

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

Friday, 24th June, 2011

10.00 am

Council Chamber, Sessions House, County Hall,
Maidstone





AGENDA

REGENERATION AND ECONOMIC DEVELOPMENT POLICY OVERVIEW AND SCRUTINY COMMITTEE

Friday, 24th June, 2011, at 10.00 am Ask for: **Christine Singh**
Council Chamber, Sessions House, County Hall, Telephone **01622 694334**
Maidstone

Tea/Coffee will be available before the meeting

Membership (12)

Conservative (11): Mr M C Dance (Chairman), Mr A R Chell, Mr N J Collor,
 Mr K A Ferrin, MBE, Mr P J Homewood, Mrs J P Law,
 Mr A Sandhu, MBE, Mr K Smith, Mr M V Snelling, Mrs E M Tweed
 Mrs C J Waters

Liberal Democrat (1): Mr M B Robertson (Vice-Chairman)

Webcasting Notice

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

By entering the meeting room you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you do not wish to have your image captured then you should make the Clerk of the meeting aware.

UNRESTRICTED ITEMS

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

**Item
No**

A. COMMITTEE BUSINESS

- A1 Introduction/Webcasting
- A2 Substitutes
- A3 Declarations of Members' Interest relating to items on today's Agenda
- A4 Minutes of the meeting held on 1 April 2011 (1 - 8)

B. ITEMS FOR CONSIDERATION

- B1 Presentation - National/International Rural Regeneration perspectives by Professor Ian Swingland
- B2 Food Sector Action Plan (9 - 14)
- B3 Programme of Sector Consultations and Follow Up (15 - 20)
- B4 Ambition Board

- B5 Regional Growth Fund, Enterprise Zones and Local Enterprise Partnerships (21 - 24)
- B6 21st Century Kent - Unlocking Kent's Potential (25 - 30)
- B7 Update on Strategic Projects (31 - 42)
- B8 End of Year Budget Outturn Report 2010/2011 (To Follow)
- B9 KCC Performance Management Framework - Delivering Bold Steps (43 - 54)

C. SELECT COMMITTEE WORK

- C1 Select Committee Work - Update (55 - 56)

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
(01622) 694002

Thursday, 16 June 2011

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 Friday, 1 April 2011.

PRESENT: Mr M C Dance (Chairman), Mr A R Chell, Mr K A Ferrin, MBE, Mr P J Homewood, Mrs J P Law, Mr S Manion (Substitute for Mr N J Collor), Mr M B Robertson, Mr A Sandhu, MBE, Mr K Smith, Mr M V Snelling, Mrs E M Tweed Mrs C J Waters

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

IN ATTENDANCE: Mr D Cockburn (Corporate Director of Business and Support), Ms B Cooper (Director of Economic Development) Miss T Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS

64. Membership

(Item A2)

Members noted that Mr M B Robertson had joined the Committee in place of Mr I S Chittenden, and Mr N J Collor, Mr A Sandhu and Mrs C J Waters had joined in place of Mr J R Bullock, Mr K H Pugh and Mrs J A Rook.

65. Election of Vice-Chairman

(Item A4)

Mr K Smith proposed and Mr S Manion seconded that Mr M B Robertson be elected Vice-Chairman of the Committee.

Carried by 8 votes to 1

Mr Robertson was duly elected.

66. Minutes of the meeting held on 18 January 2011

(Item A6)

RESOLVED that the Minutes of the meeting held on 18 January 2011 are correctly recorded and they be signed by the Chairman.

67. Presentation - Broadband

(Item B1)

Mrs E Harrison, Rural Regeneration Manager, and Mr B Taylor, ISG, were in attendance for this item.

1. Ms Harrison and Mr Taylor presented a series of slides which set out the current situation and progress to date on enhancing Broadband access in Kent, and responded to comments and questions from Members.
2. The Cabinet Member, Mr Lynes, emphasised the number and range of Kent businesses which rely on good Broadband provision, as well as its importance in supporting education. The need and demand for Broadband increases constantly, and remote rural communities in particular need good access. Some of the best Broadband provision currently goes past Kent to France, and Kent needs to be able to access this provision.
3. In discussion, the following points were highlighted:-
 - a) the key criteria for enhancing Broadband access are to boost the economy and support the provision of public services;
 - b) good Broadband is vital to support the viability of Kent's businesses and to address other aspirations such as reducing travel and congestion by allowing more people to work from home;
 - c) the public and local businesses need to have good information on services and options available;
 - d) it is important to assess the possibility of installing Broadband alongside other utilities wherever possible, although there are practical issues to be addressed;
 - e) Broadband should be listed amongst the POSC's most important issues;
 - f) the officer team was congratulated on the progress made on enhancing Broadband access in Kent;
 - g) some parts of remote rural locations still have no Broadband access, but need it to support job creation and community networks, such as services for the elderly and vulnerable; and
 - h) although 100mb Broadband is an aspiration, it would be more realistic to aim for 40 or 50mb across as much of Kent as possible.
4. RESOLVED that the information set out in the presentation and given in response to Members' comments and questions be noted, with thanks, and that the POSC receive regular updates on progress made and on the rating of the issue amongst other Regeneration priorities.

68. Sandwich Economic Development Task Force - update report
(Item B2)

Mr K Smith declared an interest as a Director of the East Kent Spatial Development Company, and Mr S Manion declared an interest as a former employee of Pfizer.

1. Ms Cooper introduced the report and set out the work being undertaken to address issues for Pfizer