months.

28. Presentation - Briefing from Kent Economic Board

(Item B2)

The Chairman reported that, since the publication of the agenda, and in response to a request from Ms Cooper, he had agreed to defer this item until a future meeting. The discussion then will focus on the development of Local Enterprise Partnerships (LEPs).

29. Sector Strategy : A sector-based approach to economic development (presentation)

(Item B3)

1. Mr Gill presented a series of slides which set out the employment patterns across a number of employment sectors; the public sector, retailing, manufacturing, etc. He pointed out that:-

- further modelling is being done on the likely pattern of public sector job losses across Kent;
- a programme of 'sector conversations' with businesses will be taken forward from September 2010 to March 2011;
- a specific strategy for the low carbon sector (*Low Carbon Opportunities for Growth*) has been prepared. In addition, a strategy in support of the creative industries sector is in preparation. Both these strategies presented a menu of possible actions, and robust feasibility studies would be needed to support any investment that KCC would seek to make; and
- workshops had been held as part of the preparation for a series of sector conversations.

2. In debate, Members expressed the following views/concerns:-

- a) reliance on the retailing and wholesaling sectors was a concern, especially when set against the long-term decline in employment in sectors such as manufacturing;
- b) when talking about the 'big employers' in Kent, strategy documents usually/often meant large single-site employers, but some of the national supermarket chains (for example) probably employ many more people than these, given the number of store sites across the county;
- c) a key role for the public sector is in providing the right conditions in which private investment can take place. In this context, the Cultural Strategy was vital in making Kent an attractive place to choose to live

and work. All REDPOSC Members would be sent a copy of the cultural strategy; and

- d) broadband provision would also help make Kent an attractive business location, and provision/improvement of broadband access in rural locations was a priority.
3. RESOLVED that the information give in the presentation be noted, with thanks.

30. Draft Kent and Medway Housing Strategy *(Item B4)*

1. Mr Horton introduced the report and updated the Committee on progress made since his last presentation on the draft housing strategy at the POSC's March meeting. Members' contributions at that meeting had been taken into account, and the consultation period had ended on 21 May. The final strategy was planned for an October launch date.

2. Mr Horton answered a number of questions from Members, and the points highlighted in debate were as follows:-

- a) Members expressed differing views about the timing of the final strategy and whether or not it was prudent to wait for the outcome of the Comprehensive Spending Review (CSR) in October, as the strategy might have to be changed to take account of this. Mr Lynes added that, although some changes might have to be made to the strategy later, he thought it was wise to be ready and have partners in place to be able to move ahead with it as soon as possible after the CSR;
 - b) developers generally did not find social housing an attractive proposition, so some social housing could be provided instead via the No Use Empty initiative;
 - c) District Councils now had more freedom to depart from regional plans and quotas for housing, but developments which had already been granted planning permission would still be built;
 - d) Members asked for information about the consultation exercise, and Mr Horton undertook to provide information on the process and the consultees who had been involved; and
 - e) the housing strategy would not include specific detail from Local Development Frameworks, and discussions between the KCC and District Councils about how the two could be linked would be discussed at a Leaders' meeting on 15 July.
3. RESOLVED that the information set out in the report and given in response to Members' questions be noted, with thanks.

31. End of Year Budget Outturn Report 2009/10 and Business Plan Outturn Report 2009/10

(Item B5)

1. Mr Shipton introduced the report and said that the outturn situation of the Unit's budget was as expected. Each of the County Council's POSCs was being asked to discuss and decide how and when it wished to be involved in the setting of its budget, and whether or not each wished to establish an Informal Member Group (IMG) to look in detail at its budget options.

2. Members expressed a range of views about the need for and value of having an IMG. Several Members felt it was not necessary due to the size and structure of the Unit budget; all were agreed on the value of clear and timely information; concern was expressed that if the Committee did not take control of a review of its budget, someone else might take on this control; it was difficult to decide on the need for an IMG without knowing what level of savings the Unit was being asked to make.

3. The Chairman suggested, and it was agreed, that he and the Vice-Chairman meet with officers to find out the scale of the required savings, and then a decision be made by the Chairman and Vice-Chairman on whether or not an IMG was necessary and, if so, set this up later.

4. Mr Lynes agreed with the view that the Unit's budget was very small, and pointed out that relationships are the key tool to regeneration success. A small cut in budget would have a magnifying effect on the KCC's ability to lever in funding from other partners/sources. The Unit had already made cuts of between 15 and 18% of its budget.

5. RESOLVED that:-

- a) the revenue and capital financial outturn for 2009/10, including rollovers for committed projects and changes to the capital programme, be noted;
- b) the performance outturn for 2009/10 be noted; and
- c) the Chairman and Vice-Chairman meet with officers to find out the scale of the required savings, and then a decision be made by the Chairman and Vice-Chairman on whether or not an IMG was necessary and, if so, set this up later.

32. Update on Major Projects

(Item B6)

1. Ms Cooper presented the report and answered questions from Members. Points highlighted were as follows:-

- a) a business case had been prepared for Smartlink at Ashford, but there was not yet any funding available against which to bid. Smartlink remained a priority, and the KCC would continue to support it;

- b) Members expressed differing views about the merits of pursuing aspirational projects; and
 - c) officers were congratulated on what had been achieved so far with the funding available.
2. RESOLVED that the progress against each of the projects and bids seeking funding from the Regeneration Fund be noted.

33. Update on Select Committee Work
(Item C1)

RESOLVED that the update be noted and that Members notify Miss Grayell of any topics they wish to put forward for inclusion in the 2010/2011 Select Committee topic review work programme.

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

To: Regeneration and Economic Development Policy Overview and Scrutiny Committee 23 September 2010

Subject: Development Contributions and Infrastructure

Classification: Unrestricted

Summary:

This paper outlines the County Council's approach regarding the provision of community infrastructure and the process for agreeing S106s including: monitoring performance, dealing with the recession, viability issues and the work currently underway to further identify service needs.

1. Introduction

- 1.1** The provision of adequate infrastructure and community facilities alongside housing growth is essential if we are to achieve aspirations in respect of sustainable communities and ultimately create places where people want to live. It is the Government's expectation that development will make an appropriate contribution to the required infrastructure to deliver this objective and, therefore, make proposals acceptable in planning terms.

2. Context / Background

- 2.1** Districts as Local Planning Authorities normally establish the totality of development contributions by balancing all competing considerations. The Regional Spatial Strategy (RSS) which replaced the Kent and Medway Structure Plan in May 2009 (although now revoked) stipulated that development shall not proceed until the relevant planning authorities are satisfied that the necessary infrastructure required to serve the development is available or will be provided in time. Circular 05/2005 (C5/05) further identifies the tests (see below) necessary to make a planning obligation acceptable. The first three have been placed into law by the Community Infrastructure Levy Regulations 2010.
- Necessary to make the proposed development acceptable in planning terms
 - Directly related to the proposed development
 - Fair and reasonably related in scale and kind to the proposed development
 - Relevant to planning
 - Reasonable in all other respects.

3. Our Approach

3.1 The Development Investment Team within the Regeneration & Economy Division oversee and secure development contributions on behalf of KCC corporately (CFE, CMY & KASS) and, in this context, the following work areas have been developed:

3.2 • **Development Contributions Guide**

In 2001 the County Council produced its original Guide which was later revised in 2007. The latest Guide was adopted by Cabinet in March 2007 after consultation with the development industry and partners including Kent Planning Officers Group and its sub groups (Development Control Officers, Planning Policy Officers and Housebuilders Liaison Group).

3.3 The aim of the Guide is to promote a consistent and transparent approach towards the requirement for, and calculation of, development contributions for KCC services, thus aiming to support and assist the planning process. In so doing the objective of the Guide is to help quantify the likely level of impact upon existing community facilities resulting from development and raise awareness at an early stage of the potential requirements in order to enable developers to take these matters into account when formulating their development proposals and costs.

3.4 On this basis, the County Council, via its appointed consultant Mouchel Parkman, consider all relevant planning applications and identify, in close liaison with KCC service providers, those proposals where development contributions are required. The Districts and developers are informed accordingly. Thereafter, progress is monitored, negotiations are undertaken and further information is provided as and when necessary. Quarterly reports are produced showing the performance in negotiating development contributions from minor sites (up to 500 units) and from major sites (over 500 units) on a district by district basis.

This table gives a summary of the outcome of negotiations for minor sites:

Financial Year	Service	Sought £	Agreed £	Percentage
2007/08	CFE	1,350,548.52	1,362,923.86	100
	KASS	1,942,557.96	1,324,317.04	68
	Communities	1,281,626.80	1,061,994.51	83
2008/09	CFE	1,414,550.80	1,412,183.47	99
	KASS	3,510,381.84	3,003,009.72	86
	Communities	1,926,008.93	1,657,105.43	86
2009/10	CFE	1,858,395.87	1,451,993.67	78
	KASS	1,352,048.66	1,240,633.00	92
	Communities	789,463.75	744,528.74	94
2010/11 April to June Quarter	CFE	421,963.76	421,963.76	100
	KASS	743,419.00	608,294.00	82
	Communities	303,558.20	271,107.70	89

3.5

Major sites, such as Eastern Quarry, are monitored separately and included in the quarterly reports mentioned above. In this respect, multi-disciplinary teams are formed in order to assist the delivery of cross cutting objectives. Contributions can comprise both 'in kind/direct provision' options and/or direct monetary contributions. Also, attenuation measures are used where appropriate / relevant (see 3.7 & 3.8).

Further details of individual major sites are available on request.

3.6 • Planning Policy

The Development Investment Team provide representations to District colleagues in respect of Local Development Frameworks (KCC is a statutory consultee) and other emerging policy (including Tariffs etc.) as well as providing evidence at planning appeals and inquiries.

3.7 • Economic Climate & Attenuation Measures

Housing delivery has been dramatically affected by the downturn in the economic climate. Where developments are being progressed, the provision of adequate infrastructure through the planning process and, in particular, development contributions, is under significant pressure, especially where viability is threatening housing delivery.

Recently KCC has been involved in negotiations on the following major sites – Newtown Works, Charter House and Templar Barracks, Ashford. Nickols Quarry, Shepway, and Westwood, Thanet. Analysis shows the variance between the contributions agreed and illustrates the difficulties due to the current economic climate whereas on previous negotiations such as Eastern Quarry Local Authorities were able to secure the majority of its requirements.

3.8 In meeting these challenges, a number of attenuation measures have been implemented for major sites (at least while the housing market remains less buoyant) in order to protect KCC's interests. These include the following:

- Seeking mitigation of financial contributions through direct provision of facilities and locally based solutions such as joint use of space. Examples include the Bridge at Dartford.
- Ensuring that an appropriate development appraisal/valuation has been undertaken to test the viability of any particular proposal as fully as possible.
- Where acceptable, retaining flexibility within the terms of the legal agreements to enable KCC funds to be placed in one pot and spent on KCC services as and when we determine, rather than being pre-apportioned and ring fenced for particular services and specific uses.
- Using deferred payments/claw back provisions so that additional contributions

may be received if, as and when forecast sales values increase over the period of development.

- In addition alternative / more innovative funding models are being considered (TIFS etc) and will form part of the financial modelling work to support What Price Growth 2.

3.9 Whilst, major sites such as Ebbsfleet, Aylesham, Whitfield, Cheesemans Green etc, are the subject of ongoing negotiation the table below shows recent performance in respect of the sites mentioned above and although attenuation measures have been implemented where relevant it serves to demonstrate the increasing imperative to find alternative / more innovative forms of service delivery.

District/site	Service	Sought £	Agreed £	%	Other provision
<u>Ashford</u> Newtown works	Communities	377,696.00	165,532.40	44	
	KASS	1,114,528.00	499,392.32	44	
	CFE	117,276.67	37,881.00	32	
	Communities	127,421.00	35,776.50	28	
	KASS	451,821.84	136,792.50	30	
Templar Barracks	CFE	7,110,298.30	7,110,298.30	100	Primary school site with nursery
	Communities	452,500.00	0	0	
<u>Shepway</u> Nickols Quarry	CFE	1,077,037.94	1,077,037.94	100	8 wheelchair accessible affordable housing units
	Communities	400,575.00	0	0	
	KASS	1,420,398.00	0	0	
<u>Thanet</u> Westwood	CFE	2,245,894.00	2,245,894.00	100	Primary school site with nursery
	Communities	888,525.00	888,525.00	100	
	KASS	1,477,840.00	1,477,840.00	100	

4. Issues/Cabinet Sub Group

- 4.1** Although some economic forecasters believe that the housing market has begun to recover in the first and second quarters of 2010, recent reports indicate a further downturn and there is no guarantee that this can be sustained. It is felt, therefore, that any recovery will be tentative with viability remaining an issue for some time to come.
- 4.2** In addition, at some recent planning appeals, the Government's Planning Inspectorate (ratified by the Sec of State for Communities) has considered the delivery of housing and other mitigating measures as a priority over and above other factors including infrastructure provision.
- 4.3** In this respect, and in order to take development contributions fully into account when planning the Medium Term Plan, a Cabinet Sub Group oversees the impact of infrastructure provision/development contributions on the corporate budget and, therefore identify as necessary, any alternative funding provisions in order to mitigate financial risk.

4.4 Whilst the current economic climate represents a significant challenge, it also provides an opportunity to capitalise upon emerging, more innovative approaches (building upon the mitigation measures outlined above). In the future this could help to move us towards a more 'Total Place' model of service delivery. An example of this approach is The Bridge, Dartford where close partnership working has delivered a multi agency community hub, including Kent's first Primary School of the Future at the heart of the community.

5. The Way Forward / Building Upon Innovative Approaches

5.1 Against the background outlined above, the previous Government introduced Community Infrastructure Levy (CIL) regulations which are intended to be a mechanism that local planning authorities (LPAs) may use to obtain a contribution from developers towards the provision of infrastructure. It is essentially a tariff system (or 'roof tax') which seeks to standardise any existing tariff systems and encourage new ones to be brought forward. The future of CIL, however, remains in doubt and is subject to further policy detail from central Government.

5.2 In addition, and in response to the economic climate and broader need for change, the County Council (Regeneration & Economy and Finance) have started work on an 'integrated infrastructure & financial model'. This will be used to calculate the infrastructure costs of proposed growth across Kent to support the revision of What Price Growth (WPG) and delivery of the objectives of the Regeneration Framework. It is envisaged that this will be used as a lobbying document to identify the potential funding gaps and the consequent need for new funding solutions (as well as put us firmly on the front foot regarding the government's implementation of the Community Infrastructure Levy – CIL, or otherwise).

5.3 In response to the increasing need to provide clear evidence as to service provider requirements (for LDFs etc) the County Council has also produced Service Provider Packs to identify future service delivery requirements on a district by district basis. These were approved by Cabinet in March 2009 and following public consultation it is proposed that a summary of the responses along with any proposed changes is reported back to Cabinet for adoption as supplementary guidance. The Service Provider Packs will help inform District colleagues as Local Planning Authorities (providing infrastructure provision requirements for LDFs for example).

5.4 It is envisaged that the completion of the above work will lead to an updated revision of the County Council's current Developers' Guide which will reflect the changes outlined above, influence emerging policy and provide a platform for delivery of the objectives of the Regeneration Framework as we move forward.

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Background Documents:

KCC Guide to Development Contributions & the Provision of Community Infrastructure 2007 (Development Contributions Guide).

The Vision for Kent.

Community Infrastructure Provision Service Strategies in Kent 2009 (Service Provider Packs).

Community Infrastructure Levy (CIL) Regulations 2010.

Circular 05/2005.

By: Kevin Lynes, Cabinet Member for Regeneration and Economic Development

David Cockburn, Executive Director, Strategy, Economic Development and ICT

To: Regeneration and Economic Development
Policy Overview and Scrutiny Committee 23 September 2010

Subject: LOCAL ENTERPRISE PARTNERSHIP

Classification: Unrestricted

Summary:

This summer, the Government asked local authorities and business leaders to put forward proposals to create new Local Enterprise Partnerships (LEPs). It is intended that LEPs will form the basis for future local economic development policy, including the allocation of Regional Growth Fund monies.

Together with colleagues in Essex, KCC has submitted a proposal for a strategic Kent and Greater Essex LEP.

This paper:

- Sets out the background to the creation of Local Enterprise Partnerships;
- Outlines the Kent and Essex proposition and the process for its development;
- Introduces the new Regional Growth Fund and the anticipated process for its future allocation; and
- Sets out the next steps in taking the Kent and Essex LEP forward

The Committee is asked to note this report.

1. Introduction

- 1.1. The Coalition Government has moved swiftly to abolish the architecture of regional government. In particular, the Regional Spatial Strategy has been abolished, and the Regional Development Agency, SEEDA, will be wound up in 2011/12.
- 1.2. In place of the Regional Development Agencies, the Government has announced the establishment of new Local Enterprise Partnerships (LEPs), and an initial letter from Vince Cable and Eric Pickles to local authorities, major businesses and higher education institutions sought proposals by 6th September.
- 1.3. Government has also announced the establishment of a new Regional Growth Fund (RGF), worth £1 billion nationally in 2011/12 and 2012/13. LEPs will have a key role in determining priorities for the Regional Growth Fund,

and having a viable LEP in place is likely to be a key factor in accessing RGF funds.

- 1.4. It should be noted that the establishment of LEPs is set against a backdrop of significant reductions in public spending. In this context, the new LEPs will clearly need to develop a new model for local economic development, with less public subsidy, reduced administration and increased private leverage.

2. Developing the Kent and Essex proposal

- 2.1. Following Government's decision to establish LEPs, KCC consulted with business, Medway, the Kent Districts and other partners on the concept of a Kent and Medway LEP. This resulted in a general consensus in favour of a Kent and Medway proposition.
- 2.2. However, we are aware of concerns by business and Government that LEPs should be of sufficient scale to operate at a strategic level and aggregate resources and priorities. There are clear risks in ignoring these concerns, especially given the size and resources of the Northern and Midland city regions, the scale of public and private investment that is required in Kent to achieve our regeneration ambitions, and the risk that we could lose out if we are unable to articulate our priorities and scope for growth on a national stage.
- 2.3. At the same time, with the abolition of the regional architecture, we are now able to develop strategic alliances beyond the South East region. We have already worked extensively with Essex in taking forward the Thames Gateway and in considering the potential for a new Lower Thames Crossing. Kent and Essex also have very similar economic opportunities and challenges, for example in relation to transport infrastructure, the scale of development opportunity and our skills profiles.
- 2.4. We have therefore worked jointly with Essex in progressing a Kent and Essex LEP. If successful, this would be the largest LEP in England and, with a population base of 3.4 million, would be larger than any city regions outside London.

3. The proposal

- 3.1. A copy of the Kent and Essex LEP proposal, *Unlocking the Potential*, is attached as Annex 1. In summary, the proposal focuses on four key themes:
 - Unlocking **infrastructure** for business growth (encompassing proposals for strategic transport infrastructure, broadband connectivity and measures to provide better incentives for development and the use of public assets)
 - Unlocking **investment** for job creation (including allocation of future Regional Growth Fund monies, inward investment, access to finance and European funding)
 - Unlocking **skills** for the economy, including the establishment of a strategic Skills Commission and a closer relationship with the further and higher education sectors

- Unlocking **innovation and business support**, including a more streamlined and responsive business support system and a focus on removing the regulatory and organisational blockages to business growth.
- 3.2. In addition, the proposal contains a specific focus on the opportunities presented by the Thames Gateway, Growth Areas (including Ashford and the Growth Points at Maidstone and Dover), coastal renewal and rural Kent.
 - 3.3. Consultation on the Kent and Essex LEP proposal has taken place with Kent Economic Board's Business Advisory Board, which strongly supported the concept. Further consultation has also taken place with the Kent Districts, seven of which (at the time of writing) had confirmed their support for the proposal.
 - 3.4. The Kent and Essex LEP is the only LEP proposal that Kent County Council is supporting. However, it should be noted that Medway Council is not at this stage supportive of the Kent and Essex proposal and has submitted an alternative Kent and Medway proposition (based on our earlier draft proposal). Nevertheless, should the Kent and Essex LEP be successful, Medway will of course be an integral part of the new arrangement.
 - 3.5. There are also two other proposals that relate to Kent. Firstly, a Bexley, Dartford and Gravesham LEP has been submitted by Bexley Council. This is a fairly brief submission that is essentially a lobbying paper in support of Crossrail. Secondly, Tourism South East have proposed a sectoral partnership in support of the tourism industry across the South East region.

4. Next steps

- 4.1. Nationally, some 58 proposals for Local Enterprise Partnerships had been received by Government by the 6th September deadline. Ministers are currently reviewing these and are expected to provide feedback in early October. It is anticipated that Government will want to see strong proposals move forward quickly and are likely to encourage a limited number of 'pathfinder' LEPs. Should the Kent and Essex proposal be successful, we anticipate establishing a shadow LEP Board in November, with a full Board operational from April 2011 as the Regional Development Agencies wind down.
- 4.2. Initial proposals for the Regional Growth Fund are expected to be announced in December. RGF is likely to be highly competitive, largely capital and strongly geared towards maximising private sector leverage and delivery of 'hard' job outcomes. An innovative approach to RGF will be important if we are to be successful in Kent, and work is currently underway to examine the potential for an Infrastructure Fund which could combine a portfolio of public sector assets and funding streams to attract private sector investment.

5. Recommendations

- 5.1. The Committee is recommended to note the contents of this report.

Report author:

Ross Gill

Economic Strategy & Policy Manager

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14 September 2010

Background Documents:

Annex 1: Unlocking the Potential: A proposal for a Kent and Greater Essex Local Enterprise Partnership

Letter from the Secretaries of State for Communities and Local Government and Business, Innovation and Skills inviting proposals for the establishment of Local Enterprise Partnerships

<http://www.communities.gov.uk/documents/localgovernment/pdf/1626854.pdf>

Full national list of LEP proposals

<http://nds.coi.gov.uk/content/Detail.aspx?ReleaseID=415344&NewsAreaID=2>

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 & Scrutiny Committee – 23rd September 2010

SUBJECT: Financial Monitoring 2010/11

Classification: Unrestricted

Summary:

Members of the POSC are asked to note the first quarter's budget monitoring report for 2010/11 to be reported to Cabinet on 13th September 2010.

FOR INFORMATION

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 Executive's 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 POSCs 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 2010/11 was presented to Cabinet on 13th September and an extract from the annexes for the Chief Executive's Department relating to the Regeneration and Economic Development portfolio is attached to this report.
- 2.2 This is the first in-year budget monitoring report we have been able to bring to the POSC based on the first full quarter's spending (April to June) report to Cabinet. The previous exception report for May was not reported to Cabinet until 12th July which was after the July round of POSC meetings. The May exception report mainly dealt with the impact of the in-year reductions in Government grants. The only issue for this POSC was the removal of the grant for Local Authority Business Growth Incentive Scheme (LABGI). We had already planned for the removal of this grant in 2011/12 and Cabinet agreed that the loss of grant in 2010/11 should be covered by a draw

down from the Economic Downturn Reserve thus increasing the portfolio cash limit for the year by £750k.

2.3 Revenue

2.3.1 The only variation currently forecast relates to a small over spend on staff within the Research and Intelligence Group due to consultation periods on implementing the restructuring agreed as part of the 2010/11 budget which cannot be met from under spends rolled forward from 2009/10. This over spend is funded by bringing in INTERREG grant income within the team.

2.4 Capital

2.4.1 The only variation currently forecast on the capital programme relates to a re-phasing of the contribution from East Kent Opportunities Limited Liability Partnership towards the cost of the Eurokent Spine Road from 2010/11 to 2013/14. The later repayment will include interest incurred on the debt as a result of the re-phasing.

3 Recommendations

3.1 Members of the POSC 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 13th September 2010 – Revenue and Capital budgets, Key Activity and Risk Monitoring

Officer Contact:

Dave Shipton
Finance Strategy Manager
Ext. 4597

CHIEF EXECUTIVES DIRECTORATE SUMMARY JULY 2010-11 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 the adjustments required as a result of the in year grant reductions as reported to Cabinet in July, the addition of £0.030m of roll forward from 2009-10, as approved by Cabinet on 14 June 2010 and a number of technical adjustments to budget.
- 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:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Regeneration & Economic Development portfolio							
Supporting Business	2,468	-590	1,878	0	0	0	
Growth Areas	1,525	-466	1,059	0	0	0	
Kent wide & Strategic Projects	4,391	-1,011	3,380	0	0	0	
Research & Intelligence Group	402	-101	301	43	-43	0	
Kent Film Office	110		110	0	0	0	
Resources	604	-137	467	0	0	0	
TOTAL Regen & ED	9,500	-2,305	7,195	43	-43	0	
Assumed Management Action:							
- Regen & ED portfolio						0	
Forecast after Mgmt Action	9,500	-2,305	7,195	43	-43	0	

1.1.3 Major Reasons for Variance:

1.1.3.1 The 2010-11 budget for the Research & Intelligence Group was reduced significantly with the assumption of savings from staff redundancy. The timetable for this process of change is determined by the requirements of the Blue Book for ‘Managing Change (Redundancy and Redeployment)’. From a start point of 22 February, when formal consultation with staff commenced, the reduction of staff was only achieved by w/c the 2 August through redeployment or redundancy. Overall the staff complement will be reduced from 15 to 10.

The provision for part year costs rolled forward from 2009-10 is not sufficient to meet all the costs estimated to be incurred for these staff during 2010-11. We will manage the staffing budget by bringing forward Interreg activities within the team from 2011-12 which will attract 50% grant funding necessary to balance the budget.

1.1.4 Actions required to achieve this position:

N/A

1.1.5 Implications for MTP:

The base budget implications of issues identified in this monitoring report will be a call on the amounts identified in the 2010/13 MTP as emerging pressures in 2011/12 and 2012/13. The details of individual amounts will be included when the revised plan is published for consultation in January 2011 together with any new pressures forecast for 2011/12 and 2012/13. There are no significant issues for the CED portfolios arising from 2010/11 budget monitoring.

The revised MTP will include proposals on how the in-year cuts in Government grants will be accommodated in base budgets once it has been confirmed that these reductions are permanent, following the announcement of the provisional local government finance settlement for 2011/12 which we anticipate will be in late November/Early December. The revised plan will also include the strategy to address the likely reductions in funding over the lifetime of the current parliament following the Chancellor's emergency budget statement on 22nd June in which he outlined his plans to address the national budget deficit.

1.1.6 Details of re-phasing of revenue projects:

None identified at the moment.

1.1.7 Details of proposals for residual variance:

N/A

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 12th July 2010, as detailed in section 4.1 of the report to Cabinet.

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

	Prev Yrs Exp £000s	2010-11 £000s	2011-12 £000s	2012-13 £000s	Future Yrs £000s	TOTAL £000s
Regeneration & Economic Development Portfolio						
Budget	15,312	11,996	4,230	3,242	2,980	37,760
Adjustments:						
-						0
						0
Revised Budget	15,312	11,996	4,230	3,242	2,980	37,760
Variance		0	0	0	0	0
split:						
- real variance						0
- re-phasing						0
Directorate Total						
Revised Budget	15,312	11,996	4,230	3,242	2,980	37,760
Variance	0	0	0	0	0	0
Real Variance	0	0	0	0	0	0
Re-phasing	0	0	0	0	0	0

1.2.3 Projects re-phasing by over £1m:

1.2.3.1 Eurokent Spine Road - funding re-phasing only, £5.304m from 2010-11 to future years

The Spine Road funding from East Kent Opportunities Limited Liability Partnership was re-profiled with repayment now due during 2013-14 (Decision No 10-01499, implemented 28 June 2010)

Revised phasing of the scheme is now as follows:

	Prior Years	2010-11	2011-12	2012-13	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget	5,940	670				6,610
Forecast	5,940	670				6,610
Variance	0	0	0	0	0	0
FUNDING						
Budget:						
Developer contributions	305	437				742
External SEEDA	331	233			0	564
External other		5,304				5,304
General capital receipt	5,304	-5,304				0
TOTAL	5,940	670	0	0	0	6,610
Forecast:						
Developer contributions	305	437				742
External SEEDA	331	233				564
External other					5,304	5,304
General capital receipt	5,304				-5,304	0
TOTAL	5,940	670	0	0	0	6,610
Variance	0	0	0	0	0	0

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

To: Regeneration and Economic Development Policy Overview and Scrutiny Committee 23 September 2010

Subject: Update on Major Projects

Classification: Unrestricted

Summary:

This report provides Members with an update on the progress of major regeneration projects.

1. Introduction

- 1.1** This report provides Members with a quarterly update on the progress of major regeneration projects being delivered by Regeneration and Economy.
- 1.2** The tables that follow present progress against projects in Thanet, Dover, Kent Thameside and Ashford and for Backing Kent Business, Backing Kent People and No Use Empty.

Project	Summary of project outcome	Cost of Project KCC/Partners £	Progress since last quarter July – September 2010	Actions planned for next quarter October – December 2010
Ashford Growth Area - Lead Officer: Mike Bodkin				
Ashford Growth Area	Delivery of the Ashford Programme to support sustainable economic growth	Total Programme value: £53.5m public sector funding (of which £22m GAF 3 and £5.5m KCC funding).	<ul style="list-style-type: none"> • Work has commenced on site at Drivers Roundabout, Junction 9, M20 footbridge and Victoria Way • KCC have completed all work to support the strategic tariff. • KCC developing community hub concept for Chilmington Green masterplan. • Gateway+ construction on programme. 	<ul style="list-style-type: none"> • Develop options for governance and delivery of the growth area post March 2011. • Identification of land take for community facilities in urban expansion areas. • Continue delivery of the Drivers, Junction 9, M20 footbridge and Victoria Way.
Kent Thameside – Lead Officer: Mike Bodkin				
Homes and Roads	To deliver 11 major transport schemes to support growth of 20,000 homes and 50,000 jobs	Total cost - £200m (at 2009). (Price base varies for funding commitments) Regional Transport Programme (DfT) £46m (at 2008) HCA £23m (at 2008) DfT £26m (at 2007) Eastern Quarry £40m (at 2007) Developer Contributions £63m (at 2009)	<ul style="list-style-type: none"> • Government to review funding commitments as part of Comprehensive Spending Review (CSR). • Claim made to HCA for £7.5m contribution from the £13m allocated in current CSR period. 	<ul style="list-style-type: none"> • Deed of Variation to Eastern Quarry S.106 Agreement completed with Land Securities. • Public sector funding commitments confirmed following CSR announcement. • Partnership Agreement between KCC/DBC/GBC completed to provide further developer contributions. • Governance arrangements for management of the programme completed. • Initial schemes commissioned utilising HCA contribution of £13m for current CSR period and developer contributions focusing on Dartford and Gravesend town centres (subject to HCA agreement).

Project	Summary of project outcome	Cost of Project KCC/Partners £	Progress since last quarter July – September 2010	Actions planned for next quarter October – December 2010
Ebbfleet Valley (including Eastern Quarry)	To deliver 11,000 homes and new community adjacent to Ebbfleet station	In an excess of an estimated £100m worth of infrastructure secured by KCC and DBC to support the development of Eastern Quarry.	<p>Existing Ebbfleet S.106</p> <p>1. Variation of existing triggers</p> <ul style="list-style-type: none"> Awaiting Land Securities agreement to KCC's proposal on revised triggers and terms. <p>2. Renegotiation of S.106 terms</p> <ul style="list-style-type: none"> Awaiting formal response from LS to KCC's revised terms 	<p>Ebbfleet</p> <ul style="list-style-type: none"> Subject to positive responses from LS:- <ul style="list-style-type: none"> Agree revised triggers and terms. Agree revised S.106 terms. Obtain details from LS of continued development programme at Springhead. Obtain details from LS of proposed development programme for the remainder of Ebbfleet Valley.
Dover - Lead Officer: David Hughes				
Dover Priory Station Approach Environmental Improvements	Improvements to public realm next to Station and along part of Folkestone Road towards town centre	Total project cost - £2m. Funded by KCC (£1.1m), Network Rail (£0.7m), SEEDA (£0.1m), INTERREG (£0.12m) and Dover DC (£0.05m)	<ul style="list-style-type: none"> Soft landscape contract with Greencraft completed by end of August. Resolution of 'snagging' with main contractor (Jackson) by end of July. Handover to Network Rail (September). 	<ul style="list-style-type: none"> Date of formal opening has yet to be determined with Network Rail and Southeastern, but will be in this quarter.
Dover Sea Change Programme	Programme comprises improvements to 4 tourist attractions within Dover Castle, environmental improvements to Esplanade, upgrading of Bleriot Memorial, cable car feasibility study and multi faceted community	Total project cost - £7.75m. Funded by DCMS (£3.85m), English Heritage (£2.5m), KCC (£0.65m), DHB (£0.34m), Dover DC (£0.3m) and SEEDA (£0.11m)	<ul style="list-style-type: none"> Secret Wartime Tunnels project funded by English Heritage now in Stage C (Design and Planning), with start on site expected in October 2010. Expected completion is June 2011. Esplanade project open to public in July. Substantive completion in August, although planting element to be finished in October. 	<ul style="list-style-type: none"> Soft landscaping completion delayed until October due to impracticality of planting during summer months. Local publicity event to be arranged for November, pending formal opening possibly in Spring 2011(to be agreed with CABE and DHB). Completion of community engagement projects. Final completion report to CABE and DCMS, which will include an evaluation of the project and how it meets the aims identified in the original funding

Project	Summary of project outcome	Cost of Project KCC/Partners £	Progress since last quarter July – September 2010	Actions planned for next quarter October – December 2010
	engagement project.			application and those of the Sea Change programme.
Thanet – Lead Officer: Theresa Bruton				
East Kent Opportunities LLP Theresa Bruton	Limited liability partnership created by KCC and Thanet DC to develop land holdings at Manston Business Park and Euro Kent adjacent to Westwood Cross. EuroKent spine Road opened November 2008	KCC purchased Manston Park landholdings in June 2006 £5.35m. Now sits alongside TDC equivalent landholding at EuroKent in the LLP.	<ul style="list-style-type: none"> Contracts with solicitors on two potential land sales at Manston. Company funding re-profiling now in place. Savills appointed as agents for Manston site. 	<ul style="list-style-type: none"> Reviewing Eurokent planning application preparation and public consultation in light of improving green credentials. Development of local employment initiative.
Margate - Lead Officer: Keith Mackenney				
Rendezvous site development	On the seafront site adjacent to Turner Contemporary development work is underway to bring forward a planning application for a quality mixed-use development at the eastern end of the Rendezvous site that is sympathetic to the Turner gallery and provides strong and effective linkages to the Old Town and the Winter Gardens.	Total cost will be determined by the eventual direction of the project.	Based upon development advice and soft market testing by Knight Frank and a detailed market report from TRI Hospitality Consulting it has been concluded that at the present time KCC would not be able to attract a hotel developer and operator to deliver the well designed and appointed hotel that is desired for the site.	<ul style="list-style-type: none"> The site will be discussed with partners in the Margate Renewal Partnership and, if it is decided not to pursue the development for the present, a short term use for the site will need to be agreed. KCC will continue to work with owners TDC to consider the long term future of the Winter Gardens.

Project	Summary of project outcome	Cost of Project KCC/Partners £	Progress since last quarter July – September 2010	Actions planned for next quarter October – December 2010
	R&E are working with Thanet District Council (TDC), to transform the Grade 2 listed, Winter Gardens into a successful, modern operation.			
Development on the Dreamland site	To work with the Margate Renewal Partnership and site owners to deliver the Dreamland Entertainment Complex & Heritage Amusement Park on a 10 acre site around the listed cinema and scenic railway.	£12.4m (Phase 1) including: SeaChange £4m HLF £3m TDC £0.75m Developer £4m	Although the design team is in place, their work is currently on hold until land negotiations with the owners of the site have been further progressed.	<ul style="list-style-type: none"> Once Heads of Terms have been agreed, design work will be concluded with the intention that work will start on the site in 2011. A 2012 opening date for the heritage amusement park is still expected.

Countywide - No Use Empty Lead Officer: Steve Grimshaw

	Initiative launched in 2005 as part of its PSA 2 commitments to examine better ways of delivering services and working more effectively with district councils by returning long term empty properties back into use.	£5m	<ul style="list-style-type: none"> Further £1.3M Loan approved. Total Leverage £6.8m to date. No of units returned at Qtr 1 (Apr-June) is 103 v yearly target of 200 (52%). NUE Website refreshed (Aug). Newsletter finalised and will be distributed (Sep). Provided information and advice to Treasury on No Use Empty Initiative, inc unit costs (visit scheduled Aug). Discussions with Tunbridge Wells and Tonbridge & Malling 	<ul style="list-style-type: none"> Finalise remaining loans for 2010-11 (£1M potential identified). Prepare for Event to Celebrate 5 Years NUE including invites, attendees, key speakers etc (Nov date tbc). Collate 2nd Quarter Returns (July-Sep). Issue reminder letters for Loans which fall due March 2011 (Dec).
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Project	Summary of project outcome	Cost of Project KCC/Partners £	Progress since last quarter July – September 2010	Actions planned for next quarter October – December 2010
			on joining the Loan Scheme. • Video of No Use Empty published on Homes, Communities Agency website contributing to national debate.	
Countywide – Backing Kent People Lead Officer: Rob Hancock				
Backing Kent People	The campaign brings together partners from across the public and voluntary sectors to help Kent people whether the recession and make it easier for them to get the help they need.	£40k allocated for initial campaign. £5k for first edition design, production, printing and distribution of Money Box Magazine. Second edition £7k contribution by KCC with increased distribution. Kent Credit Union original KCC development budget of £100k plus £250k allocated to Kent Savers. £4k allocated the creation of the Kent & Medway. Financial Inclusion	<ul style="list-style-type: none"> • BKP currently being reviewed to determine future direction. • KentSavers office now staffed and open for business. • Meetings held in June with Medway to discuss future direction of the proposed partnership. 	<ul style="list-style-type: none"> • Agree future direction for BKP based on review.

Project	Summary of project outcome	Cost of Project KCC/Partners £	Progress since last quarter July – September 2010	Actions planned for next quarter October – December 2010
		Partnership.		
Countywide – Backing Kent Business Lead Officer: Jim Mckenzie				
Backing Kent Business	To support Kent businesses through the recession via KCC 10 Commitments and to develop a new relationship with business	£120,000	<ul style="list-style-type: none"> · 28 June - On the back of successful launch of online supply chain directory for offshore wind, meeting with BKB partners to see how this could be extended to capture other major projects offering opportunities for Kent businesses. Further work underway. · 1 July – KEiBA winners announced at the Gala Dinner at Chatham Maritime – jointly managed by Kent Messenger and KCC, and is a high profile vehicle for KCC in backing Kent businesses. · 12 July – BKB partners letter sent to Chancellor of the Exchequer re National Insurance Contribution tax break for start-up businesses in targeted areas of UK – request for such areas to include Kent given poor economic performance in some areas of county. · 16 July - Institute of Directors Business Breakfast meeting at County Show – Levin Lynes spoke re BKB. · 20 July - Successful bid to Regeneration Board re project to increase the capacity of Kent businesses to export as a means 	<p>Autumn/Winter – further sector ‘conversations’ as part of the sector strategy.</p> <p>30 Nov – launch of ‘Kent 2020’ for 2011 – largest business-to-business event in the county with major sponsorship by KCC.</p> <p>7 December – Backing Kent Business partners meeting, with Kevin Lynes.</p>

Project	Summary of project outcome	Cost of Project KCC/Partners £	Progress since last quarter July – September 2010	Actions planned for next quarter October – December 2010
			<p>to business growth – BKB partners will be part of delivery mechanism. This will provide match funding for an Interreg bid which has been submitted and awaits approval.</p> <ul style="list-style-type: none"> • BKB partners meeting on 15th September to discuss a wide variety of economic development topics to assist local businesses • 22 Sept – date for first sector ‘conversation’ on low carbon/environmental technologies, as part of development of Kent Sector Strategy. Opportunity for KCC to be clearly seen as supporting the sector. • 22 Sept – Thanet Trade Fair – an opportunity to engage with local businesses. 	

2. Recommendation

2.1 Members are asked to note progress against each of the projects.

Lead Contact Officer:

Director of Economic Development
Barbara Cooper
Tel: 01622 221856

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By: Kevin Lynes - Cabinet Member, Regeneration and Economic Development
David Cockburn - Executive Director, Strategy, Economic Development and ICT

To: Regeneration and Economic Development Policy Overview and Scrutiny Committee 23 September 2010

Subject: Draft Towards 2010 Annual Report

Classification: Unrestricted

Summary:

This report sets out the process for finalising the closedown 'Towards 2010 Annual Report' prior to approval by County Council on 14 October and attaches a draft of the report for those 'Towards 2010' targets relevant to this committee for Members' information and discussion.

1. Introduction

- 1.1** 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. This is the final report as the term of 'Towards 2010' comes to an end this month

2. Format

- 2.1** The separate reports for each target include the following elements:
- Status of the target (either 'Completed, Good Progress or Not Achieved')
 - List of partners with whom we have been delivering the target
 - Outcomes delivered during the term of Towards 2010-09-07 What more we are going to do (even though Towards 2010 has ended the work will continue)
 - Measurable indicators (as agreed at County Council in December 2007).
- 2.2** It should be noted that many of the Towards 2010 targets are now part of mainstream work and therefore those targets with a status of 'Completed' should be seen against that background. It does not mean that the work is over, it signifies that the spirit of the target wording has been met but that the activity continues.
- 2.7** The commentaries provided with each indicator are provided to help clarify the information presented in order to assist interpretation.

3. Targets Relevant to this Committee

3.1 Those Towards 2010 targets relevant to this Committee are shown in the table below together with the accountable officer:

Towards 2010 target	Accountable Officer
<p>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 <u>AND</u> 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</p>	Theresa Bruton/Mike Bodkin
<p>Target 3: Support a programme of town centre regeneration</p>	Theresa Bruton/Mike Bodkin
<p>Target 4: Support rural businesses and communities to build a strong entrepreneurial culture</p>	Elizabeth Harrison
<p>Target 6: Increase opportunities for graduates to work and live in Kent</p>	Sue Dunn/Jim McKenzie
<p>Target 7: Fulfil Kent's potential as a premier tourist destination</p>	Frances Warrington
<p>Target 39: Bring back into use the large number of empty homes in Kent</p>	Steve Grimshaw
<p>Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes</p>	Nigel Smith/Richard Feasey
<p>Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products</p>	Elizabeth Harrison
<p>Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies</p>	Alan Turner

- 3.2** Attached is the draft of the reports for each target as set out in the above table. Where targets are cross-directorate they will be reported to all relevant Policy Overview and Scrutiny Committees (POSCs) (not relevant to this committee).

4. Approval Process

- 4.1** Following discussion at all September POSCs the draft Annual Report will be discussed at Cabinet on 11 October prior to approval at County Council on 14 October.

5. Recommendation

Members are asked to DISCUSS the attached draft reports.

Contact officer:-

*Sue Garton, County Performance & Evaluation Manager, Chief Executives Dept
Tel 01622 22(1980)*

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**Towards 2010:
Final Report**

September 2010

DRAFT AS AT 2 SEPTEMBER

TOWARDS 2010 ANNUAL REPORT - September 2010

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
AND

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

Lead Cabinet Member:

Kevin Lynes

Lead Managing Director:

David Cockburn

Lead Officers:

Theresa Bruton/Mike Bodkin

Target 1 Status: Good progress

Target 2 Status: Complete

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 (DCLG), and 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:

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

Publish KCC's Regeneration Framework - KCC's Regeneration Framework has been adopted. One of its key priorities is to develop a new relationship with business and we are planning a number of sector meetings covering low carbon, creative, construction, land-based and health and social care which will result in specific actions for supporting business. The Regeneration Framework has also led to the development of a number of other strategies including the Spatial Vision, Digital Strategy, the Housing Strategy and Growth without Gridlock, all to be completed during 2010/11.

Deliver KCC's 'Backing Kent Businesses' (BKB) Campaign - This campaign, launched in December 2008, focuses on ten commitments by KCC to help Kent business through the recession (See also Towards 2010 targets 5 and 9). Key outcomes to date are:

- Over 83% of Kent businesses supplying KCC are now paid within 20 days compared with around 44% at the launch of BKB in December 2008. There has been continuous improvement throughout the year and we are looking to improve further (see also Towards 2010 target 5)
- The Kent Enterprise Property Fund has been established with a number of properties being prepared as 'oven ready' joint venture schemes with the private sector with a number of properties already sold
- The approved contractors list has been re-opened with more than 600 new applications for inclusion on the list and further applications in the pipeline (up from 480 in October 2009)

TOWARDS 2010 ANNUAL REPORT - September 2010

- A new simple guide to KCC procurement has been published and we are working towards streamlining and improving 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 attracted 5,000 visitors per month since the launch of BKB. Information available includes an on-line business grant finder enabling companies to find routes to finance; 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 (see also Towards 2010 target 5)
- 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 always support business, and businesses that still find it difficult to access finance from banks. A further Westminster event on 23 November 2009 successfully raised the profile of our "Enough is Enough" campaign. This covered issues such as businesses that still find it difficult to access finance, Operation Stack issues and problems associated with limited connections from Kent to the rest of the UK.
- The Business Pledge campaign was launched at the 2020 business conference in April to encourage businesses to use local supply chains
- The Kent Innovation and Growth team started in October 2009. This is a £2.6m SEEDA funded initiative with match funding from partners, including KCC, to provide intensive 1 to 1 assistance over the next three years for the top 250 high-growth potential companies in Kent. Part of the activities includes cascading best practice to the wider Kent business community
- The Kent Investors Club was launched in October 2009. This is an initiative funded by KCC and managed by Finance South East to develop the Business Angel's network in Kent and open up a route to finance for Kent businesses
- KCC Chairman's Receptions 2009/10 focused on the BKB campaign. Three receptions in total were held plus an additional one in Folkestone to support the case for a new nuclear power station at Dungeness. They presented a key opportunity to explore KCC contributions to supporting Kent business to an influential audience
- BKB partners have developed an online supply chain directory for off-shore wind energy, working with London Array in seeking to ensure that Kent businesses have access to procurement opportunities from this £2 billion scheme. The directory went 'live' in June 2010. Discussions are in hand via BKB partners to expand the supply chain directory to other major procurement opportunities across the public and private sectors
- We published 'Backing Kent Business: A Year of Progress' to identify progress in delivering the ten commitments and to present some of the other business support measures that KCC has put in place. We also published '50 Ways KCC Supports Kent Business', exploring the wide range of activities which KCC undertakes to the benefit of the Kent business community
- We supported the Kent 2020 business-to-business exhibition held in April 2010, now the largest event of its type in the south east with over 350 stands and 4,000 visitors. It was an exceptional and well-received event in a most challenging economic environment for Kent businesses. The networking activity leads to new business opportunities and therefore economic growth.

Maximise opportunities from the 2012 Olympics - KCC has established a Kent Olympics Co-ordinating Group to maximise procurement opportunities for Kent businesses. There has

TOWARDS 2010 ANNUAL REPORT - September 2010

been a series of regional workshops focusing on how Kent businesses can access Olympic procurement opportunities and develop the business skills required to be successful in bidding for those opportunities. KCC has funded additional workshops in Kent over the last few years and this year we have funded a creative sector workshop focusing on the Olympics with another is planned for later in the year for the food sector. As at March 2010:

- 1,932 Kent organisations registered on CompeteFor (the Olympics website which connects potential suppliers with major contractors) and 1,868 Kent organisations fully published on CompeteFor (published means they have successfully completed the pre-qualification criteria)
- 962 Kent organisations attended the 2012 workshops (April 2009 to February 2010) on London 2012 Fit2Supply, quality management, bid writing & consortia/partnership workshops
- 14 Kent companies have won contracts through CompeteFor since the launch in January 2008 valued at approx £2,125,000
- 52 Kent companies have won contracts directly with the Olympic Delivery Authority.

Locate in Kent – LiK exceeded its targets for numbers of companies assisted and jobs created and retained in 2007/08 and 2008/09. As can be seen from the PI table, in 2009/10 the target for companies investing in Kent was exceeded (82 compared with 70) but the jobs created/safeguarded fell slightly short of the target of 2,973. This was due primarily to the prevailing economic climate and the fact that globally, job figures per company assisted reduced substantially. 2010/11 has started well with a project pipeline of 305, with 16 companies assisted and 688 jobs created or safeguarded.

Progress on the key PIs for LiK are shown below. Figures are shown for June 2010 (except where stated) and the corresponding figure as reported in last year's Towards 2010 Annual Report is given in brackets to show progress over the last twelve months:

- 13,287 (10,377) jobs created/safeguarded
- 292 (220) companies assisted to relocate, expand or set up in Kent
- 47 (36) overseas companies assisted to relocate, expand or set up in Kent
- 2,177 (2,022) jobs created and 4,808 (4,043) jobs created/safeguarded/indirectly by those overseas companies
- £418m (£386.4m) of capital expenditure in Kent made by those companies assisted to relocate, expand or set up in Kent. (who were able to provide this information (i.e. 60% approximately))
- Since January 2008, LiK have engaged with 600 (was 417 as at October 2009) companies regarding grants and assisted 26 companies (in Kent and Medway) to apply - 18 were successful (several still to be decided) leading to the award of £2,237,611 of Grant for Business Investment and R&D Grant, which generated £23,495,617 in capital expenditure in Kent.

Sectors have been targeted that offer good growth prospects such as financial and business services, offshore wind, sustainable construction, recycling and renewables, life sciences and security software continue to ensure Kent is well placed, and its offer well-known, once the economic upturn commences. These target growth sectors are being reviewed with KCC and Kent's sector propositions are being updated.

Proactive targeting of companies is taking place in NW Europe and the US with SEEDA and UKTi and active lead generation is taking place via specialist sales teams in France, Belgium and Germany (the latter commenced in May 2010). Suitable companies are offered the 'Launchpad' soft landings offer which covers The Nucleus in Dartford, Maidstone Studios,

TOWARDS 2010 ANNUAL REPORT - September 2010

and will soon cover Kent Science Park. This has led to more than 10 foreign direct investment projects being logged in the last few months.

A report by PriceWaterhouse Coopers commissioned by KCC and entitled 'The Economic Impact of Locate in Kent' concluded, that:

“Based on these estimates of direct and indirect net jobs created, it is estimated that between £89m - £313m in net additional annual GVA has been added to the Kent economy since 1997/8 (by LiK activities). Where the persistence of these benefits is taken into account the total cumulative achieved GVA from LiK activities since 1997/8 is estimated between £322m -£1,218m. These results demonstrate the high positive return on funding LiK activities, even where conservative additionally assumptions are made”.

Locate in Kent participated in the benchmarking study of investment promotion agencies run by independent company, GDP Global. Locate in Kent was rated 'world class'.

Major campaigns were undertaken with partners to promote the benefits of the high speed train to persuade companies in London and the south-east to invest in Kent and another direct mail campaign is underway to a mailing list from The Directors of Finance magazine subscribers.

Launch the Kent Excellence in Business Awards (KEiBA) - Following the success of its inaugural year in 2009, KCC in partnership with the Kent Messenger Group, successfully held the 2010 KEiBA's at Chatham Historic Dockyard in July. The event attracted a broad spectrum of sponsors and significantly more business entrants than the first year despite the continuing challenging economic climate and has already become Kent's sell-out business celebratory event of the year.

Launch the 'Backing Kent People' campaign - The 'Backing Kent People' (BKP) campaign was launched on 6 April 2009 (see also Towards 2010 targets 5 and 29). Key outcomes to date include the following:

- Using the Mobile Gateway, two events took place, one at Pembury, in April 2009 and the other at Deal in May 2009. 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 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. Regular monitoring with the CABs has highlighted a significant increase in the number of debt and benefit enquiries across Kent. Funds allocated by KCC to CABs have been used to increase the number of debt advisors, recruit and train more volunteers, increase opening hours and run additional outreach surgeries
- Three years of funding has been obtained for Kent Savers. The Kent and Medway Financial Inclusion Partnership Company has FSA approval to operate Kent Savers. In the first three months the Credit Union has:
 - Dealt with over 1,000 applications for membership and for loans. The current membership is 250
 - Agreed 78 loans against a target of 100 during first year of operation and has 228 registered savers.
- The partnership is also working with Town & Country Housing Group to develop a programme for financial inclusion in Kent. 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. Money leaflets for school leavers have

TOWARDS 2010 ANNUAL REPORT - September 2010

been produced and distributed to all school leavers. The leaflet provides support, information and signposting on money issues to students wishing to either continue in education or start work

- 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 by almost 9,000 households. We are currently awaiting figures on cost savings identified for residents
- The Moneybox magazine was distributed across Kent Gateways, libraries and other key groups in October. Following positive feedback on the usefulness of the magazine further editions are being planned
- We held a BKP week in mid-October 2009 with radio advertising via Heart FM. As preparation for the event, front line staff in all Gateways had training to be able to assist customers by highlighting the support and advice available to them.

Act as accountable body for the URBAN programme - The programme, rated as the best in the UK, by the European Commission funders provided seed core funding for training, economic and environmental initiatives focused on deprived wards within Dartford and Gravesham. The £8.3m EU funded programme attracted further public/private funds of £13.4m contributing to the wider regeneration of Kent Thameside. Programme funding has formally ended but many of the 97 projects which supported the local community will continue. Legacy projects where Urban funding was matched with KCC's and/or others include: The Old Rectory Managed Workspace, Gravesend Old Town Hall refurbishment, Riverside Family Learning Centre, NU14 Cycle Path upgrade (along with a number of other walking and cycling routes provided or upgraded), Fastrack Route B infrastructure, Gravesend Taxi Driver Safety Scheme and refurbishment of the Guru Nanak Education Centre.

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

- 15 women attended a workshop specifically aimed at promoting entrepreneurship. A second workshop aimed at Kent school students involved 200 participants
- 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 mothers to return to work based around raising self-confidence, raising aspirations, being productive, writing CVs and attending interviews
- The Enterprise Gateway programme was decommissioned by SEEDA in April 2010 to be replaced by the Business Link Enterprise Mentors and Enterprise Coaches programme to support start-up businesses
- KCC is funding Kent Foundation activities, via the Regeneration Fund, which has the remit to work with young people to develop their enterprise skills and support them into business start-up.

Support Quarterhouse, (formerly the Performing Arts and Business Centre, (PABC) Folkestone) – (see also Towards 2010 targets 3, 6 and 25). 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 which adds to and extends

TOWARDS 2010 ANNUAL REPORT - September 2010

the business space offer that forms part of the Folkestone Creative Quarter. The building is fully owned and managed by the Creative Foundation.

Oversee development in the following areas/projects:

Kent Thameside:

- Agreement has been reached with government and local partners on a package of 11 schemes totalling £203m (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 was approved in March 2010 and £13m of HCA funding for the financial years 2009/10 and 2010/11 agreed. A further £10m of HCA funding, and £72m of DfT is to be assessed through the forthcoming Comprehensive Spending Review
- 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. Domestic high speed services commenced in December 2009
- 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 with DBC as the accountable body.

Sittingbourne:

- The Northern Relief Road (NRR) in Sittingbourne – a key piece of infrastructure which will ‘unlock’ Sittingbourne town centre for retail, economic and housing expansion – commenced in August 2009 and is on track to complete by November 2011. Work has begun on the remaining section of the NRR (to connect with the A2) and a route has been identified
- KCC has made progress with key stakeholders to identify how best to ensure that the Kent Science Park (KSP) acts as a key economic driver for Kent. KCC is investigating the costs of improved road connections with consultants and the KSP. KCC has successfully negotiated to takeover the very well equipped labs at the Kent Science Resource Centre (on the KSP site) to provide skills training in sciences and high end manufacturing from September (see also Towards 2010 target 6)
- The Swale Training Centre, run by KCC is currently offering skills training for around 100 trainees per day as well as courses for 14-16 year olds and apprenticeships for 16+ students in engineering, construction and sustainable power generation. The centre is now offering a range of training for local firms. The Skills Centre is expanding the apprenticeship programme, increasing the number of students and the subjects on offer. The courses will directly address skills shortages and demand in Kent in relation to low carbon industries and will start from September 2010
- Future requirements in Sittingbourne town centre are being planned. The overall aim is to improve its function and appearance. This is in preparation for the submission of a major retail proposal for Sittingbourne town centre expected later in 2010
- KCC has played a major role in developing the ‘transformational green space’ at Milton Creek road. Work is underway on the major site with the KCC site works scheduled for 2011. This large green space (on reclaimed brown field and waste sties) is an important regeneration driver for Sittingbourne, which will improve the environment and perception of the town and provide an attractive backdrop for new and existing development. Ultimately the intention is to connect the town by this ‘green lung’ to the Swale Estuary, four miles to the north.

Isle of Sheppey including Queenborough and Rushenden:

TOWARDS 2010 ANNUAL REPORT - September 2010

- At Queenborough and Rushenden, KCC has supported courses to improve local skills and training opportunities at the local Gateway Community Centre. In 2010 work has started to scope out a new Community/Skills/Enterprise centre building within the Master Plan area. This will build on the success to date and expand into more training, workspace units and business support to develop a more developed enterprise economy on Sheppey. The vision is that the community element of the building will be funded from the commercial/business uses
- The Rushenden Link Road, which will provide essential new access to the new planned development at Queenborough and Rushenden, has been part constructed and is due to complete in June 2011
- KCC is revisiting and defining its service delivery needs under s106 relating to the projected 2,000 new houses at Queenborough and Rushenden
- At Sheerness, KCC has responded to the port's initial ideas for expansion with a range of constructive points which are emerging in the Peel Ports Master Planning. As well as the commercial importance of Sheerness port to this area, employing over 300 people, the expansion of the port provides opportunities for realising the heritage buildings as a tourist attraction (like Chatham Maritime), rationalising traffic circulation, developing training linked to the port's needs, creating new workspace units and building new housing, marina and other leisure facilities. A new workstreams is looking at the potential of the Medway estuary (including the Isle of Grain) for operations in support of construction and maintenance in relation to the offshore wind industry. This will be an area of growing importance for KCC in 2010/11
- Across Sheppey KCC has drawn up plans for three cycle routes on the island at Sheerness, Leysdown and Queenborough/Rushenden. Implementation will commence in July 2010 continuing through 2010/11. These routes are part of regeneration improvements to Sheppey providing leisure routes, links to schools routes to work and fitness trails. The routes are part of a wider re-profiling of the island for 'green tourism' to increase tourism spend and economic activity, building on the success of other similar initiatives in Kent, such as the 'Crab and Winkle' way. Sustrans has already supported this programme with substantial match funding and a bid to Interreg is under consideration.

Thanet:

KCC is working with Thanet DC to enable regeneration opportunities at the Manston and Eurokent sites. Working through a joint venture company, East Kent Opportunities (EKO) LLP, achievements to date include the following:

- Opening of the Eurokent Spine Road in November 2008 providing improved access to Marlowe Academy, Marlowe Innovation Centre and the SEEDA workspace as well as traffic relief for Haine Road
- Agreement of a strategy for land sales to encourage regeneration and two offers to purchase land have been received
- Development of a planning application at the Eurokent site.

Future activity will include a stepping up the marketing activity for Manston and establishing closer links between EKO and local partners on associated skills, apprenticeship and job creation opportunities.

Consideration is being given to a proposal to extend the High Speed 1 (HS1) route to a Parkway station for Manston improving journey times for local communities, improving access for visitors and those using the airport as a regional airport, and developing its potential in helping alleviate the pressure on existing London airports.

TOWARDS 2010 ANNUAL REPORT - September 2010

Off-shore wind farms:

- The 100 turbines for the Thanet Offshore wind farm have been installed and the development will be officially operational in September 2010
- Project developer, Vattenfall, has used the Port of Ramsgate as a base during the construction phase and the port has benefitted from dredging works to improve the draft clearance for specialist construction vessels. The port has also benefited from the construction of a new operations and maintenance base which is now complete. The base is expected to generate more than 25 long term jobs
- In conjunction with accommodating offshore wind farm users at Ramsgate, 738,000 Euros has been secured through an INTERREG IVA project designed to assist ports adapting to change which will be used to reconfigure and provide new pontoons to facilitate an increase in offshore wind crew boats
- 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. London Array is currently mobilising for offshore construction works which will commence in spring 2011. The project is expected to be operational by the end of 2012. The start of the London Array project has realised £300K for local community projects in the Graveney area
- A skills framework linked to the requirements of a growing technology sector and to enable Kent people to access the new opportunities has been developed. Alongside this and in conjunction with BKB, an offshore wind supply chain directory was launched in June in association with Invicta Chamber of Commerce and London Array. A Kent prospectus has also been developed to raise awareness of developments and opportunities in Kent and the potential for inward investment.

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
- KCC is working with the Ashford Futures Partnership to develop plans for the use of key sites to the south of the town centre and around the station that will maximise commercial activities, employment and skills training
- Work has started on the development of the Ashford Strategic Tariff to secure developer contributions towards the provision of community infrastructure. KCC has a key role in determining the scope of services needed to support planned growth
- 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 numerous national awards including the prestigious Royal Town Planning Institute Award for Town Centre Regeneration
- A Smartlink bid has been submitted to improve public transport in Ashford. Significant work has been undertaken to harness more than £30m government funding for the strategic highway schemes at Junction 9 and Victoria Way. These complex schemes have now started with completion expected by March 2011

TOWARDS 2010 ANNUAL REPORT - September 2010

- 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). Work started on site in March 2010
- A learning partnership established by Ashford Future's is reviewing current curriculum delivery with a view to improving the current FE / HE offer in Ashford.

What more are we going to do?

Some of our planned areas of work have already been mentioned. Future work programmes will reflect priority objectives in the Regeneration Framework and will include:

Across the county:

- We will ensure a major focus on the development of the Sector Strategies to identify specific interventions that would assist sector growth. This will be industry-led, via Kent Economic Board, and will focus on identifying the most effective forms of public sector support and intervention
- The three accredited BKB partners, the Chambers of Commerce, Institute of Directors and the Federation of Small Businesses, plus Business Link, academic institutions and Business Link, have agreed that BKB remains very relevant for Kent businesses over 2010/11 and possibly beyond and have decided for it to be a business led campaign with a clear programme of actions to be developed. KCC will continue to support the initiative
- We will explore with the Kent Foundation how to secure funding and further develop its potential to deliver the youth enterprise agenda
- We will continue to identify opportunities for workspace provision for small and start-up companies
- We will develop the Enterprise Strategy, mapping out what is currently being delivered on the ground, with the aim to improve enterprise skills training, particularly for young people
- Work will be completed on the development of an Innovation Plan for Kent, using the opportunity of the Innovation and Growth Team investment to secure added value to a wide range of Kent 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. It will also focus on innovative products such as Launchpad, and ensuring that investors, companies and intermediaries all understand the positive changes to Kent's business offer including high speed rail, new property products, and regeneration in Kent's towns. Under the new performance management framework with KCC, LiK is targeting its employment growth activities in the growth areas and coastal towns in need of regeneration and key sectors of the county's economy. So far, project numbers, at 305 (July 2010) are considered extremely healthy. Targets for 2010 onwards have changed significantly, in that they are now more detailed. As well as a target for total jobs, other targets are for the type of jobs created, jobs created in growth areas and the coastal strip, and jobs created through foreign direct investment. LiK is therefore:
 - Targeting high growth sectors that offer quality jobs, in collaboration with KCC
 - Generating successes and jobs overseas through a lead generation campaign in North West Europe (France, Belgium and Germany),

TOWARDS 2010 ANNUAL REPORT - September 2010

- Promoting high speed rail as a unique selling point of a Kent business location
- With KCC, actively promoting Kent as a suitable location for public sector relocation
- Promoting the clear advantages of Kent as a business location to targeted sectors and areas using the Director of Finance mailing list
- Actively promoting Kent's sector propositions to UKTI posts overseas to ensure that Kent is put forward for as many overseas projects as possible for which it has a suitable offer
- Working with partners on an Interreg IVb bid for a project which will give the company more opportunities to meet targeted overseas companies
- Developing a new digital campaign to generate more visits to the website, which in turn creates leads
- Engaging with hotel developers and companies to actively promote hotel sites in Kent
- Developing a stakeholders strategy to ensure that as well as stakeholders being well informed, the company makes full use of their knowledge, experience, and contacts
- Working with developers, KCC and district councils to ensure that barriers to development are removed where possible, and that suitable commercial development comes forward as soon as possible.

Kent Thameside:

- A new tariff policy will be developed by both Dartford and Gravesham BCs, 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, an Investment Fund for the Kent Thameside Strategic Transport Programme will be set up. Subject to the funding confirmation, work will commence at Northfleet and Dartford train stations
- Using £1.7m funding from CLG's Parklands programme a new Cycle Activity Park will be developed 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:

- Two major road schemes will be delivered - the Sittingbourne Northern Relief Road (SNRR) and the Rushenden Link Road. Both schemes started in summer/autumn 2009 and finish in 2011
- Working with partners, a training plan will be developed for Sittingbourne to improve training provision and access to training opportunities
- With partners, the tourism potential and 'green profile' of Sheppey will continue to be improved 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 promote healthy living.

East Kent and Thanet:

TOWARDS 2010 ANNUAL REPORT - September 2010

- Work with Thanet DC and the owners of Kent International Airport will take place to ensure that appropriate safeguards are put in place to offset the environmental impacts of any airport's expansion. In particular, we will engage in the development of the Surface Access Strategy for the airport and ensure that this fits with Kent's Integrated Transport Strategy
- Work will continue with partners to secure investment in Ramsgate to support the off-shore wind farm developments to develop a base from which to attract complementary business activities and support long-term sustainable jobs linked to the essential operations and maintenance functions
- A planning application will be developed for the EuroKent site for a mixed use development providing wider regeneration benefits linking Westwood Cross, Marlowe Academy, its Innovation Centre, and the neighbouring Newington estate. The marketing activity will be stepped up for the site at Manston.

Ashford:

- With partners, we will develop and deliver projects to 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.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of jobs created/safeguarded in Kent*	2,958**	3,339	3,786	2,973***	2,611****
Number of new companies investing in Kent*	64	66	70	70	82

* Excludes Medway

** This figure was incorrectly transposed in the October 2009 Annual Report (was shown as 2,598)

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

**** This figure is below the target. Despite a healthy pipe-line of 300 projects the economic downturn has made it more difficult to convert projects into successes. It has also been influenced by the global trend for each project to produce significantly less jobs than previously. Targets have been met or exceeded every year until 2009/10 and even in 2009/10 the number of companies investing has exceeded the target

Monitoring completed by: Theresa Bruton, Mike Bodkin

Date: July 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

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

Status: Completed

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

Dover: Dover Pride, Dover District Council, London & Southeastern Railway Ltd (LSER), Network Rail, Homes and Communities Agency, East Kent LSP, English Heritage, Arts Council England, CABE, PCT, Dover Town Council, Environment Agency 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, SEEDA, and The Creative Foundation.

Outcomes delivered:

The particular focus for this Towards 2010 target is on Dover, Margate and Folkestone and primarily concentrates on KCC's lead or contribution to the various projects. The main developments are set out below. Work in other specific areas of the county is also outlined in this report for completeness.

Dover: KCC chairs 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 developed the detailed designs for the £2.2m public realm improvements to Dover Priory Station Approach project. Work started in October 2009 and the project was completed in June 2010
- The Dover Sea Sports Centre opened in December 2009
- The Government's Sea Change Programme is delivering £7.5m of funding to substantially improve Dover's waterfront and Dover Castle facilities and attractions to capitalise on the significant anticipated increases in visitor numbers to the castle and cruise terminal by 2016. Three out of four projects have been completed at Dover Castle, and this contributed to a 10% increase in visitor numbers in 2009. The improvements to Dover Esplanade were completed in August 2010
- 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. The Harbour Revision Order was applied for in January 2010
- 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 and other community infrastructure to support the development at Whitfield, including securing £8m to provide transport improvements across the town focusing on a new bus rapid transport scheme connecting with other parts of Dover, and park & ride facilities at Whitfield and Farthingloe
- On a wider scale, as part of the recently completed Dover Employment and Skills Plan, consultation is continuing with town's business community regarding labour and skills

TOWARDS 2010 ANNUAL REPORT - September 2010

needs. The Dover Skills Centre was opened by KCC in spring 2010, and will focus on sustainable construction skills

- 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.

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:

- Work on the construction of Turner Contemporary is on budget and on time for completion in late 2010 with an opening in spring 2011. Businesses and other investment have already been attracted to Margate in anticipation of the gallery's completion when more jobs are expected to be created. (See also Towards 2010 target 27)
- Following the completion of a package of public realm work involving the de-dualling of Fort Hill and the creation of stronger pedestrian connections between the Old Town and the seafront, the public areas at the western end of the Rendezvous site have been designed for completion ahead of the opening of Turner Contemporary. The effect of this work is to create a more pedestrian friendly environment in and around the Old Town, harbour and gallery, open to the development of a stronger cafe culture and attractive to new business.

Despite the continued economic downturn, KCC is continuing to work with CTM Architects to produce development proposals for the eastern end of the Rendezvous site that meets the town's regeneration aspirations, is sympathetic to Turner Contemporary and make a contribution to its running costs. At the request of Thanet District Council (TDC), KCC's partner in this project, options for the future of the TDC owned Winter Gardens are now being considered as part of this project. The prospect of a hotel as part of the development is being tested.

Elsewhere in the town:

- £3.7m Sea Change funding has been secured for a major project that reintroduces amusements and a new leisure offer to the Dreamland site. Funding is being finalised for Phase 1 of the project, led by the Dreamland Trust, which will bring forward a Heritage Amusement Park around the listed Scenic Railway and refurbishes the Grade II listed Dreamland building. The project will bring the large town centre site back into public use and restore life to the western end of the seafront. The eventual offer will complement Turner Contemporary at the other end of the town
- A development brief has been approved by TDC for the Arlington site which currently contains a 142-apartment tower block, a disused car park and a largely derelict shopping area. The owners are expected to bring forward a hybrid planning application for the refurbishment of the tower block, the creation of a new supermarket and a car park and an outline for seafront proposals involving shops, cafes and a budget hotel. KCC is working closely with the owners and TDC to ensure that appropriate changes occur to the road system at the town's western gateway
- Working closely with Margate Renewal Partnership, KCC is leading the delivery of a parking, access and movement plan which to date has seen the major refurbishment of the College Square car park, a new approach to car park signing, and the identification of new coach parking for the town and revised signposting for pedestrians. This work will be completed ahead of Turner Contemporary's opening in 2011
- KCC is leading on work relating to the improvement of the seafront public realm between the station and Turner Contemporary. This work will take full account of new

TOWARDS 2010 ANNUAL REPORT - September 2010

sea defences proposals that TDC are developing with the Environment Agency. Care is being taken to ensure that this work causes as little disruption as possible to the seafront ahead of the opening of Turner Contemporary.

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 and Quarterhouse have opened
- 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 launched in December 2009.

Swale: This includes the following:

- 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.

Gravesend: KCC has completed the refurbishment of the Old Town Hall with a formal opening planned for autumn of 2010. The building provides community and event facilities, a bar/restaurant/café as well as commercial space for small businesses. Long term plans include working in partnership with 'Whole Community Works', a North Kent based multi-faith charity, in the provision of facilities to support vulnerable people into employment, skills training and as a hub for a wide variety of community activities.

What more are we going to do?

Dover:

- Lead the work on a Marine Skills Centre and undertake a feasibility investigation (lead is KCC Children, Families and Education directorate)
- Provide input to the master planning of various sites including development by the HCA of both the Connaught former army barracks to provide 500 eco-homes and a mixed-use development of the Coombe Valley road area, and public realm projects in the town centre and waterfront
- The scoping work for the development of the integrated passenger transit system is being undertaken by KCC and Dover DC. The aspiration is to make this happen by the time of the 2012 Olympics to showcase both Dover and Kent.

Margate:

- Working with partners, KCC will work to ensure that a series of public realm, parking and signing projects are brought to a conclusion ahead of the opening of Turner Contemporary. This will include the creation of an attractive and pedestrian friendly public space on the Rendezvous site
- KCC will work closely with TDC to ensure that its new flood prevention measures are effective and have a positive impact upon the regeneration of the town and the operation of Turner Contemporary

TOWARDS 2010 ANNUAL REPORT - September 2010

- KCC will also work closely with TDC in bringing forward the Dreamland and Arlington developments
- Recommendations will be brought forward for the Rendezvous Site including viability of a hotel as part of the proposals
- Working closely with Margate Renewal Partnership, KCC is leading a task force to address the particular issues affecting Cliftonville West and the Margate Central wards. This includes exploration of a housing intervention strategy.

Folkestone:

- Continue to work with Shepway DC and Creative Foundation to realise the quality of development in the Creative Quarter and emerging proposals for the harbour (see also Towards 2010 target 6)
- Consideration is being given to how to maximise the opportunity accruing from, and linkages between, the creative quarter, town centre and future waterfront developments and in particular a deliverable public realm strategy and improvements to Tontine Street.

Ashford:

- We will work with partners to identify priorities for single conversation/local investment plan
- Work will continue to agree a cost tariff.

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: July 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

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

Status: Completed

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

Action with Communities in Rural Kent, Business Support 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 and governing partnerships for rural funding programmes (e.g. LEADER).

Outcomes delivered:

Improve Broadband Access: The Connecting Kent programme, managed by our IT experts, is providing support for rural businesses and communities to build a strong entrepreneurial culture through:

- Gathering and analysing current broadband availability across Kent at post-code level, and providing evidence of coverage issues ("Not Spots" and "Slow Spots") to support the business case for public sector interventions, lobbying of national bodies and responses to national consultations ('Digital Britain' and 'Proposals For A Next Generation Fund')
- Helping rural communities with "Not Spots" and "Slow Spots" to identify and engage a broadband service provider to address this issue, by helping parish councils advertise for and evaluate proposals, and by giving capital grants to the parish councils to ensure service delivery. A number of rural communities have already benefited from this:
 - 2006/07 - Elmsted, Milstead and Selsted exchanges were broadband-enabled by direct KCC subsidy to BT - around 600 homes and businesses attach to these exchanges
 - 2008/09 - Barham, East Studdal, Tilmanstone and Ulcombe received broadband grants - 1,500 homes and business are covered by a wireless broadband service provided by a Kent-based company (VFast)
 - 2009/10 - Iwade, Kings Hill, Selling, and Womenswold received broadband grants – around 4,500 homes and businesses are able to benefit from a mix of wireless and fibre-based services, including use of the Kent Public Service Network (shared by Kent public service organisations) to provide capacity
 - 2010/11 - Grants are being made to Boughton Monchelsea, Crockenhill, Crockham Hill, Stockbury, Chilham and Manston – 4,200 homes and businesses are set to benefit.

Generate new rural funding: The Kent Rural Access to Services Programme (RASP) has now supported the creation of three community shops at Barham, Chart Sutton and Matfield, also saving post office services in these villages. Further community shops proposals are currently in development and a dedicated toolkit has been created to support this. The programme has also supported four community transport schemes providing vital transport services to Kent's rural areas, with applications from a number of others in development. The programme has launched a promotion campaign to raise awareness of the community transport schemes

TOWARDS 2010 ANNUAL REPORT - September 2010

available, developed an innovative tool kit to support new and existing schemes, and funded research into service provision and coverage

- The LEADER+, Kent Rural Towns Programme and Rural Revival have 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
 - 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 cafe. 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, 18 projects have been approved with £430,000 awarded in grant funding (an average of £23,800 for each project) 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 design and include cutting edge energy saving systems, including sustainable drainage systems and renewable energy generation (wind turbine and ground source heating), to minimise running costs and any negative impact on the environment. The aim is to make the project an environmental exemplar in holiday cottage lets, designed to complement and enhance the local and built environment
 - Rippledawn 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
 - Cheesemakers of Canterbury – Funding awarded to a small, dynamic rural business to enable it to expand its existing production and develop new product lines. This involves the purchase of new machinery and rental of premises which will increase capacity at the existing business site, as well as enable development of new product lines in soft cheese production at a new site. The funding will create one new job and sustain three existing posts. It will also support another existing rural business producing goat's cheese and will be a boost to the production of a local, distinctive product that is much in demand in the county and beyond

TOWARDS 2010 ANNUAL REPORT - September 2010

- Gorsehill Wood Regeneration – Funding given to provide an access road and machinery to bring an area of woodland back into economic use and active management. This is in line with a 25 year woodland management plan for the site which has been endorsed by the Forestry Commission and Natural England. As well as providing an economic return the project will provide an educational resource for schools and future training opportunities in sustainable woodland management. This will provide a link with the activity being carried out at Rippledown (see above) and both projects have been put in touch with each other to develop this further.

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. The Kent Action for Rural Retailers (KARR) initiative provides specialist retail advice to village shop owners and works with communities to develop solutions to unplanned post office closures. From 2008 to 2010, 324 visits were undertaken to support 114 independent retailers to remain in business across rural Kent. In addition, three retailer led forums have been set up to enable village shop owners to network and share ideas. A fourth is currently in development
- 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 Rodmersham and a new ready-meal business in Bidborough. See also the reference to Barham and Chart Sutton post offices on a previous page.

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.

Support the land-based sector: KCC has 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':

- A new scheme was launched in June 2009 to provide branded 'Produced in Kent' point of sale materials for independent rural retailers
- A media campaign was launched in partnership with the 'Kent on Sunday' newspaper to promote Kentish produce
- Two new food themed walking trails were launched – Cherry Trail and a Seafood Trail
- The Kent Food and Drink festival was organised in Canterbury and a local food court created at the Kent County Show showcasing Kent products
- Feasibility work was commissioned to assist the distribution network for local produce across Kent

TOWARDS 2010 ANNUAL REPORT - September 2010

- A producer toolkit was launched to assist local (food) producers in developing and setting up and growing their business (informed by the experience of market leaders)
- Produced in Kent's strong track record has been built upon to promote Kent's vibrant and growing local food sector through a successful events and publicity programme e.g. Taste of Kent Awards in February 2010.

Commission innovative research to support the rural economy:

- We have secured funding from the Commission for Rural Communities to develop a 'rural business barometer'. This national pilot has monitored the impact of the economic downturn on Kent's rural businesses and fed into reports to the Secretary of State
- We have completed an innovative rural economic study to quantify the size, shape and latent potential within Kent's rural economy. This has placed the value of Kent's rural economy at £5.5 billion GVA per annum and has highlighted that almost 40% of Kent's businesses are located in rural areas. In addition the study has highlighted that Kent's food sector generates an additional £2.6 billion per annum
- Additional research into barriers impacting on the delivery of rural affordable housing (to meet local needs) has been commissioned from DTZ to inform the development of the Kent and Medway Housing Strategy
- In partnership with the Kent Rural Board and the Kent Economic Board, a dedicated study has been undertaken to further quantify the current skills needs and training priorities for Kent's farming and horticultural sectors.

What more are we going to do?

- Work with the Kent Rural Board and its business networks to support and help deliver the rural dimension of the Kent Regeneration Framework, with particular focus on opportunities to further grow Kent's £5.5bn rural economy
- Develop and implement a food sector strategy (as part of the sector strategy process) to further grow Kent's £2.6 billion food sector. Given that Kent is a major food producer and importer; the group will look at proactive solutions to address growing concerns about the UK's future access to sufficient and affordable food supplies (food security)
- Work with partners to successfully deliver the Kent Downs and Marshes Leader Programme and continue to build upon the momentum generated over the last nine months in supporting a range of rural business and community projects
- Work with the Kent Rural Board to continue to lobby for better broadband access for rural areas and explore ways that the Kent Public Service Network can be innovatively used to enhance broadband-access across Kent. A funding bid of £84,000 revenue and £1,584,000 capital has been recommended for approval to the Leader by the Regeneration Sub-Group to develop an innovative Kent approach to providing broadband infrastructure in rural areas currently deemed not viable for next generation high speed access. The funding will enable up to 15 demonstration projects and build an evidence base to support the viability of investing in rural broadband to support the growth and diversification of rural businesses
- Develop, agree and implement an action plan with the Kent Rural Board and Chief Planning Officers Group to address strategically a range of planning-related issues affecting rural businesses and communities
- Commission research into Kent's rapidly growing home-based rural business sector to identify further sector development and support opportunities

TOWARDS 2010 ANNUAL REPORT - September 2010

- Realise the ‘Big-Society’ ambition in rural areas by continuing to empower and support Kent’s rural communities in developing local, community-owned solutions to a range of rural access issues (e.g. community transport schemes, community shops and community broadband).

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: July 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

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

Status: Completed

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:

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.

The number of graduate UK leavers who moved to employment in Kent increased from 3,565 in 2006/07 to 4,254 in 2009/10 (20%). 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 has been piloted with the Institute of Education London which will include Level 4 provision to enable schools to start foundation degree modules in the sixth form. Foundation degrees are being developed at Invicta Grammar School, Maidstone, Sittingbourne Skills Centre and Kent Science Resource Centre. This will be developed across the county.
- School business incubator units have been developed at Abbey School, Faversham and Astor, Dover with real businesses linking with the education agenda
- 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

TOWARDS 2010 ANNUAL REPORT - September 2010

provide alternative progression into higher education. 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 continue to 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 with schools to promote sciences as a positive career choice (see Towards 2010 targets 1 and 2).

Create 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.

Create graduate job opportunities: 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 Quarterhouse (formerly the Performing Arts and Business Centre (PABC)) at Folkestone is providing workspace units adjacent to the new University College. (See also Towards 2010 targets 1, 2, 3 and 25). The college and Quarterhouse are both in the Creative Quarter. Some 16% of creative students look to establish their own business upon graduating and it is well placed therefore to provide them with business accommodation and start-up business support

TOWARDS 2010 ANNUAL REPORT - September 2010

- KCC is developing the Kent Film & Television 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. The University for the Creative Arts (UCA) 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. A wide range of procedures/processes have been reviewed, developed and changed to enhance the effectiveness and positive targeted outcomes of recruitment and selection and wider workforce development initiatives. One example is the recent work on the age profile of the workforce and the implications for succession planning
- 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 West Kent/South Kent College. 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. A number of graduates have been offered placements on school construction sites. The final outputs of this programme will be reported in March 2011
- 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 employing 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
- The graduate gateway has been established which is 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.

What more are we going to do?

- Expand the Foundation Degree Programme to include opportunities in sustainable construction to be delivered through the National Skills Academy which promotes graduate opportunities via non-traditional routes while employed

TOWARDS 2010 ANNUAL REPORT - September 2010

- Deliver a major creative and media event to be held in the autumn which will promote the graduate opportunities within this sector to 16 to 18 years olds
- Promote, through the new web site, 'My Right Turn', the FE sector degree programmes to ensure that learners on the vocational programme are aware of the degree options being offered by colleges (see Towards 2010 target 15)
- Deliver a project with Locate in Kent and the University of Kent to explore the potential for the university's global alumni network to promote inward investment i.e. develop the employment capacity of the Kent knowledge economy
- Investigate alternative progression routes into higher education by developing an advanced apprenticeship programme e.g. an Open University for Apprentices
- 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
- Develop a countywide strategy for enterprise to ensure a co-ordinated approach to this activity across KCC by September 2010
- Work with business and innovations skill departments and continue to provide workshops to support graduates who are unemployed and to prepare them for job opportunities. These workshops are being run in Kent universities
- Identify potential graduate opportunities with the Future Jobs Fund.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
UK graduate leavers in previous academic year who moved to employment in Kent	3,565	3,730	4,040	4,000	4,254

Monitoring completed by: Sue Dunn/Jim McKenzie

Date: August 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

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

Status: Good progress

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 Film Office; Access Development; KCC Sports, Leisure and Olympics, Arts and Culture, Turner Contemporary; Kent 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:

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

Specific developments against this target are as follows:

Increase marketing - Research has demonstrated that £1.4million is generated into the Kent economy generated through Visit Kent marketing each year. Although the ambitious target for Destination Management System (DMS) website visits was not met in 2009/10 (see PI table) there was a marked increase in hits compared to previous years. To date:

- The total spend generated by Visit Kent from UK market activities, including 1,855,705 website visits to end of March 2010, was estimated to be £8,800,627 for the calendar year 2009 and approximately £10m to the end of March 2010
- 12% of web enquirers visit Kent as a direct result of the information they received from the Visit Kent website
- The DMS is being developed enabling local information which is input at a local level to be disseminated via constant datafeed to Kent Media, 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 as a result of receiving the magazine.

In 2010, with partner investors, Visit Kent launched a major new short stay visitor 'Kent Contemporary' campaign using M&C Saatchi for a three year period plus an initiative to refresh the Kent brand. The 'Kent Places and Faces' campaign was launched to the industry at the Kent 2020 exhibition at Detling in April followed by the consumer roll-out of the campaign in May. New photography was shot for the campaign and features a range of Kent locations and characters associated with those locations. The aim is to capture and celebrate details about people and places in Kent that best characterise the spirit of Kent. The campaign will be aimed predominantly at the London audience in the form of a major poster campaign across different platforms. The 'above the line' activity will be backed up with online marketing initiatives and PR.

TOWARDS 2010 ANNUAL REPORT - September 2010

Deliver specific campaigns: - This included the following:

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

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

In 2009 the campaign became more tactical leading on '2 for 1' offers for visiting Kent attractions and as at the end of December there had been 7,275 '2 for 1' vouchers redeemed at participating venues.

European Campaign - This is a three year campaign (2008 to 2010) 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 €1.2 million worth of bookings to Kent were secured via Dutch Tour operator 'House of Britain'
- The trade activity stimulated by the campaign attracted international conferences including Coach Tourism Council and Group Travel Organiser and Germany's VPR conference (German coach travel).

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.

Deliver other innovative and opportunist campaigns: - This included the following:

'The Other Boleyn Girl' campaign – Delivered in partnership with the Kent Film Office (see Towards 2010 target 8) 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 – This generated £929k through day trips and short breaks to Kent.

The New Golf Campaign - Launched at the European Golf Championships in 2008 and to date has delivered:

- A consumer guide to Kent golf courses – 5,000 distributed to overseas and domestic markets and 3,000 mailed to a dedicated database of golf consumers
- Golf competitions to generate interest
- A Micro Website – total visitors to March 2010 was an estimated 3,000
- Dedicated double page spread in Visit Kent guide
- Nine press trips for golf journalists hosted
- 15 press features - value of press coverage generated is £221,459

TOWARDS 2010 ANNUAL REPORT - September 2010

- Visit Kent hosting the prestigious Ryder Cup at Royal Cinque Ports attended by senior editors and media from UK national press and APG in France
- 16 overseas and domestic tour operators featuring Kent golf packages
- Visit Kent now chairs the 2011 Sandwich Open Golf Group and is co-ordinating the Kent Golf Legacy to spread the economic benefits of the Open to Kent throughout Kent.

Cinque Ports Anniversary Campaign – Delivered with the historian 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 £19m to the Kent economy. The cruise season resumed in March 2010. In 2009 the Cruise campaign with the Port of Dover Kent showcased the Kent offer to cruise passengers. It involved a new consumer guide produced in three languages, to include German and Italian for distribution to independent passengers. 10,000 guides were distributed. It formed a part of three exhibitions, and five road show events and the ACE Convention at Dover Cruise Terminal in June 2009 involved 500 agents.

Celebrating Kent - Training and Business Support - This is an innovative programme raising standards of customer service, and reminding all businesses and residents of the assets Kent has to offer. Over 360 businesses participated in the training programmes up to March 2010.

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 to the 32% of those visitors coming to Kent that stay with friends and family. Previous success has encouraged the event to be held for a third year. 150 tourism and leisure businesses are actively involved each year. Over 47,000 free tickets are available overall with 22,922 residents enjoying a day out.

Due to the recognised success of the Kent Big day Out campaign, Suffolk, Sussex and Nord Pas De Calais are using skills and ideas created in Kent on a consultancy basis. In 2011 the Big Day Out will be promoted to residents of Nord Pas de Calais in conjunction with French partners and cross channel carriers.

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 the project 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.

The Westtour tourism office in Bruges is now starting a Greeters programme with the help of Kent Greeters and through the CAST Interreg programme. In the meantime a further 23 Greeters have been recruited across Kent and 136 visitors personally welcomed.

What more are we going to do?

- Explore the potential for offering a better and more efficient service to Kent visitors and businesses by acting as an affiliate for the larger booking engines. Consumers can

TOWARDS 2010 ANNUAL REPORT - September 2010

research through the Visit Kent site and then book through a nationally/internationally trusted 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
- Co-host the global Greeters Network conference in September 2010 with Comite Departementale du Tourisme Pas de Calais
- Utilise additional Interreg funding to maximise leverage of KCC and investor funding by 50% and further develop joint projects with French and Belgian partners
- Support and strengthen investor/business liaison to increase the numbers participating in Visit Kent activities
- Work to 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 welcoming'
- Initiate engagement with young people in terms of career promotion, apprenticeships, business/education liaison, tourism, visitor marketing, IT and skills.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Value of on-line bookings made on Destination Management System (cumulative since 2007/08) *	N/A	£212,942	£467,939	£1m	£909,680
Number of jobs in the visitor economy in Kent (Source Cambridge Model)	49,555**	50,669	N/A***	50,500	Available Oct 2010
Number of visits to <i>Visit Kent</i> website	975,000	977,473	1,260,964	1,500,000	1,855,705

* **The** Destination Management System (DMS) established for this target in 2005 was at that time regarded as the appropriate mechanism for helping businesses be more competitive in the up and coming internet markets and was in line with systems being used by many marketing bodies across the country. Since then, however, internet bookings have doubled with about two thirds of these being made *through providers own web sites*. There has also been significant growth in direct booking intermediaries such as 'hotels.com', 'lastminute.com', 'travelsupermarket.com' etc. Because these have large volumes, they have been able to invest heavily in technological advances providing highly functional systems which outperform those set up in the early days by public sector DMSs, many of which are already redundant. The supplier of the DMS changed the way the system calculates the value of bookings in 2009/10

** Based on 2003 data

*** The Economic Cambridge Model is being carried out in November 2010 with results available in December 2010

Monitoring completed by: Frances Warrington

Date: July 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

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

Status: Completed

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

All Kent district councils.

Outcomes delivered:

KCC launched the 'No Use Empty' initiative in 2005 with a £5m funding package focusing on the coastal areas of east Kent in order to tackle the problem of empty housing. The original LAA1 target was exceeded in March 2008, securing a government reward grant of £2.239m for KCC. Following discussions with the eight district councils outside the original East Kent Initiative, all agreed to join a Kent wide initiative, although some have taken a more proactive approach to the initiative than others.

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, as can be seen in the PI table, having achieved this Towards 2010 target ahead of schedule. This revised target has also been exceeded with over 1,200 brought back in to use by 31 March 2010
- The enforced 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 and all six flats are now sold
- 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 2009). Thanet District Council are now engaged with Town and Country Housing Association who have attracted £1.6m of funding from the Homes and Communities Agency to take forward the redevelopment of this site for affordable housing
- The first property to be acquired under the Direct Purchase Scheme is proceeding slower than expected having been delayed by complex legal issues. A planning application was submitted but turned down. Following a successful appeal (granted June 2010) the acquisition is now progressing. The property is in the Old Town of Margate and will be refurbished as a small commercial unit with two units of accommodation
- 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 eight 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. In September 2009, the Audit Commission in their report, "Building Better

TOWARDS 2010 ANNUAL REPORT - September 2010

Lives” identified the Kent initiative as a model of excellence. 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

In November 2009, KCC launched the ‘Architect in the Empty Home’ initiative becoming the first Council outside London to launch such an initiative. ‘Architect in the Empty Home’ is a service available to owners of empty properties who make a small donation through the Empty Homes Agency. In return, owners receive a two hour consultation with an architect who will provide a drawing/written report without further obligation.

Research undertaken by BMG in September 2008 which measured the impact of the initiative in East Kent on public and business confidence showed that public confidence in the area had increased from 48% to 57%. However business confidence had dropped from 65% to 62%.

During National Empty Homes Week (November 2009), the initiative worked with 12 districts to co-ordinate and write to all known owners of empty properties to offer a range of methods which could be considered to encourage owners to do something about their properties.

- In terms of the partnership fund the project consultant is in the process of visiting all new partner districts to arrange detailed training for relevant staff on the different enforcement procedures. One district, Gravesham, has already instigated a large-scale enforcement scheme. This work is ongoing
- The value of loans approved to 31 March 2010 is £3.2m (as shown below) attracting private sector leverage of £5.2m

Dover	£1,058,010	38% of loans approved in Dover have been directed to the Town Centre and surrounding area
Thanet	£1,793,540	53% of loans approved in Thanet have been directed to the Cliftonville Area
Dartford	£211,000	
Sevenoaks	£25,000	
Shepway	£169,800	
Total	£3,257,350	

- 33% of all properties returned to use at 31 March 2010 have been a direct result of Loan Intervention
- Completed Loan applications have significantly increased during 2009/10. Interest in the Initiative has increased with 121 information packs being issued to 31 March 2010 (3 times more than in previous years). Based on 42 Loan Applications being returned at 31 March 2010 this represents a conversion rate of 35%.

TOWARDS 2010 ANNUAL REPORT - September 2010

What more are we going to do?

- Contribute to the Kent and Medway Housing Strategy
- Continue with the three intervention strategies (loan scheme, support to district enforcement work and direct acquisition by KCC) across all Kent districts
- Progress the proposal for wider use of Performance Reward Grant (Capital) held within the initiative for the four original partners (Dover, Thanet, Shepway & Swale)
- Support districts to use their enforcement powers to tackle priority cases which have been identified, such as Empty Management Dwelling Orders (EDMOs)
- Take forward the refurbishment of our first Direct Purchase in Margate
- Explore the availability of other sources of funding which the initiative could access and facilitate planned visits from HM Treasury and other Government departments to promote our success to date
- Ensure that loans administered in the early stages of the initiative are repaid in full to replenish the loan fund
- Seek approval to extend the Initiative by re-cycling the initial loans (£1.2m due to be repaid by March 2011 and £2.1m due to be repaid by March 2010). This will also allow the Initiative to align itself with District Housing Strategies, which incorporate Empty Homes, as well as reflect the commitment in KCC's Regeneration Framework
- Ensure the target of 200 units per annum for the next three years is achieved (at quarter 1 April – June 2010, a minimum of 54 units have been achieved – subject to verification)
- Develop the project's communication strategy to:
 - Retain the initiative's high profile in east Kent and publicise its continued achievements to support regeneration, particularly the Dover Pride Initiative and Margate Old Town strategy, by bringing long-term eyesore properties back into use
 - Promote the proactive stance to residents and owners across all Kent to ensure empty properties are returned to use and support the provision of "new" good quality housing
 - Maximise the publicity the Initiative continues to attract from media and production companies.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Number of long-term empty properties brought back into use in Kent (cumulative since 2006/07)	170	339	680	850*	1,266

* 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: July 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

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

Status: Good progress

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

District councils in Kent, Medway Council, Kent Economic Board, Kent Housing Group

Outcomes delivered:

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. It will in part examine innovative ways of bringing forward housing development of different tenures. The strategy should be completed in autumn 2011. Funding has been secured from the Regeneration Fund to extend the project to facilitate the implementation stage of the Kent and Medway Housing Strategy. As part of the current work, we are working with Thanet District Council to develop an operational model for the acquisition and re-use of empty properties in the Margate Central and Cliftonville West wards of Thanet.

Following a recent invitation by Government, KCC submitted proposals to be included in any pilot of proposed Accelerated Development Zones, by which 'Tax Incremental Financing' of infrastructure to support development would be brought forward. This is a practice used in countries such as the US. Under such a pilot scheme, increased revenues generated once development has been occupied would be ring-fenced and dedicated to paying back infrastructure which had been financed through bonds raised or other similar mechanisms.

The current review of 'What Price Growth?' maintains KCC's commitment to assess the level and scale of infrastructure required to address the housing growth in Kent and the financial and investment implications. In this context an Integrated Infrastructure and Finance model has been commissioned to provide supporting evidence to inform a revised document. The work will also be used to underpin KCC's approach to plan for and manage sustainable housing growth and plan for needs of forecast demographic changes across Kent to 2026 and to feed into district Local Development Frameworks.

Other 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 introduction of local tariffs. In partnership with Tunbridge Wells Borough Council and the Planning Advisory Service we are participating in a national pilot programme to apply a systematic approach to infrastructure planning to support the requirements now placed on the preparation of Local Development Frameworks

TOWARDS 2010 ANNUAL REPORT - September 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. To date LDF Core Strategies have been adopted in Ashford, Dover, Tonbridge and Malling and Tunbridge Wells. The core strategy for Sevenoaks has been submitted and initial policies and proposals published for Shepway and Thanet. Through representations and, where appropriate, participation in Public Examinations of these plans KCC has pressed the case for clear and robust recognition in policies and Infrastructure Delivery plans of the demands on county services and the type and form of new housing arising from development and other structural changes (for example, demographic change). KCC has continued to assess local planning strategy and proposals for the approach taken to local infrastructure planning and delivery and negotiations on other district LDFs continue. During 2010/11, a number of district LDF core strategies are due for consultation including, Canterbury, Dartford, Gravesham, Shepway, Thanet and Maidstone
- 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. Formal consultation commenced in December 2009, the results of which will be reported to Cabinet in 2010 with a view to adoption of the statements as supplementary planning guidance
- We have contributed to strategic housing market assessments (HMAs) 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. Housing Market Assessments have been completed for West Kent, East Kent and Dartford and a North Kent HMA is well advanced. Under the Kent Housing Strategy, a Kent wide Strategic Housing Management Assessment has been produced reviewing evidence on housing need and mix in terms of type
- 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
- Homes also need to be well designed, adaptable and fit for purpose. 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

TOWARDS 2010 ANNUAL REPORT - September 2010

- The governance of the KDI has changed and has renewed direction with the establishment of new Chairs for its Project Management Group (decision-making body that reports to the Kent Planning Officers Group), now led by Stephen Gaimster (Assistant Director of Development, Economy & Transport, Medway Council), and Robert Huxford (Director of the Urban Design Group) for the Steering Group, which represents both the public and private sectors
- The KDI is also producing, in collaboration with some of the district councils, through its newly established working groups, new technical appendices and planning policy documents on specific key themes on matters of county-wide significance. Current examples include:
 - formal consultation processes have been carried out to update two existing technical appendices, namely sustainable construction and energy solutions
 - the commission (phase 1) with Jacobs UK Ltd (part funded by KHS) to develop a framework for a maintenance and management protocol/toolkit for the public realm on principal streets within town centres. A number of successful workshops were undertaken to develop the framework for this commission
 - supporting the development of design guidelines for historic farmsteads (with English Heritage and the Kent Downs AONB Unit) – a workshop with key stakeholders will inform the emerging draft
 - developing high level design policy for Inclusive Design, in collaboration with SEEDA's & KAC's *Teamwork* checklist
 - developing evidence based policy to establish Kent wide Residential Space Standards building on the HCA's emerging national policy
 - setting up a team to take forward the approach of the CABE bid (October 2009) to assist with the development of the planning for crime prevention guidance (with Kent Police, the University of Kent and 3 of Kent's Districts)
- We have successfully completed the KDI District Roadshow, with all 13 Districts within Kent, and the 2009/10 Kent Design Awards were presented at a dinner for the industry in March 2010. The standard of design for a range of categories has been outstanding especially for the housing (single dwellings and major residential sites). For the first time an overall prize for project of the year was awarded. The Bruce-Lockhart award, named in memory of the late Lord Sandy Bruce-Lockhart, former Leader of KCC, was given to the superb restoration of the Darnley Mausoleum at Cobham
- The Bridge Learning and Community campus is a KCC freehold building housing under one roof the following services all situated around a central reception - primary school, nursery school, library access point, health consulting room, police/information/voluntary organisation point, Adult Social Services, Children's Social Services, youth centre and a community meeting room. The school includes many innovative environmental and energy conservation features including a central atrium to maximise daylight and rainwater harvesting. The building is fully DDA compliant.

What more are going to do?

- We will complete and publish the Kent Housing Strategy by Autumn 2010. Begin work to implement the "step change" proposals and interventions being identified in the emerging strategy
- Development of detailed proposals and regulations that will govern developer contributions following the changes to the planning system to be proposed by the

TOWARDS 2010 ANNUAL REPORT - September 2010

Coalition Government will be monitored. The means by which this is formulated, scrutinised and agreed will be important in two tier local authority areas such as Kent

- We will 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
- The KDI will continue to roll out the guidance and policy notes, to develop further those key themes referred to above, especially Sustainable Construction: a cross-Directorate approach to assess practical and pragmatic approaches to energy efficiency, climate change adaptation and the use of renewables where possible for new housing and retrofit. Other work will include infill development for smaller sites of fewer than 20 houses
- The KDI will develop and launch its new website building on the recently updated KCC and R&E websites, as this will act as a new platform and communication hub for the Kent Design network
- The KDI will continue to promote skills development through 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 between professional disciplines and sectors
- The KDI will develop and build upon an evidence based approach to inform the development of design policy – ‘live’ examples with a research element include the KHS post-occupancy surveys and the key themes relating to Residential Space Standards and Crime Prevention & the Built Environment on major housing estates.

Measurable Indicator (s)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Section 106 developer contributions achieved as a percentage of those sought for minor applications (up to 500 units)	82%	82%	89%	80%	84.6%

Monitoring completed by: Richard Feasey/Nigel Smith

Date: July 2010

TOWARDS 2010 ANNUAL REPORT - September 2010

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

Status: Not achieved

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 clearer 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, with the agreement of the Leader and Chief Executive of the Council in April 2009, it was decided not to pursue and report against this target as it was originally specified.

TOWARDS 2010 ANNUAL REPORT - September 2010

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

Status: Good progress

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

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

Outcomes delivered:

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. The impact of new homes can be minimised by ensuring they are water efficient and similar improvements can be made to the existing housing stock.

Improvements to water resources management 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 have stabilised 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 drive efficiencies and control customer bills.

Given the aim of the target and the long term nature of the issues this will be ongoing work for a very long period of time. However, given the level of resources appropriate to delivering the target we believe we are on course. The water companies and other agencies plan long term accordingly which is why we would not say we are done. Veolia Water SE (formerly Folkestone & Dover Water) provides an indication of early success as this company has been able to reduce its total water use over recent years at the same time as accommodating housing growth.

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

Action 1: Spotlight on Kent's water companies

- KCC called for a public inquiry into our serious concerns regarding the medium and long term water resource management planning of some of the water companies that service Kent. Following a debate at KCC Cabinet in August 2008, KCC formerly 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 were sent to DEFRA reiterating our position regarding the South East WRMP and urging DEFRA to call an inquiry. In December 2009, DEFRA announced the public inquiry into the WRMP for South East Water and this was held from 11 May to 16 June 2010. In liaison with the districts and in collaboration with the EA, KCC made strong representation to the inquiry and ensured that our challenge had maximum impact. This

TOWARDS 2010 ANNUAL REPORT - September 2010

was the first time ever that a water company had been called to a public inquiry (pressed for by Kent) and also the first time KCC has taken such a strong stance on the long term water company plans.

Action 2: Lobby for investment in infrastructure

- Within the Ashford growth area KCC has been 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 and a £40million upgrading the Bybrook wastewater treatment works has already been completed. This work has led to improvements in the water quality in the River Stour
- Maidstone BC is currently completing a Water Cycle Strategy that assesses the future demands on the water supply and wastewater systems in the light of local housing growth plans and will determine any additional infrastructure necessary to accommodate this growth. KCC has influenced the preparation of this strategy through its role on the Steering Group. Similar Water Cycle Strategies have already been completed for Kent Thameside, Dover and Ashford
- 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. In December 2008 KCC took part in an expert review of the water section of the CSH
- Water infrastructure provision was covered in the Southeast Plan sub-regional strategies into which KCC had significant input. With the demise of the SE Plan KCC will work with partners to consider alternative approaches for planning strategic water infrastructure
- The KCC Minerals and Waste Development Framework will address policy and site allocation issues 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 has worked with Hillreed Homes and South East Water to trial a water-saving tariff on a new housing development in Ashford. The demonstration and trial won several awards and results show that per capita water use in this development is 20% below the water company's baseline. The housing developer now installs water saving measures in all their new homes
- A conference entitled 'Water Efficiency in Kent' was held on 12 April 2010. This event included a keynote speech by the KCC Cabinet Member for Regeneration it showcased several KCC partnership projects and included an exhibition of water-saving technology. The event attracted 140 delegates from local authorities, housing developers, water companies, environmental organisations and local businesses.

Action 4: Wider use of water-saving technology

- During 2009 KCC led a 500 home pilot project in Ashford to retrofit water saving measures into existing homes. This partnership project promoted simple, free water

TOWARDS 2010 ANNUAL REPORT - September 2010

saving measures to households. The project has provided 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. Monitoring work has identified high levels of satisfaction from the project households

- Since 2007 KCC has been working constructively with Veolia Water SE and supporting their programme of compulsory metering, innovative tariffs and water efficiency improvements. This work is showing year on year improvements and the company has been able to reduce its total water use at the same time as accommodating housing growth of 11 percent
- 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. The first phase started in March 2010 and is on target to meet its objectives. KCC has also been supporting the development of a similar partnership project in Swale
- KCC is now leading the development of a Kent-wide domestic retrofit project that will also include water efficiency improvements. Work is expected to start in the first areas in August 2010. Water company support is being negotiated.

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 has been carried out in Ashford. This aimed to help people understand the link between their water use and the local aquatic environment. The campaign has been repeated in June 2010 and the materials are now also being used within other local projects
- As part of the KCC Eco-Schools programme, water saving has been promoted to Kent's school children
- Schools in Thanet have been targeted with specific messages regarding problems of groundwater pollution and measures that can help to address the declining quality of this crucial water resource
- KCC is currently piloting a new training course aimed at teaching DIY enthusiasts about simple home improvements for water and energy efficiency.

What more are we going to do?

- Wider opportunities will continue to 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
- KCC will embrace the opportunities that the Floods and Water Management Act presents for improving water management and the protection of Kent's water resources
- KCC will continue to drive improvements to the efficiency of water use through its leadership of the Kent Water Demand Management Group and will push for the success with Veolia Water SE to be replicated across the county
- KCC will lobby OFWAT for better regulatory controls and incentives for the next cycle of water company Water Resources Management Plans so that Kent's concerns are

TOWARDS 2010 ANNUAL REPORT - September 2010

addressed within the regulator's requirements at the start of the planning cycle and are demanded of water companies from the outset

- We will examine the projected impacts of climate change on Kent's water resources and ensure appropriate adaptation responses.

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: 14 July 2010

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By: Paul Carter, Leader of the Council

To: Regeneration & Economic Development POSC

Date of Meeting: 23rd September 2010

Subject: Bold Steps for Kent – Update

Summary: Provides Members of Regeneration & Economic Development POSC with an update on the timetable and development of the new medium term plan, *Bold Steps for Kent*, and seeks the Committee's input on the key issues over the next four years that it believes the plan might address ahead of the launch of a draft version for public and partner consultation.

1. Introduction:

- 1.1 *Bold Steps for the Kent* will be the medium term plan for KCC succeeding *Towards 2010*, which is due to expire at the end of September 2010. As the title suggests, *Bold Steps for Kent* will draw heavily on *Bold Steps for Radical Reform*, the discussion paper published by the County Council in January 2010. This set out how through radical thinking about public service delivery at the national and local level, it would be possible to deliver approximately £15-21 billion savings to HM Treasury.
- 1.2 From the recommendations set out in *Bold Steps for Radical Reform*, it is worth noting that many have been swiftly acted on by the new Government:
- *Bold Steps* called for abolition of the Comprehensive Area Assessment (CAA) regime and a reduction in the audit and inspection purposes. The Government has announced the end of the CAA regime and the abolition of the Audit Commission.
 - *Bold Steps* called for the removal of the regional governance framework, since when the Government has axed Regional Development Agencies and is expected to announce through the Comprehensive Spending Review (CSR) the abolition of Government Offices for the Regions.
 - *Bold Steps* called for a roll back in the quango state and the Government has abolished or announced the abolition of, to date, 81 quangos.
 - *Bold Steps* called for a return of spatial planning powers to democratic local government, since when the Government has abolished regional housing targets, regional spatial strategies (i.e. the South East Plan) and the Infrastructure Planning Commission.

- 1.3 *Bold Steps for Radical Reform* also called for new forms of localism with more local decision making and more joined up and integrated delivery of public services to reduce costs and better meet public expectations within a smaller funding envelope for local government. *Bold Steps for Kent* will therefore be a very different document to *Towards 2010*. It aims to be a more strategic document. Whilst it will still set out the Administration's priorities for the next four years (and by definition not every service will be a priority), it will also set out how the Administration increasingly wants these services to be delivered, moving towards a new model for local public service delivery in Kent.

2. The wider policy landscape

- 2.1 It is important to note that the wider policy landscape remains unclear on a number of key issues facing local government. These include:
- The fundamental financial challenge facing local government and the wider public sector. Reductions in government funding are expected to be at least 25% across the public sector as a result of the CSR, but as local government oversees one of the largest non-ring fenced areas of public expenditure, it is possible that councils' savings requirements may be far higher than this figure.
 - The role of local authorities in education in light of the academies and free schools' agendas remains unclear. The Secretary of State has promised that local authorities will continue to have a strong and influential role in education, but the nature of that role, and the possible financial impact on upper tier councils of education reforms already announced, remains unclear.
 - The role of local authorities in the health economy, as set out in the recent White Paper, in relation to GP commissioning and public health, and how that might tie into current service provision, particularly in regard to Adult Social Services, is still emerging.
 - The development of Local Enterprise Partnerships as a mechanism for driving forward economic development and regeneration following the abolition of the Regional Development Agencies remains a significant opportunity for local authorities, but one that will develop throughout the autumn as proposals are submitted by local authorities and considered by the Secretary of State.
- 2.2 As a result of these uncertainties the development of *Bold Steps for Kent* is taking place in a fast moving policy environment that requires the County Council to respond quickly to emerging developments. It is anticipated that many issues will become clearer following the announcement of the Comprehensive Spending Review (CSR) due on 20 October. However, some of the initial thinking laid out in this report

may have to change both ahead of the release of a consultation draft, and before approval of *Bold Steps for Kent* by full Council.

3. Structure and Emerging Priorities:

3.1 Current thinking is that the document should be structured around the key themes of:

- Helping the economy to grow
- Supporting the Big Society
- Tackling disadvantage
- Building a new relationship with partners
- Ensuring the organisation is fit for purpose

3.2 Taking each of these key themes in turn, the emerging priorities (and it should be stressed that these are emerging priorities which require further consideration and refinement) are set out below:

Helping the Economy to Grow:

- Delivering of *21st Century Kent and Unlocking Kent's Potential* (regeneration framework)
- Delivering a big bold and ambitious Local Enterprise Partnership
- Getting the Thames Gateway moving to deliver new growth
- Continued investment in capital infrastructure (a third lower Thames Crossing/Manston Airport)
- Identifying new funding mechanisms for capital infrastructure (e.g. TIFF, Britdisc)
- Significant expansion of apprenticeship provision
- Delivering a high quality highways network
- Linking adult skills provision to the needs of the local economy
- Developing young people's career management skills

Supporting the Big Society:

- Establish a 'Big Society' Fund for Kent to provide start up monies for social enterprises and social entrepreneurs
- Reform our procurement framework to open it up more widely to the voluntary and community sector
- Introduce a 'Right to Bid' process for KCC services if local groups think they can run them better through mutuals /co-operatives (including KCC staff)
- A single strategic approach to community asset transfer
- Continue to support and use the Sustainable Communities Act
- Maintain the Member Highways Fund and Member Community Grant until at least the next county elections
- Support Kent parents who wish to establish free schools and continue to support and fund the Kent School Games

Tackling Disadvantage:

- Link the Supporting Independence Programme into the new Single Work Programme being developed by DWP
- Develop a pan-Kent multi agency approach family intervention
- Tackle the issue of looked after children being placed in East Kent by non-Kent local authorities
- Improving outcomes for young people in care and better transitions for those leaving care
- Focus on preventative early intervention strategies and enablement services in social care
- Continue to drive forward personalisation

Building a new relationship with partners

- Move to shared front line services with partners and greater focus on specific locality problems e.g. Margate Task Force
- Develop a model of local place based commissioning to ensure real subsidiarity is delivered in Kent – bringing on board partners to the potential of joint commissioning of local services
- Ensure a relationship with all schools – whether maintained or non-maintained
- Re-shape our support offer to schools and GPs so that it is competitive and attractive in the emerging market for support services

Ensuring the organisation is fit for purpose by:

- Ensuring KCC is a more transparent and open organisation that welcomes challenge
- Expanding the Gateway programme to deliver seamless access to public services across the county
- Increasing the amount of online service transactions
- Greater focus on commissioning rather than providing services
- Absolute emphasis on value for money and de-commissioning services where necessary
- Better and more targeted engagement with residents (and where possible in conjunction with partners)
- Ensuring staff have the right skills mix to deliver in the new landscape for local government

4. Key Questions:

4.1 Ahead of the development and publication of the consultation draft of *Bold Steps for Kent*, and given the issues, themes and emerging priorities outlined in this report, it would be particularly useful for Members of Regeneration & Economic Development POSC to consider the following questions:

- Are the themes around which *Bold Steps for Kent* will be structured broadly right?

- Are the emerging priorities set out under each of the key themes broadly right?
- Are there any priorities not outlined in this report that Members feel should be considered for inclusion in *Bold Steps for Kent*?

5. Timetable & Next Steps:

5.1 Public and partner consultation on Bold Steps for Kent will begin on 11 October 2010 and will last for four weeks. This will allow full consideration of any decisions or issues emanating from the Comprehensive Spending Review (CSR) 2010 - due to be reported on 20 October 2010 - to be factored into the document if required, before approval by Full Council. Appendix 3 of the KCC Constitution (as amended 22 July 2010) states that the 'Strategic Statement' (i.e. Towards 2010 or its successor document) requires debate and approval by Council. It is intended for this to occur at the December County Council meeting.

6. Recommendations:

Members are asked to:

- Note the report.
- Provide comment and feedback on the themes and emerging priorities for Bold Steps for Kent.
- Identify any priorities not currently set out that should be considered for inclusion in Bold Steps for Kent.

Background Documents

- Bold Steps for Radical Reform, Kent County Council, January 2010

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By: Roger Gough, Cabinet Member for Corporate Services and
Performance Management
Katherine Kerswell, Group Managing Director

To: Regeneration and Economic Development Policy Overview and
Scrutiny Committee – 23 September 2010

Subject: Draft Annual Performance Report 2009/10

Classification: Unrestricted

SUMMARY

This report provides an overview of the Annual Performance Report 2009/10 and attaches a draft of the report for Members' information.

FOR INFORMATION

1. Introduction

The KCC Annual Performance Report (APR) provides highlights of key activities and outcomes of the council.

This is second year we have published an Annual Performance Report, which we have chosen to do, to replace the previous annual Best Value Performance Plan, which was a statutory requirement.

2. Purpose

The APR is a relatively short document, built around the themes of *Towards 2010*. It is intended to provide highlights of key activities and outcomes from 2009/10.

Detailed performance information is already reported during the year, such as the *Towards 2010 Annual Report*, *Business Plan Outturn Monitoring* and, as relevant, Directorate's own in-year performance review documents. The APR provides a summary of the information from these more detailed reports in one place for ease of reference.

The APR is aimed at KCC Members, partners, parish councils, staff and the public. It will be published via the KCC website keeping cost to a minimum.

3. Approval Process

The draft APR will be provided to the September Policy Overview and Scrutiny Committees for information.

It will be discussed at Cabinet on 11th October prior to being taken to County Council for approval on 14th October.

4. Recommendation

Members are asked to NOTE the attached draft and the outcomes achieved in 2009/10.

Contact officers: Sue Garton & Richard Fitzgerald, Performance Management, Chief Executives Department

KCC ANNUAL PERFORMANCE REPORT

PERFORMANCE HIGHLIGHTS FROM 2009/10

This document is available in alternative formats and can be explained in a range of languages. Please call our Contact Centre on 08458 247247 for details.

Contents

1. Introduction
2. Economic Success
3. Learning for Everyone
4. Children' Specialist Services
5. Preparing for Employment
6. Enjoying Life
7. Keeping Kent Moving Safely
8. Environmental Excellence
9. Maintaining Independence
10. Staying Healthy
11. Stronger & Safer Communities
12. *Towards 2010 Targets*
13. Your comments

Section 1: Introduction

Kent County Council (KCC) continues to work towards the objectives as set out in the county's community strategy document, the *Vision for Kent*. *The Vision* was agreed between Kent's public, private and voluntary sectors, setting out how we will all work together to improve the economic, social and environmental wellbeing of the county over the next 20 years. KCC works closely with health, police, and fire services, district councils and other local and national agencies to improve the quality of life for all of Kent's 1.4 million residents.

The *Towards 2010* programme, designed and developed in 2006, defined KCC's priorities in terms of the *Vision* and gave our business its strategic direction over the last four years.

At the heart of *Towards 2010* were KCC's agreed aims which were designed to achieve:

- increased prosperity for Kent through business growth and job creation
- transformation in education
- reduced traffic congestion
- improved health and quality of life
- quality homes in a well-managed environment
- a safer Kent
- continued improvements in services while keeping council tax down.

We are now at the end of the *Towards 2010* programme and a successor medium term programme of action for the next four years, called *Bold Steps for Kent* is under development.

We, as are all public services funded by tax payers money, are looking at substantial cuts in funding in the years ahead as government reduces the deficit and the scale of public sector spending contracts. Our key priorities, such as supporting business growth and job creation will become even more critical in the new era of austerity which is to come.

This Annual Performance Report provides information on the services we have delivered in the last year and how these have contributed to some our key objectives as stated in the *Towards 2010* document.

We have laid out this document in sections which follow the same themes as used in the county-wide *Vision* and in our own *Towards 2010* document. These headings reflect broad areas of focus for us and our partners, but it should be noted that many of the services we provide contribute to more than one theme and that for some themes the work is primarily the responsibility of a partner organisation.

We welcome your comments and you will find a section at the back of this document to complete should you wish to let us know whether you found this report helpful or how we could improve it.

Section 2: Economic Success

KCC promotes regeneration and sustainable economic development to secure Kent's long-term future as a vibrant and beautiful place where people want to live, work and visit. We provide support to and promote Kent businesses, particularly small and medium size enterprises and those based in rural areas. We also lead on or support regeneration programmes across the county.

We recognise that a vibrant, innovative and forward looking business community is absolutely vital for the future health of the county. This was threatened by the onset of the worst recession for decades, which made it imperative that businesses are given the best possible support through these difficult times. KCC responded with the launch of the 10 commitments of the Backing Kent Business campaign in December 2008.

Backing Kent Business (BKB)

BKB is founded on building a new relationship with business, which is a key tenet of the County Council's Framework for Regeneration. We were already working with the business community through the Kent Economic Board and in other forums, but because of the recession there was a clear opportunity to work more closely with the business representative organisations and other agencies.

Some key successes from the campaign over the last year include:

- 82% of Kent businesses supplying KCC were paid within 20 days
- the approved contractors list was re-opened, and more than 600 new applications were received
- a simple guide to KCC procurement was published
- The Kent Business Support Centre, aimed at making it easier for local businesses to get information, saw over 40,000 visitors
- an international business event was organised by KCC and the University of Kent, supporting Kent businesses in their international aspirations
- the launch of the Business Pledge campaign at the 2020 business conference in April, to encourage businesses to use local supply chains
- the launch of the Kent Innovation and Growth Team in October 2009, a £2.6m SEEDA funded initiative with match funding from partners including KCC, to provide intensive assistance over the next three years for the top 250 high-growth potential companies in Kent
- the Kent Investors Club was launched in October 2009, an initiative funded by KCC and managed by Finance South East to develop the Business Angel's network in Kent and open up a route to finance for Kent businesses
- the provision of free business information services in Libraries started in April 2009, resulting in an increase in business enquiries by over 70%.

Framework for Regeneration

In 2009 we published our new framework for regeneration 'Unlocking Kent's Potential'.

As part of this project, we commissioned Sir Terry Farrell to produce a wide-ranging spatial vision for Kent, "*21st Century Kent - Unlocking Kent's Potential*" making clear

our ambitions for the future. To turn this vision into action, further detailed work is being developed with District and Borough Councils, Medway Council, and with local businesses and communities, as we know that only in partnership will our shared ambitions be achieved.

"21st Century Kent - Unlocking Kent's Potential" was published in January 2010 and launched at four carefully targeted events, resonating at national and local levels and demonstrating KCC's readiness for new strategic responsibilities. Major issues including rail travel and rural broadband raised at the launch have been pursued directly with action including Kent's first ever Rail Summit in March attended by MPs, councillors and rail user groups.

Connecting Kent

The Connecting Kent programme is gathering and analysing current broadband availability across Kent at post-code level, and providing evidence of coverage issues ("Not Spots" and "Slow Spots") to support the business case for public sector interventions. We are helping rural communities to identify and engage with broadband service providers to address this issue, working with Parish Councils, including providing capital grants to ensure service delivery.

In 2009/10 the rural communities benefiting from this approach included Iwade, Kings Hill, Selling, and Womenswold. In 2010/11 we are working with Boughton Monchelsea, Crockenhill, Crockham Hill, Stockbury and other rural locations.

Transport Infrastructure

The introduction of the domestic high speed rail services from Kent to London is a major economic generator; an improvement for which we have been arguing strongly for a number of years. Domestic high speed services commenced from Ebbsfleet in December 2009.

The East Kent Access phase 2 and Sittingbourne Northern Relief Road were both started during 2009/10 and will greatly improve access to, and the economic prospects of, the areas where they are being built. The Rushenden Link Road, which will provide essential new access to the new planned development at Queenborough and Rushenden has been part constructed and is due to complete in June 2011.

KCC has long argued the case for a third lower Thames crossing. The Department for Transport (DfT) completed a study in April 2009 which identified three options which are the same as those identified jointly by KCC and Essex County Council. KCC is pressing strongly for an early decision to proceed with an additional river crossing, which is urgently needed to relieve the chronic bottleneck at Dartford and stimulate economic growth in the Thames Gateway. It has carried out work which suggests the crossing can be privately funded and in overall transport network and regeneration terms most beneficially situated east of Gravesend.

Locate in Kent

Locate in Kent attracts inward investment into the county. In 2009/10 the target for companies investing in Kent was exceeded (82 compared with 70) but the jobs

created/safeguarded fell slightly short of target at 2,611 compared with 2,973. This was due primarily to the prevailing economic climate and the fact that globally, job figures per company assisted reduced substantially.

Kent Film Office

Kent Film Office seeks to encourage the filming industry into Kent to stimulate the creative sector and generate income for the Kent economy. Over the last year, the Kent Film Office handled 373 requests and 459 filming days, generating a further £2.2 million into Kent, offered a further six work experience placements, as well as on set experience for five Runners and two Trainees. It also significantly supported Maeve Films in the creation of the Kent Film Foundation, a film school for disadvantaged young people, currently teaching 15 students, some of them young offenders.

2012 Olympics

The forthcoming London Olympics represents a major opportunity for Kent businesses. We piloted a 2012 bid writing workshop with Kent small and medium sized businesses that will now be rolled out region-wide. Over 50 Kent companies have won contracts with the Olympic Delivery Authority to directly supply the 2012 Games, with many other Kent businesses benefiting within the supply chain. As at March 2010 a total of 1,932 Kent organisations are registered on CompeteFor, the Olympics website which connects potential suppliers with major contractors.

Off-shore wind farms

The 100 turbines for the Thanet Offshore wind farm have been installed and the development will be officially operational in September 2010. The Ramsgate port has benefited from the construction of a new operations and maintenance base which is now complete. The base is expected to generate more than 25 long term jobs

In conjunction with Backing Kent Business, an offshore wind supply chain directory was launched in June in association with Invicta Chamber of Commerce and London Array. A Kent prospectus has also been developed to raise awareness of developments and opportunities in Kent and the potential for inward investment.

Economic indicators

Kent is behind the national average for earning levels and qualifications but enjoys lower unemployment levels.

Indicator		2007	2008	2009
Median full-time gross weekly earnings for employment	Kent	453.6	476.1	479.1
	England	463.6	483.9	495.2
Percentage of working age population with NVQ4+ or equivalent	Kent	26.0	25.1	28.6
	England	28.2	28.2	29.6
		2008	2009	2010
Job Seekers' Allowance claimant rate (at March)	Kent	1.5	3.1	3.3
	England	2.1	3.8	4.0

Section 3: Learning for Everyone

KCC through its Children, Families and Education (CFE) directorate provides strategic leadership and a commissioning role for all public services provided to the children and young people in Kent. We work with our colleagues in the Kent Children's Trust to ensure that Kent's 350,000 children and young people are supported to be healthy and safe, enjoying life, achieving at school, making a positive contribution in their community and going on to achieve economic wellbeing.

To achieve this we provide services directly and work with Kent's 592 schools and 2,500 early years settings, providing advice, support and guidance, including professional development for our 30,000 teachers, ensuring the quality of provision is of the best possible standard.

See section 5 for details of our work helping young people prepare for employment and section 4 for details of our specialist children's services.

External Inspection

KCC services for children and young people are subject to annual assessment by the government's inspectors, Ofsted. We are also subject to more detailed infrequent inspections by Ofsted with the last one being in early 2009. KCC continues to achieve inspection and annual assessment results of 'performing well' for children's services.

Consultation and participation

We continue to take account of the views of children and young people to ensure that their opinions improve education and life in Kent and shape how we deliver our services. In 2009 over 39,000 children participated in the third Children and Young People of Kent survey. Some of the results of the survey are included in the information shown below.

Secondary school results

Kent's students continue to perform well in their GCSE results, ahead of national figures, with 52% of Kent students gaining five A* to C grades (including English and Maths) in 2009, which compares to a national average of 49.8%. In 2008 Kent had 33 schools in the National Challenge programme, which is targeted at schools with lower GCSE results. By 2009 the number of Kent schools performing below the target threshold had reduced to 18.

Indicator	2007	2008	2009	National average
Percentage of pupils achieving 5 or more A*- C grades at GCSE including English and Maths	48.5%	49.7%	52.0%	49.8%

Early Years results

KCC investment in the Early Years is showing results. Kent performance in the Early Years Foundation Stage Profile has significantly improved and the gap between Kent

and national performance continues to reduce, standing at only one percent in 2009. A focused project entitled “Making a Big Difference” has been effectively targeted at 30 schools with the highest level of low achievement in the foundation stage and this has helped ensure that children from poorer backgrounds are also doing well. Ofsted Inspections of early years’ settings are showing improvement with more being judged as good or better.

Indicator	2007	2008	2009	National average
Percentage of children achieving at least 78 points across the Early Years Foundation Stage	43%	46%	51%	52%

Primary schools results

The progress that has been made in Kent primary schools at Key stage 2 has matched improvements achieved nationally but results remain behind the national average. While some children and primary schools do very well, some are not reaching the standards to which we aspire, particularly those from poorer backgrounds. CFE staff and financial resources are targeted to those schools at risk of not achieving Key Stage 2 floor targets, and we continue to support and challenge them to raise expectations and improve the quality of teaching and learning.

Building Schools for the Future (BSF)

The government announced in July an end to the Building Schools for the Future programme which means proposals to build 40 new secondary schools in Kent will most likely not go ahead. The aim of this government programme was to rebuild or renew every secondary school in England. This is an enormous disappointment for these schools, teachers, pupils and parents which will not see these new schools built.

Kent’s first eleven new schools already built under the BSF programme are about to open. KCC will continue to work with all the people who were involved with the programme to explore other innovative ways of revitalising our secondary schools

Extended schools

Ninety five per cent of schools in the county are offering extended school services, which includes childcare, parenting and family support and community use of facilities all year round. Extended services help raise the achievement of children and young people and broaden their life opportunities while building a positive community spirit.

Bullying

There has been a reduction in the percentage of children and young people’s perception of bullying. The percentage of pupils who have ever been bullied reduced from 50% in November 2008 to 47% in November 2009 and the Children and Young People of Kent Survey 2009 identified that the percentage of 11-19 year olds reporting both physical and verbal bullying during the year had decreased.

Physical activity

The amount of PE and school sport in Kent has increased. 100% of pupils are now participating in two hours of high quality PE and school sport per week compared to 64% three years ago. Improvement has been achieved within the core curriculum, as shown below and also through after-school sports such as inter-school sport competitions. 50% of pupils are involved in inter-school sport competitions, which is well above the national average of 44%. See section 10 for further details of our ground breaking School Games programme.

Indicator	2007	2008	2009	National average
The percentage of 5-16 year olds undertaking at least two hours PE and sport at school during curriculum time	70%	78%	81%	81%

Emotional wellbeing

The perception of children and young people in Kent is that they are physically healthy and generally enjoy their life, 92% of 7-11 year olds report that they usually feel happy. 79% of 11-16 year olds, and 82% of post 16 year olds agreed or strongly agreed that they enjoy their life (Children and Young People of Kent Survey 2009) an increase from 76% and 81% in 2008.

Healthy Schools

All Kent schools are actively engaged with the national Healthy Schools programme with 87% having achieved 'Healthy Schools' status. Obesity in both the Reception year and year six is below the national average and reducing at a similar rate to that of the national average. Parents are receiving information from school nursing services leading to help and support should their children be deemed an unhealthy weight, with for example family learning with a healthy eating focus being made available.

Section 4: Specialist Children's Services

The Specialist Children's Services Group provides services for vulnerable children and their families in Kent. Our teams work across Kent County Council and with our partners, such as the police and NHS, working through the Kent Children's Trust to provide joined up services relating to family support, education welfare services, Children's social services and services for disabled children and those with special educational needs.

Children's social services

Children's social services continue to be pressured with high numbers of referrals and increasing numbers of children subject to Child Protection plans, as is the case with other local authorities.

Indicator	2007/08	2008/09	2009/10	National average 2008/09
Number of children with a child protection plan per 10,000 children aged under 18	30.9	32.1	39.7	31

Recruitment and retention of social workers remains a critical priority. The activity to recruit to social work posts via a vigorous recruitment campaign has continued with the successful recruitment of 58 newly qualified social workers, 27 American recruits and so far 14 European recruits.

Reducing family risks linked with child abuse and neglect (e.g. domestic abuse, parental mental health, and substance misuse) is key to improving outcomes. It is critical that we maintain strong child protection practice through the Kent Children's Safeguarding Board to reduce risks and safeguard children.

Looked after children

Our number of looked after children (LAC) has been increasing (this is a national situation). However, numbers in Kent remain significantly below national rates.

Kent has been very successful in the past in reducing the numbers of LAC through options outside the care system. As this is better for children's outcomes and better value for money, these options will continue, but we will also explore other contractual models to ensure sufficient cost effective provision for our most vulnerable children.

Indicator	2007/08	2008/09	2009/10	National average 2008/09
Number of looked after children per 10,000 children aged under 18	44	46	47	55

Special educational needs

In July 2009 KCC and the NHS signed up to Every Disabled Child Matters, a formal commitment to make life better for disabled children and their families. This year 77% of young people and carers asked were happy or very happy with the support that they currently receive.

Significant progress has been made on establishing four parent groups within Kent to become charitable trusts by January 2011, which will enable them to commission services for disabled children and their families.

The special school funding formula has been reviewed this year, resulting in an agreement to increase the special school delegated budgets by £5m from April 2010.

Support for Parents

Kent is leading the way in parenting and carer support with three new 'Your Family Matters' (YFM) co-ordinators to organize the delivery of the 'Your Family Matters' parenting programme. The 12 week evidence based programme empowers parents of children aged 8 – 13 at risk of anti-social behaviour through self awareness, and a better understanding of child development and positive discipline techniques. It has achieved very good results, with both parents and children reporting improvements in family relationships, children's social skills and self discipline.

Family Group Conferencing

Family Group Conferencing (FGC) is a process that is triggered when a child is at risk of coming into the care of the Local Authority. It is a partnership and decision-making process that engages the child's family and family network with Children's Social Services and other service providers in making safe plans for the child's care. Since April 2008 it has been mandatory for all children in Kent at risk of entering care to be given the opportunity of having a Family Group Conference. This places Kent at the leading edge in this field, being the first Local Authority to make referral to the FGC Service mandatory for all children at risk of care.

School exclusions

During the last academic year the number of permanent exclusions of pupils from Kent schools reduced, bringing Kent closer to the national rate. Validated national results are not yet available for academic year 2009/10, but local data shows a continued reduction in Kent.

Indicator	2006/07	2007/08	2008/09	National average
Percentage of pupils permanently excluded from Kent schools (including academies)	0.17%	0.17%	0.12%	0.09%

Section 5: Preparing for Employment

Building on our work under the Economic Success theme in Section 2, KCC is committed to helping individuals prepare for employment. This includes a strong focus on helping young people gain the skills they need to enter and sustain employment, as well as helping adults gain essential basic skills to improve their employment prospects.

Our flagship programmes in this area include Vocational Training Centres, Careers guidance and Apprenticeships.

Vocational learning

Over the past two years KCC has funded and established over 25 Vocational Skills Centres across Kent. These centres provide high quality vocational and applied learning programmes, and support the implementation of the diplomas and young apprenticeship placements by providing industry standard training facilities and equipment. To date this has enabled over 5,000 14-16 year olds to undertake a vocational course one day per week over two years leading to a wide range of vocational qualifications.

Skills Centres are either self-contained on school sites or at further education college premises or provided and owned directed by KCC (e.g. Thanet Skills Studio).

The benefit of the Skills Centres has been widely evidenced through an external evaluation undertaken by Glasgow University and an annual Learner Voice Survey which is a triangulated survey involving learners, staff and parents. This research and survey shows the very positive impact on learners who have engaged in the vocational programme.

Careers guidance

KCC has worked with all schools and colleges to pilot a universal Kent Careers and Guidance programme. This includes a new information platform with up to date impartial information on 15 vocational sectors, including information from employers. The development of personal tutors in schools for all learners, to support choices and provide careers advice and guidance has also started. The new information portal is a key resource for these tutors.

The Children and Young People of Kent Survey 2009 identified that 63% of 11-16 year olds and 57% of post-16s strongly agreed or agreed that they would be able to get the type of job they want when they are older. These findings are generally in line with those reported last year, and therefore suggest that the recent changes in the economic market have not had a notable effect on young people's view of the job market in Kent and therefore their future aspirations.

Youth employment

The proportion of young people aged 16 to 18 not in education, employment or training (NEET) in Kent is being pressured from the downturn in the economy. While

performance remains good at 4.9%, economic factors are impacting on young people's ability to find work and may be encouraging more to remain in education.

Indicator	2007	2008	2009	National average
The percentage of 16 to 18 year olds not in education, employment or training	5.2%	4.7%	4.9%	6.4%

KCC successfully bid for £6.5million of Future Jobs Fund money last autumn, offering minimum six month job placements for young people aged 18-24 that have been unemployed for several months. Thirty young people have begun on placements as Community Support Wardens, focusing on Environmental and Youth issues. Kent will provide 1,000 opportunities for young people aged 18-24 via the Future Jobs Fund, with 700 of these being within KCC.

A New Skills, New Lives initiative has been established in partnership with the Learning & Skills Council, designed to increase training and employment opportunities for the high risk element of the youth offending population.

Kent Success

Since 2006/07 301 starts have been achieved on the highly successful Kent Apprenticeship programme, "Kent Success". This compares to an original target of 250.

Indicator	2007/08	2008/09	2009/10	National average
Number of Kent Apprenticeships taken on by KCC (cumulative count)	128	228	310	N/a

For the academic year 2008/09 the KCC Apprenticeship success rate was 78% with 72% of Kent Scheme Apprentices successfully securing meaningful and sustainable employment on cessation or during their programme of learning.

Schemes such as that introduced on the Turner Contemporary construction project, providing apprenticeship opportunities for up to 21 young people over the duration of the building contract, will become increasingly important in the coming years.

The ambitious aim across Kent is for 1 in 5 students to be in an apprenticeship with a level 3 qualification or work based learning, compared to 1 in 20 at present.

Skills for Adults

Kent Adult Education Service is now the largest provider of Government funded family learning programmes in England with over 7,000 enrolments achieved across a range of provision.

NextStep Adult Career guidance sessions have been running at seven libraries as part of a pilot project.

Over 5,605 learners engaged in ‘Skills for Life’ training through Skills Plus and ESOL (English for Speakers of Other Languages) in order to obtain employability skills and qualifications. We have improved our success rates in adult employability and basic skills, with 84% of learners obtaining qualifications against a national rate of 77.6%.

Indicator	2007	2008	2009	National average
Percentage of the working age population (aged 19 upwards) with a level 2 qualification	68.2%	68.9%	71.5%	70.9%

The percentage of adults with a level 2 qualification has improved significantly in Kent during 2009 and this now exceeds the national average.

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Section 6: Enjoying Life

Developing places in which people want to live, work and invest involves supporting them in establishing a sense of place. Leisure & cultural infrastructure can help this.

KCC provides strategic leadership and co-ordination for the development of the arts, sports and other leisure activities in Kent, to ensure that these activities realise their full potential for community engagement and empowerment, distinctive place-making and as contributors to the wider economy.

KCC provides 101 library buildings, 11 mobile libraries and 3 archive centres which provide community spaces for the public to meet and access our services, and which aim to stimulate lifelong imagination, exploration and discovery.

Turner Contemporary

The Turner Contemporary Gallery in Margate, which is a KCC sponsored development, will be an iconic focus in East Kent for stimulating investment and encouraging tourism and arts employment. Excellent progress has been made over the past year; both in terms of gallery construction, which has led to the distinctive form of the building becoming clear, and the significant work involved in readiness for transfer of operational responsibility to the independent Turner Operating Trust, which took place on 1 April 2010. The building construction will be concluded in 2010, and the opening for the public is scheduled for 2011.

Turner Contemporary continues to offer a lively and varied programme of contemporary art and learning and outreach work. The Turner Contemporary Project Space ran until 4 September 2009 and through this space a constantly changing programme of work was showcased. Following the closure of the space, to allow planning for the opening of the new gallery, Turner Contemporary continues to offer an artistic programme and outreach and audience development work within the community.

Libraries

Modernisation of Kent's libraries is continuing, most notably with the creation of a Kent Library and History Centre in Maidstone.

Building work for the new History and Library Centre in Maidstone commenced in March 2010, with the new building due to open in 2012. Having a facility such as this has long been a vision for the county.

Ashford, Canterbury and Gravesend Libraries are all now in temporary accommodation, as work progresses on the new facilities of the Ashford Gateway Plus, The Beaney Museum and the Gravesend Library, all of which will all be opened by 2012. Work is also going ahead for the modernisation of Deal library.

Indicator	2007/08	2008/09	2009/10	National average
Number of libraries modernised (cumulative)	7	12	12	N/a

Cranbrook, Folkestone and Stanhope libraries were all due for modernisation during 2009/10 but due to delays the work started late and was completed early in 2010/11.

The modernisation programme has continued to benefit customers and the library service is now reaching many more users. Our website attracts over 1.1 million visitors (2009/10). Improved footfall in recently refurbished libraries reflects an increase in issues during 2009/10, for example, by 80% at Ramsgate and 13% at East Peckham compared to 2007/08.

Olympic and Paralympic Games

Kent's Campaign for the 2012 Games is ensuring that Kent benefits from the London Olympics and Paralympics taking place on its doorstep. To do this the campaign is working with a range of partners across many sectors including, tourism and businesses. KCC achieved national Beacon Status for its Olympic and Paralympic work in March 2009.

Ukraine and Belarus are signed up to run Judo Pre-Games Training Camps and Slovenia has signed up to run Gymnastics Pre-Games Training Camps in Kent prior to 2012.

KCC is working with a number of organisations to support Kent sportsmen and women to compete at a national level in the run up to the 2012 Olympic and Paralympic Games. Support includes free access at designated off peak times to a number of the county's leisure and sports facilities for personal training and development, discounts on clothing and equipment, physiotherapy and sports massage therapy.

	2007/08	2008/09	2009/10
Number of athletes supported to compete at a national level in the run-up to 2012 Olympics and Paralympics (cumulative since 2006/07)	526	732	907

Hundreds of excited young people from across Dover, Deal and Sandwich took part in a Schools' Olympic Torch Relay as part of 'Pass the Passion' in September 2009. Over 12,500 local children were involved

Sports

KCC continues to support sports activity in the voluntary sector through the community sports coach and Recruit into Coaching programmes. Our support for local sports clubs includes countywide coach and club education programmes and more clubs are now signed up to the Club Connect scheme and accredited with Clubmark.

	2007/08	2008/09	2009/10
Number of sports clubs achieving Clubmark accreditation (cumulative since 2006/07)	90	149	175

Arts Development

This year KCC has leveraged over £6.7m of external investment into the arts in Kent – achieved at a time of one of the most severe economic downturns experienced by the UK in several decades, including levering in a £3.1m Sea Change grant for the Dreamland project in Margate

We monitor the building programme for the New Marlowe Theatre, in which KCC is a major capital investor, and are part of a dialogue with partners on the future programme and business plan.

We run the Kent Arts Investment Fund, an annual open project fund that responds to projects that increase the arts offer: activity, performances, new audiences and visitors. Careful investment of our funds enables us to strengthen arts networks and venues in Kent by working with arts organisations on their programmes. Over 2009/10 our support and financial investment resulted in 2,175 performances, screenings and exhibition days, involving 1,598 professional creative workers, and 1,027 educational events and workshops. Overall 144,976 people in Kent benefited from this activity.

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Section 7: Keeping Kent Moving Safely

Kent Highways Services (KHS) is responsible for ensuring the safe condition of the 8,400 km of local roads and 6,000km of pavements in Kent. We maintain roads, pavements, streetlights, drains and other highway structures, and also deliver major improvement projects and road safety programmes. We are not responsible for the motorways or trunk roads in Kent which are looked after by the National Highways Agency.

We also shape and influence the built environment and travel behaviour to facilitate regeneration and improve public access to key services, and provide funding to support socially necessary rural bus routes. In recent years we have also provided significant and increasing funding for concessionary bus transport for children and young people through The Kent Freedom Pass.

We have invested significant additional funds into our Highways and transport systems in recent years as the public have told us that this is a high priority for them, with potholes being a particular issue. Highways nationally have suffered from years of under-investment in the past and there are no quick fixes for what is a significant maintenance backlog - however we believe that in Kent we are making good progress in this area.

Customer Response

Resident call volumes regarding highways to our 24/7 Contact Centre remain at around 12,000 per month with 7,000 of these turning into requests for service. Improving our customer interface and response to feedback has been a key priority for us and in response we have launched 'My Kent Highways on-line' which for the first time gives true transparency to the public on the status of the service requests they have made.

Winter Impact

The past winter was the worst in the UK for over 30 years. KCC and our district council partners responded positively to the enormous demands placed on the service in dealing with the adverse conditions at the time and we will use the lessons learnt from the extensive review of our winter service, including formal consultation with Members and Parishes to improve our response and winter service delivery plan in the future.

The abnormally harsh weather left roads across the entire country in serious need of urgent repairs. In response to this we arranged a major programme of repairs on Kent's minor road network. The '*Find and Fix*' initiative was launched using a number of local contractors to ensure a robust and systematic response to the deteriorating road condition. The entire initiative will run into the summer period to ensure a complete programme of repairs across the whole county.

Improving roads

Significant improvements have been made in recent months to tackle the backlog of other routine repairs and whilst there is still more to be done the foundations are now

in place to keep on top of basic maintenance. We have conducted extensive market testing of resurfacing schemes to challenge the competitiveness of our existing contracts and this has helped deliver efficiency savings of around 8%, which has been reinvested into further maintenance work.

Additional funding in 2009/10 enabled an extended road resurfacing programme to be implemented which was well received.

We have also introduced the Kent Permit Scheme, Kent's groundbreaking programme, which ensures tighter controls on permits provided for utility companies and others to conduct roadworks. This along with the Considerate Contractor Scheme is helping to improve the quality, timeliness and safety of roadworks by both KHS and others.

	2007	2008	2009
Net satisfaction of residents with condition of roads in Kent (KHS tracker survey)	19%	29%	20%
Net satisfaction of residents with condition of pavements in Kent	16%	23%	26%

Streetlights and Drains

We have completed the replacement programme of over 7,000 old mercury street lights which has helped improve the quality of lighting, reduced faults and lowered energy consumption. This has led to a continued improvement in public satisfaction as recorded in our annual tracker survey.

	2007	2008	2009
Net satisfaction of residents with streetlights	44%	45%	51%

All traffic lights have also been converted to LED lamps, again resulting in cost savings in energy usage and leading to more efficient future maintenance.

The drainage investigation unit has enabled over 1,750 historic and recurring drainage problems caused by damaged pipes to be solved. This has been well received by local communities and has significantly reduced the number of emergency call outs during heavy rain.

Reducing congestion

We have made considerable efforts to reduce congestion on Kent's roads through our traffic management systems. The investment in congestion management in Maidstone is already delivering a good return with average peak morning journey times now consistently lower than before active management of traffic systems in the town. Further investment is planned in Canterbury and Gravesend with baseline data available from May and reporting 'managed journey times' from August.

The successful countywide roll-out of the Freedom Pass has also, along with its many other benefits, had a positive impact on congestion, particularly around those schools where take-up has been substantial, with a total of around 22,000 passes issued.

Freedom Pass

The Freedom Pass entitles 11-16 year olds to free public transport for an annual fee of £50. Entitlement has been expanded to include home-educated children, young people in care aged 16 to 18 and care leavers (young people who have left school, but are still the responsibility of the council) aged 18 to 20. For young people in care, the fee is now funded by KCC directly or through the foster carer.

	2007/08	2008/09	2009/10
Freedom passes issued	5,203	13,689	22,157

The total number of journeys made with Freedom passes is now running at around 600,000 trips per average school month. Roughly 75% of these are peak home to school journeys and 25% are for leisure or other trips. The decision to provide additional capacity on existing bus routes via the incumbent operators has proved successful.

The Freedom scheme has proved very successful. Feedback from users, the general public and other stakeholders has been extremely positive. The scheme can genuinely be described as trailblazing in a national context.

Road safety

The continuing good work in road safety education and training, safety camera partnership and driver diversion scheme (National Driver Improvement Scheme) is helping to deliver a continued reduction in the number of people killed or seriously injured on Kent's roads. Working with our partner organisations, Kent is on target to exceed the challenging national ten year target of a 40% reduction in killed and seriously injured on Kent's roads.

	2007	2008	2009
Number of road accidents casualties - Killed or seriously injured (including Highways Agency roads i.e. Motorways)	723	627	629

Supporting regeneration and improving access to key services

The recent introduction of the domestic high speed rail services from Kent to London is a major economic generator; an improvement for which we have been arguing strongly for a number of years. Similar strategic transport links on which we have worked very closely are two major road schemes, East Kent Access phase 2 and Sittingbourne Northern Relief Road, which were both started during 2009/10 and will greatly improve access to, and the economic prospects of, the areas where they are being built.

Section 8: Environmental Excellence

KCC is committed to managing economic growth while providing protection of the environment. We work to provide improved access to the Kent's countryside, coast and heritage, and at the same time ensuring our natural resources and man-made heritage are conserved and enhanced.

We manage 19 country parks, maintain the 6,847km of Public Rights of Way network and work to protect and promote the natural beauty and special character of the Kent Downs (an Area of Outstanding Natural Beauty).

KCC also disposes of the county's household waste and works to achieve targets for diversion from landfill, improved recycling and waste reduction. We work in partnerships with districts councils who collect the waste and private contractors who operate household waste recycling centres on our behalf.

Of key importance for the future is our work on Climate Change, helping Kent to achieve reduced carbon emissions for a sustainable future.

Enjoying the countryside

We have worked hard this year in continuing to improve and promote countryside access. This is important for many Kent residents who regularly make use of our services with our countryside access web site "Explore Kent" now receiving 100,000 page views per month.

This year we delivered over £1m worth of capital improvements to the Rights of Way network and capital developments continued at our Country Parks with new play areas opening in several parks in time for the Easter holidays, and the Green Café opening at Manor Park. Work has begun on several new capital projects which will take more than one year to complete, such as work at Lullingstone Country Park to improve the car parking facilities, and work to improve visitor centre services.

Indicator	2008/09	2009/10
Visitor to KCC run country parks	1.4 mill	1.44 mill

In partnership with other agencies and providers we have organised many successful community events in the year. Under the banner "Fit as a Fiddle" the Countryside Management Partnerships delivered practical countryside taster sessions for over 50's across the county who wanted to improve their fitness. More than 2,000 people attended the *Kent Goes Wild at Mote* event in September, Kent's biggest ever celebration of wildlife recording. Over 7,000 people attended Kent Coastal Week and 500 more children signed up as Junior Wildlife Recorders.

Our services continue to contribute to the health and education agendas: the Countryside Access Service began an innovative Health Inequalities project with the health services, working with GPs to encourage patients to choose walking to improve their health, and the service launched a Key Stage 2 Education.

Some of our work achieves national recognition and for example the Kent Downs was highly commended as global best destination in the Responsible Tourism Awards.

Heritage

This year has seen a number of exciting archaeological works in Kent. September saw the launch of an innovative new project in Sittingbourne: the Anglo-Saxon Conservation Science Investigations provided a public exhibition of the amazing finds from the previously unknown cemetery.

The successful community archaeology project continued at Shorne Woods Country Park with over 400 people volunteering for the excavations. During the year we held an open day at Randall Manor, produced a wider survey of the archaeology of the park, and established a permanent display and interpretation at the visitor centre.

Waste Management

This year has again seen the amount of waste produced by Kent residents reduced, down from over 800 thousand tonnes two years ago to just over 750 thousand tonnes this year. This is good news both financially (less cost for the tax payer) and environmentally.

As a result of less waste collected, and also through increased use of the waste to energy plant at Allington, the amount of waste now going to landfill has significantly reduced.

Indicator	2007/08	2008/09	2009/10	National average
Kilograms of household waste collected per resident	539	507	486	463
The percentage of household waste recycling or composting	35.8%	38.7%	38.4%	39.3%
The percentage of municipal waste sent to landfill	53.2%	45.5%	30.2%	47.6%

The level of recycling has shown no increase this year due to the recession affecting recycle markets and more efficient and accurate reporting of data from recycling plants relating to "reject" materials and un-marketable materials. Currently a higher level of rejected/un-marketable recyclables has been reported for 2009/10 than the previous year, therefore reducing the overall amount of waste being recycled.

We have made further improvements to household waste recycling centres this year. Information signage at all sites has been improved to help customers understand who is operating the services and how to sort the waste for ease of recycling. Following customer feedback we also made changes to the height barriers, which were increased to 2 metres, with vehicles taller than 2 metres able to use larger sites on specific days and we will be piloting some longer opening times.

Clean Kent

Working with partner agencies including district councils and the police, the Clean Kent campaign continues to deliver a hard line approach towards fly-tippers. A large

number of sites, which have a history of heavy flytipping are monitored and investigations conducted continue to lead to criminal convictions and fining of offenders. The Clean Kent/KCC enforcement function is making a major contribution both in Kent and at a regional level, with the team's specialist expertise now being sought in respect of fly-tipping cases nationally.

Climate change

KCC has had a stated target to reduce carbon dioxide emissions by 10% by 2010 but this has not been achieved, due to increases in emissions from the estate in certain areas, in particular schools which account for almost 80% of carbon emissions from our buildings. This is as a result of increased use of ICT and extended opening hours, which is also a priority. Therefore, delivery of this target is unfortunately hampered by good progress against another.

However, assessment against the Carbon Trust Standard last year, which takes account of growth in the estate, indicated a 6% like for like reduction compared to the previous two years of data.

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Section 9: Maintaining Independence

Kent Adult Social Services (KASS) help the people of Kent to live independent and fulfilled lives safely in their local communities. Our vision for the future of social care in Kent was published in March 2010. "Active Lives Now" sets out our priorities for the next three years and describes how we will turn the national concordat 'Putting People First' and Kent's 'Active Lives' ten year vision into a reality.

We offer support to people with particular needs to maintain their independence:

- older people
- people with a learning disability
- people with a physical impairment
- people with a sensory impairment
- people with a mental health problem.

Personalisation

We are delivering more personalised services through Self Directed Support (SDS), giving more people choice and control over the support they receive.

Personal Budgets for all new service users were introduced from April 2009 and since December 2009 have also been allocated to existing service users when they have their review. At the end of March 2010 1,019 people had received an approved Personal Budget.

We want people to feel part of their community and we are working with the private and voluntary social care market in Kent to ensure there is a wide range of local services offering people a choice about what support they have and when. 85% of all social care services are now provided by private and voluntary organisations and not directly from the Council.

Indicator	2007/08	2008/09	2009/10	National average 2008/09
Percentage of clients with community based services receiving a Personal Budget and/or Direct Payment	4.3%	6.3%	9.1%	5.6%

Providing good information, advice and guidance is important to help people find out what is available and decide on the right care and support. The Kent Contact and Assessment Service (KCAS) is the main access point for people wanting to contact Social Services. KCAS will signpost people to other appropriate agencies or will provide relevant information and advice. KCAS handles up to 90,000 contacts and referrals each year from the public and from our main partner agencies.

Indicator	2007/08	2008/09	2009/10
Number of new clients assessed	27,920	29,575	33,785

We provide advice through KCC's Gateway facilities and voluntary organisations, such as Hi Kent also have a presence here. A 24 hour Dementia Helpline and the Mental Health Matters out of hours helpline have been launched. We have introduced specialist community posts to help guide people through the social care system and give them advice about services available specifically in the district where they live. The Live it Well website was launched in December 2009 to promote physical health and mental wellbeing for all.

Over the last 18 months we have been moving away from traditional day services through our Good Day programme, to give people with a learning disability choice and control over how they spend their time. This year we also worked with 440 people with a learning disability to support their move from residential settings provided by the NHS to community based living. This transfer from NHS care means that we now have the responsibility for all social care services in Kent for people with a learning disability.

Maintaining independence through prevention

Most people want to remain independent for as long as possible. We have developed services that help people stay at home and prevent them going into hospital or long term care. We are currently reviewing our older people's services to ensure that they will meet the changing needs and demography of our communities.

In 2009/10 the number of people supported during the year by Kent Adult Social Services' community based services to live independently rose to 43,110, an increase of 5,640 from the year before.

People supported to live independently	2008/09	2009/10
Adults with physical disability	4,760	6,060
Adults with learning disability	2,640	2,555
Older People (aged 65 and over)	26,235	30,650
Adults with mental health	3,640	3,635
Other adults	195	210
Total	37,470	43,110

Kent has taken part in a national pilot to test the use of assistive technology in people's homes. Assistive Technologies such as Telehealth and Telecare are monitoring systems that can alert professionals remotely about someone's health or wellbeing. The pilot has shown that the use of Telehealth technology resulted in fewer hospital admissions and delivered savings compared to traditional service options. Most importantly the general and physical health of patients increased during the trial period. As at January 2010 there were 1,134 people on Telecare and 783 on Telehealth. We are working to mainstream these services now the pilot has concluded with such encouraging results.

We have introduced Enablement, a free intensive short term service of three to six weeks designed to help people maintain independent living skills at home. This is being offered to new clients when appropriate and is proving successful. 58% of

people receiving enablement services had their needs met with no further on-going support from social services.

KCAS can now provide fast access to community equipment and minor adaptations following first point of contact, speeding up the process and enabling people to stay at home for longer.

We have also been developing suitable housing through Public Finance Initiatives in partnership with District Councils so that people with particular needs can be supported to live independently if they wish and long term residential care is not their only option.

Support for Carers

Supporting carers so that they are able to manage their caring role and still have fulfilled lives themselves has been one of our priorities. We provide a range of 'short breaks' which benefit carers and the people they support. One-off direct payments are available to carers for relaxation away from caring and can be used as they wish.

The Kent Carers' Emergency Card has proved popular with carers – there are currently over 1,140 Carers signed up to the scheme and the number is growing steadily.

In the latest carers' survey 68% of carers reported being satisfied with the help they received from Kent Adult Social Services.

Access to work

We continue to invest in supported employment for people with learning disabilities, mental health conditions and physical disabilities. KASS is committed to ensuring people who want to work are supported in doing so and are developing a range of employment opportunities with the voluntary and community sector, social firms, co-operatives and other enterprises.

Safeguarding

Protecting vulnerable adults from harm or abuse continues to be at the centre of everything we do. In partnership with other agencies we have worked to improve our safeguarding arrangements. We ran a programme of events to help raise awareness and to support people to report incidents that have caused them concern.

Section 10 : Staying Healthy

KCC works in partnerships with district councils, the private and voluntary sectors and the NHS to promote healthier lifestyles and address health inequalities.

KCC hosts the county's Public Health team which reports jointly to the Primary Care Trusts (PCTs) and KCC. The team's main objective is to provide the leadership and strategic framework to enable effective action to be implemented to address the priorities identified in the Kent Public Health Strategy.

The priorities identified in the Kent Public Health Strategy are reducing health inequalities, improving children's mental health and wellbeing, improving sexual health and reducing teenage pregnancies, increasing the number of adults living healthier lives, enabling more people with chronic disease to live at home, and reducing substance misuse and excessive alcohol drinking.

Many of the services provided by KCC, from libraries to country parks contribute to help people live healthier lifestyles. Two key and innovative programmes we have delivered are the Kent School Games and 'House'.

Kent School Games

The Kent School Games for 2009/10 were launched by Dame Kelly Holmes in October 2009. Hundreds of local heats took place across the county, leading up to a series of finals events in July.

The Kent School Games is the largest school sports event in Europe, giving more than 30,000 young people, aged 4 to 16 the opportunity to compete in 38 different sports, including disability sports. The event has been nationally recognised as a unique opportunity for young people to engage in competitive sport, with the possibility of the Kent "model" being advocated across the whole country, leading to a National Schools Olympics.

This is the second time the Kent School Games have been held and for the first time this now includes 4-6 year-olds and the additional sports of multi skills, gymnastics and speed stacking.

The previous Kent School Games held in 2008 helped increase pupil participation levels in competitive school sport from 36% in academic year 2006/07 to 50% in 2008/09. This compared to a national increase from 35% to 44%. Data from the national survey for 2009/10 not will be available later until later in the year.

Indicator	2006/07	2007/08	2008/09	National average
Percentage of pupils (years 1-11) involved in inter-school sport competitions	36%	44%	50%	44%

House

The Kent Youth Service working with the Public Health team and other partners have continued to develop the successful and innovative 'House' model which went live in December 2008.

'House' is a space aimed at young people aged 13 to 19 years old, giving them somewhere to 'chill out', where they can get informal lifestyle information to suit them in a relaxed and unthreatening environment. Its objective is to increase awareness of the damaging effects of smoking, alcohol, drugs and early or unprotected sex.

'House' has not been advertised conventionally and relies on viral marketing (using pre-existing social networks) and word of mouth only. 'House' soon became a brand name among young people and has been successful because it is not immediately associated with agencies and services and the information and messages provided are discrete and offered on young people's terms.

The results have been phenomenal. By January 2010, 'House' had visited all districts across Kent and had been very well received by young people. By the end of February 2010 the project had made contact with more than 11,000 young people, including many young people who are currently unknown to and do not access existing services. Up to 150 young people visited the Maidstone 'House' per day with queues of young people to see the sexual health nurse for Chlamydia tests.

'House' is now continuing and engagement with young people produced the design brief for a mobile facility that is able to reach into local communities themselves, rather than town centres. 'House' activities can therefore be taken directly into the estates and communities that can most benefit. The new facility launched in March 2010.

Keeping Fit

The health of the Kent population continues to improve and generally the county enjoys better health and longer life than the national average, although there is significant variation (health inequality) across the county.

	2007	2008	2009 Estimate	National average 2008
All age all cause mortality rates per 100,000 population - males	660.9	631.3	627.9	679.9
All age all cause mortality rates per 100,000 population - females	477.1	467.6	446.6	486.7

Contributions from other KCC services and partnerships to the health agenda this year include the following :

- The Countryside Access Service began an innovative Health Inequalities project with the NHS, working with GPs to encourage individual patients to choose walking to improve their health

- Under the banner “Fit as a Fiddle” the Countryside Management Partnerships delivered practical countryside taster sessions for over 50's across the county who wanted to improve their fitness
- The “activekent” website was launched and developed with Eastern and Coastal Kent PCT and West Kent PCT to promote healthy activity
- Kent’s Libraries have significantly increased their contribution to the public health agenda, either holding or being involved with nearly 800 health events or activities ranging from walks, sessions about nutrition, support for stopping smoking and health trainer surgeries, an 82% increase in activity compared to the previous year.

Dealing with drug and alcohol problems

The National Treatment Agency (NTA) mid-year review of the Kent Adult Treatment Plan highlighted the excellent work that had been made to rectify underperformance in previous years. The review also pointed to the substantial increase in the number of drug users in effective treatment, above average rates of successful discharge from treatment and consistently excellent waiting time’s figures as indicators of consistently strong performance.

Indicator	2007/08	2008/09	2009/10
Number of problem drug users in Kent in effective treatment	2,186	2,343	2,397

The Drug Action partnership has also delivered improved outcomes for people with substance misuse problems who are involved in the criminal justice system. The new Drug Intervention Programme (DIP) service continued to perform well with increasing numbers of clients with drug problems being engaged through cell interventions and arrest referrals. Roll-out of the Integrated Drug Treatment System (IDTS) also continued in 2009/10 leading to more consistently high quality drug treatment in the Sheppey Cluster prisons in Kent.

The Kent Action on Alcohol Steering Group in developing the Kent Alcohol Strategy, which is being finalised following a consultation and will be launched in 2010.

Section 11: Stronger & Safer Communities

Kent is a safe county to live in. KCC works with the police, district councils and other partners to help reduce crime and the fear of crime. We make key contributions to community safety through our Community Wardens, the HandyVan service, Trading Standards and Youth Offending Services. We also work to promote volunteering, helping to build stronger communities.

KCC Community Wardens

The 101 KCC Community Wardens provide a comprehensive, uniformed presence across the county, building community confidence and reassurance by reducing crime, the fear of crime and deterring anti-social behaviour.

The Community Wardens are now embedded within Neighbourhood Policing teams including police community support officers (PCSOs,) using problem identification and solving techniques and a shared tasking and co-ordination process to identify issues and target activity

In 2009/10, KCC Community Wardens spent over 75% of their time on visible presence activities within their communities which included more than 34,000 interactions with the public and approximately 17,000 incidents relating to the environment (i.e. highways, litter/dog fouling, fly-tipping, etc).

A successful bid was made under the government funded Future Jobs scheme for the recruitment of thirty young unemployed persons to join the Kent Community Wardens Service on a six month basis as Support Wardens. The Support Wardens were deployed to work with experienced Wardens focusing in particular on environmental and youth issues. Two groups of young people have already completed the six month programme with the remainder due to finish in August 2010. With new skills and a new found confidence, some of the young people have been able to find employment, whilst others are keen to become full-time wardens if the opportunity arose.

HandyVans

The HandyVan scheme provides improved home security for vulnerable people to help protect them against burglary and increase feelings of safety. This has been a tremendous success with 89% of clients feeling very safe after receiving the HandyVan service compared to just 11% beforehand (based on a sample size of 1,252 clients between April 2006 and June 2009):

	2007/08	2008/09	2009/10
Number of safety checks completed by the HandyVan service	2,368	2,996	3,055

Reducing crime and fear of crime

In Kent during 2009/10 recorded crime decreased by nearly 11,000 crimes, a 10.9% fall compared to 2008/09. Two areas where KCC has maintained a focus working with

partners over the last four years are domestic burglary and car crime, both of which continue to show reductions.

Indicator	2007/08	2008/09	2009/10	National average
Domestic burglary per 1,000 households	8.5	7.8	7.8	11.8
Car crime per 1,000 population	8.6	7.8	6.2	8.3

Under the umbrella of the Safer Kent Delivery Group, KCC has been working for some years with partner organisations to manage the night time economy and help make people feel safe. Feelings of safety walking alone at night are at their highest for the last four years rising from 55% in 2006/07 to 67% at the end of 2009/10.

Indicator	2006/07	2007/08	2008/09	2009/10
Percentage of people who feel safe walking alone at night	55%	58%	64%	67%

Trading Standards

Kent Trading Standards operates an early warning email messaging system which alerts local communities to bogus trading practices. Our partners and message recipients now number over 290, including 161 parish and town councils. More than 100 messages are sent each year containing warnings of scams and doorstep criminals. Alert messages are also published in a range of local media including parish magazines, public notice boards and local newspapers. This all helps to reinforce the messages we give about doorstep traders and scams.

Trading Standards continued to respond rapidly to residents in need who were victims to doorstep criminals. 105 consumers were supported up to the end of January 2010, saving residents an estimated £118,000.

Where intelligence has shown that there has been a problem with doorstep callers Trading Standards Officers have worked with partners to establish local Cold Calling Control Zones. The scheme is proving to be popular at a local level and once a zone has been set up the neighbouring community often wants one as well. The first No Cold Calling Control Zone was set up in Cranbrook and now there are 18 in Kent with proposals for a further 8.

Tackling youth offending

Local data shows a continuing reduction in the number of new entrants to the youth justice system.

We have doubled the number of Victim Liaison Officers, significantly increasing the frequency of contact with victims of youth crime and the opportunities to engage them in restorative processes with those who have offended against them.

Indicator	2007/08	2008/09	2009/10	National average 2008/09
Number of new entrants to the youth justice system (per 100,000 10-17 population)	1,710	1,620	1,112 ¹	1,472

We have also seen sustained good progress with respect to the prevention of re-offending. The overall re-offending rate has fallen incrementally from 40.2% for the 2005 cohort to 34.6% for the 2008 cohort. This progress has continued, with the rate falling to 27.2% for the 2009 cohort tracked for 12 months.

Alcohol

In November 2008, the multi-agency Kent Community Alcohol Partnership (KCAP) which includes Kent Trading Standards and Kent Police was officially launched, aimed at changing the attitudes to drinking among young people and supporting retailers to reduce sales of alcohol to underage drinkers. In November 2009 KCAP was extended to include Herne Bay, Whitstable, Cliftonville, Margate, Maidstone and Swanley and encouraging results are already being seen.

Volunteering

Over 1,000 volunteers have signed up to the 2012 Kent eVent team to support sporting, leisure & cultural events and organisations.

Kent Volunteers ran a targeted campaign, 'Volunteer Your Skills', in late summer 2009, highlighting the need for people with specialist and professional skills to volunteer. They also worked with voluntary organisations helping to ensure the opportunities they need are 'volunteer ready' and more likely to be taken up.

The Community Safety Annual Conference was entitled 'Community Safety and the Voluntary Sector', and highlighted the worthwhile and sometimes overlooked role that the voluntary sector plays in the community safety agenda, as well as the opportunities this sector can provide for volunteering.

¹ Provisional figure based on local data – not suitable for comparison with previous years. Official figure available Nov 2010

Section 12: Towards 2010 Targets

The following table provides a summary of the progress we have made in the last four years against the targets we set in the *Towards 2010* document.

Full details of progress against these targets can be found in the *Towards 2010* Annual Report on our web-site.

Target	Progress Made
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	Good progress
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	Completed
Target 3: Support a programme of town centre regeneration	Completed
Target 4: Support rural businesses and communities to build a strong entrepreneurial culture	Completed
Target 5: Ensure Kent County Council uses its significant purchasing power to allow fair and open competition	Completed
Target 6: Increase opportunities for graduates to work and live in Kent	Completed
Target 7: Fulfil Kent's potential as a premier tourist destination	Good progress
Target 8: Develop Kent as a major venue and location for film, television and creative industries to benefit the Kent economy	Completed
Target 9: Through our Kent Supporting Independence Programme, work towards reducing the number of people dependent on welfare benefits	Good progress
Target 10: Improve the quality of early years education by strengthening the links between pre-schools/nurseries and primary schools, thereby improving children's ability to learn when they enter primary school	Completed
Target 11: Help and inspire all our children to do well, with a particular focus on ensuring that the results our seven and 11 year-olds achieve at Key Stage 1 and Key Stage 2 improve faster than the national rate	Good progress
Target 12: Work with headteachers to encourage a zero tolerance approach towards disruptive behaviour, bullying and vandalism in our schools	Good progress
Target 13: Continue to offer and develop further multi-agency support to parents by helping them with the problems they and their children face in everyday life	Completed
Target 14: Listen to young people's views and opinions and develop their ideas to improve education and life in Kent	Completed
Target 15: Raise the expectations and aspirations of our young people by giving all 13-19 year-olds the very best careers guidance and by providing master classes presented by businessmen, entrepreneurs and professionals	Completed

Target	Progress Made
Target 16: Expand our pioneering vocational 14–16 programme to more than 4,000 students, offering real choice in a diverse and stimulating curriculum tailored to the needs of students and relevant to the real world	Completed
Target 17: Double the number of participants on the Skills Force programme	Completed
Target 18: Introduce a Kent Apprenticeship scheme, offering at least 1,000 apprenticeship opportunities across the private and public sectors	Completed
Target 19: Introduce the Kent Community Programme, building teams of apprentices to participate in community projects	Completed
Target 20: Build strong business-education partnerships that benefit both employers and schools	Completed
Target 21: Launch and market a new website, “ <i>What’s on in Kent?</i> ”, that will list sports and leisure activities and local organisations for all age ranges in the county	Completed
Target 22: Establish a biennial Kent School Games and support Kent sports men and women to compete in the 2012 London Olympics and Paralympics	Completed
Target 23: Facilitate and enhance the development of Kent Youth Theatre activities	Completed
Target 24: Find new and innovative ways of communicating with the public, including trialling webcast TV	Completed
Target 25: Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county	Completed
Target 26: Modernise the library service so it also acts as a focal point for KCC services and widens access to Kent’s rich culture	Completed
Target 27: Open the Turner Contemporary gallery, Margate, in 2010	Completed
Target 28: Support and encourage the large number of local and voluntary groups and sports clubs in Kent	Completed
Target 29: Continue to develop ‘gateway’ one stop shops that give easy access to services provided by county and district councils and other public service bodies	Completed
Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots	Completed
Target 31: Pilot staggered school hours to relieve rush-hour congestion	Completed
Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes	Completed
Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption	Completed
Target 34: Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion-busting teams	Completed
Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent	Good progress

Target	Progress Made
Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing	Completed
Target 37: Improve the way we repair roads and pavements	Completed
Target 38: Maximise the use of previously developed land	Good progress
Target 39: Bring back into use the large number of empty homes in Kent	Completed
Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes	Good progress
Target 41: Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials	Completed
Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialling the use of bio-fuels and other new technologies	Good progress
Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders	Completed
Target 44: Establish a Global Centre in Kent that will lead the world in developing crops to provide energy, medicines and other products	Not achieved
Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage	Completed
Target 46: Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies	Good progress
Target 47: Create and launch initiatives that facilitate more competitive sport in schools, support after-school sports clubs and sponsor more inter-school competitions and holiday sports programmes	Completed
Target 48: Increase opportunities for everyone to take regular physical exercise	Completed
Target 49: Enter into practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing	Completed
Target 50: Introduce a hard-hitting public health campaign targeted at young people to increase their awareness and so reduce the damaging effects of smoking, alcohol, drugs and early or unprotected sex	Completed
Target 51: Encourage healthy eating by providing nutritious lunches through the "Healthy Schools" programme and launch a range of community-based healthy eating pilots	Completed

Target	Progress Made
Target 52: Increase the number of people (by 3,000) supported to live independently in their own homes. This will include: <ul style="list-style-type: none"> • encouraging the development of more housing for older people, disabled people and those with special needs • encouraging more people to take control of their care/support through Direct payments • taking advantage of new technologies, such as expanding our Telehealth and Telecare programmes 	Completed
Target 53: Strengthen the support provided to people caring for relatives and friends	Good progress
Target 54: Work with our colleagues in the health service to reduce the number of avoidable admissions to hospital and combine resources, where appropriate, to improve the health and well-being of the people of Kent	Good progress
Target 55: Ensure better planning to ease the transition between childhood and adulthood for young people with disabilities and to promote their independence	Good progress
Target 56: Improve older people's economic well-being by encouraging the take-up of benefits	Completed
Target 57: Build on the successful Kent Community Warden scheme, supporting Kent Police in their visible Neighbourhood Policing programme and working with them and the CDRPs to strengthen the police presence in problem areas	Completed
Target 58: Help maintain Kent's low levels of burglary and car theft and work with off-licence, pub and club owners to reduce alcohol-fuelled crime and disorder, anti-social behaviour and domestic abuse	Completed
Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents	Completed
Target 60: Support young people to reduce the risk of them offending	Completed
Target 61: Extend our public awareness campaign to alert people to the activities of rogue traders, particularly those involved in door-to-door sales, and increase the number of offenders prosecuted	Completed
Target 62: Expand the Kent HandyVan scheme, making the homes of older and vulnerable people more secure	Completed
Target 63: Promote the Kent Volunteers Programme and work with other partners to attract more volunteers	Completed

Section 13: Your comments

We are always trying to ensure that we improve the services that we provide for the people of Kent. We would be glad of your views on any part of this document and will use them in preparing future reports and developing our services.

Please complete this feedback form and return it to Richard Fitzgerald, Kent County Council, Room 1.63, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ.

If you would rather give your views by telephone, you can call 01622 221985. Alternatively email: performance@kent.gov.uk .

1. Your name/address:

2. How useful did you find this document? Did you find anything particularly helpful?

3. Was there anything missing? If so, what?

4. Did you find it easy to read and understand? If not, why?

5. Any other comments?

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By: Kevin Lynes, Cabinet Member, Regeneration and Economic Development
David Cockburn, Executive Director - Strategy, Economic Development and ICT

To: Regeneration and Economic Development Policy Overview and Scrutiny Committee 23 September 2010

Subject: Core Monitoring Report

Classification: Unrestricted

Summary:

The purpose of this report is to inform the Regeneration and Economic Development Policy Overview and Scrutiny Committee of the key areas of performance and activity for Backing Kent Business

1. Introduction Core Monitoring

- 1.1** The first Core Monitoring report was reported to Cabinet on 13th September. The report includes graphs (where appropriate), and commentaries on a wide range of indicators, covering key activity and performance relating to the main services provided by the council.
- 1.2** Each Policy Overview and Scrutiny Committee is receiving the section of the report relevant to their remit.

2. Core Monitoring

- 2.1** Indicators within the Core Monitoring report are presented with historical trends shown by a graph, a RAG (Red/Amber/Green) status, a DoT (Direction of Travel rating) and a commentary.
- 2.2** A summary of the RAG ratings by indicator is provided at the start of the Core Monitoring report in the contents and summary pages along with an explanation of how the RAG ratings and DoT ratings are arrived at.
- 2.3** The RAG and DoT ratings are always based on the quarterly data except where the indicator is only provided with annual figures.
- 2.4** To show how the position has changed from the most recent quarter compared to the previous quarter, RAG ratings and DoT ratings for the previous quarter are also shown, although this information has not previously been reported.

- 2.5** For most indicators the data presented in the Core Monitoring shows two graphs, these being in most cases:
- a. performance trends on a financial quarterly basis, with up to three years historic data shown
 - b. annual performance with comparison to national benchmarks, with up to five year's history shown.
- 2.6** Other graph formats are used for some indicators where it is not possible or suitable to use the above format. For example, information relating to academic results at schools can only be presented with annual data and other schools-related information is reported on a termly basis rather than by financial quarter.
- 2.7** The commentaries provided with each indicator are provided to help clarify the information presented in order to assist interpretation.

3. Data Quality and Interpretation

- 3.1** Much of the quarterly data included in the Core Monitoring has the status of management information, which has generally not been put into the public domain before.
- 3.2** Please be aware that data for the most recent quarters is provisional and may be subject to revisions at a later date. However, in all cases the most recent data presented is of sufficient accuracy to provide a reliable indicator of trends either positive or negative.
- 3.3** In some cases it is not possible to present data for the most recent financial quarter (end of June 2010) within this report. In all cases the most recently available data is shown.
- 3.4** Where annual data is presented with national benchmarks, in all cases this information is taken from nationally published information already in the public domain. Sources for this information are generally government departments, such as the Department of Education for pupil attainment, and such data usually comes within the remit of National Statistics.
- 3.5** National Statistics are produced to high professional standards set out in the Code of Practice for Official Statistics. They undergo regular quality assurance reviews to ensure that they meet customer needs. They are produced free from any political interference.

4. Future Reporting

- 4.1** Further Core Monitoring reports will follow on a quarterly basis.
- 4.2** Presentation of this data in this format is new and we are interested to

hear what people have to say about it. It is part of our transparency agenda so it is important that it provides clear understanding.

- 4.3 We will develop more meaningful comparative data in future reports that includes the most relevant comparator groups. We will also include a full set of data tables to aid better understanding and clarity of the graphs.
- 4.4 The content of the Core Monitoring will also need to change in the future to reflect the priorities in 'Bold Steps for Kent' which will be out for consultation during October.

5. Recommendation

Members are asked to NOTE this report.

Contact officer:-

*Richard Fitzgerald, Performance Manager, Chief Executives Dept
Tel 01622 22(1985)/Email richard.fitzgerald@kent.gov.uk*

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Kent County Council

Core Monitoring Report

**Presented to Cabinet
13 September 2010
Backing Kent Business Extract**

**Including Information up to the end of
June 2010**



Contents and Summary

Description	Current Status	Previous Status
Key to RAG (Red/Amber/Green) status and DoT (Direction of Travel) ratings		
The Kent Economy		
Executive Director's Commentary		
Backing Kent Business	Green	Green

Key to RAG (Red/Amber/Green) and DoT (Direction of Travel) ratings

These are based on quarterly data and movements except where annual data only available.

		RAG Ratings
Green	★	Performance exceeding local targets where set or significantly better than most recently published national average
Amber	●	Performance not significantly different most recently published national average or close to but not exceeding local targets
Red	▲	Performance significantly behind local targets where set or significantly worse than most recently published national average
N/a		Data not available in order to assess performance (e.g. no specific target set and/or awaiting national comparative data)
DoT Ratings		
	↑	Improvement in performance or change in activity levels with a positive impact on budgets and resources
	↓	Fall in performance or change in activity levels with a negative impact on budget and resources
	↔	No change in performance or activity levels

KCC Core Monitoring

Summary: Businesses and the economy

- We continue to work hard on our Backing Kent Business campaign to help support local businesses through the worst recession seen in decades
- Unemployment levels are finally starting to show signs of reducing, both nationally and in Kent, with the UK economy in the last quarter experiencing its strongest level of growth in nine years.

Executive Director's Commentary

In common with the national economy, recovery from the economic recession in Kent has been fragile. Furthermore, the Coalition Government is introducing a radical restructuring of the landscape of economic development, planning and housing which will have a significant impact on the structure and delivery of regeneration and economic development activities in the county. The proposed Kent & Greater Essex Local Enterprise Partnership (LEP) will take on some of the activities which were previously led by SEEDA. Discussions are ongoing with our partners in the districts and other public sector organisations as well as businesses, with a view to reshaping economic development and regeneration activities in Kent to respond to both the establishment of the proposed LEP as well as the era of public sector funding restraint.

Kent County Council recognises that a vibrant, innovative and forward looking business community is absolutely vital for the future health of the county. This was threatened by the onset of the worst recession for decades, which made it imperative that businesses are given the best possible support through these difficult times. KCC responded with the launch of the 10 commitments of the Backing Kent Business campaign in December 2008.

Progress ratings for the 10 Backing Kent Business commitments are shown below, along with data on the local economy for context and information.

**David Cockburn
Executive Director
Strategy, Economic Development and ICT**

Backing Kent Business (BKB)

Green – done and ongoing, Amber – on track, Red – more progress needed

Commitment	Status
1. Payment of invoices within 20 days	Green
2. Capital programme - maximising employment opportunities for Kent firms	Green
3. Kent Property Enterprise Fund 2 - joint venture developments with the private sector	Green
4. Expand KCC's approved list of contractors	Green
5. Streamline KCC's contracts process for SMEs and raise awareness of tendering opportunities in and outside Kent	Amber
6. Provide a 'Kent business support centre' on KCC's website	Green
7. Support businesses towards grant aid and Small Business Rate Relief scheme	Green
8. Lobby government for a reduction and removal of unnecessary regulation and bureaucracy and lead by example : ecology review	Green
9. Encourage and facilitate a consortia of Kent businesses to compete for larger public sector contracts outside of Kent	Amber
10. Review Kent's marketing and promote Kent's Unique Selling Points	Green

BKB Actions April to July 2010

April	<ul style="list-style-type: none"> • BKB partners meetings which reaffirming the need to sustain the campaign • Kent 2020, the largest business-to-business exhibition in the South East, sponsored by KCC as part of Backing Kent Business. • '<i>Backing Kent Business: A Year of Progress</i>' published, updating on the 10 Commitments – available as a pdf on the KCC online Business Support Centre • BKB 'Did You Know: 50 Way KCC supports Kent Business' document published • BKB meeting with Channel Chamber of Commerce members • Chairman's Reception Shepway with KCC supporting case for new nuclear power station at Dungeness
May	<ul style="list-style-type: none"> • BKB meeting with Thames Gateway (Kent) Chamber of Commerce members • BKB meeting with Channel Chamber of Commerce members • BKB with 'Canterbury for Business' members
June	<ul style="list-style-type: none"> • BKB partners meeting • Invicta Chamber business exhibition with a stand for BKB
July	<ul style="list-style-type: none"> • Launch of the offshore wind supply chain directory, with funding by KCC but managed and delivered through the BKB partners. • BKB featured at the Kent County Show

By: Overview, Scrutiny and Localism Manager

To: Regeneration and Economic Development Policy Overview and Scrutiny Committee - 23 September 2010

Subject: **UPDATE ON SELECT COMMITTEE WORK**

Classification: Unrestricted

Summary: This report updates Members on Select Committee work going on in 2010 and into 2011.

Current Select Committees

1. (1) Previous update reports promised that all POSCs would be kept up to date on the work of all Select Committees.

Renewable Energy

(2) This Committee has now completed its report, which will be shared with stakeholders early in October. It will then be considered by the Cabinet on 29 November and the County Council on 16 December 2010. The contacts in Democratic Services for this Committee are: Research Officer Sue Frampton (01622 694993) and Democratic Services Officer Christine Singh (01622 694334).

Extended Services

(3) This Committee is currently preparing its report, which will be shared with the Cabinet Members for CFE and Communities in October. Thereafter, the report will be considered by the Cabinet on 29 November and the County Council on 16 December 2010. The contacts in Democratic Services for this Committee are: Research Officer Gaetano Romagnuolo (01622 694292) and Democratic Services Officer Theresa Grayell (01622 694277).

Future Select Committee Work

2. (1) At its meeting on 8 September, the Scrutiny Board agreed that the following Select Committees will start work in autumn 2010, when research resources become free on completion of the two committees named above:-

- Educational Attainment of Pupils and Schools in Areas of High Deprivation; and
- Dementia.

(2) If Members have any suggestions of topics they would like to put forward for consideration for inclusion in the future topic review work programme, they should contact the Democratic Services Officer for this POSC.

Recommendations:-

3. (1) Members are asked to note the progress of the Renewable Energy and Extended Services Select Committees and the further Select Committee work which is planned to start later in 2010; and

(2) Members are also asked to consider if there are any topics they would like to put forward for possible inclusion in the future topic review work programme, and to advise the Democratic Services Officer of any such topics.

Theresa Grayell
Democratic Services Officer

Background Information: *Nil*

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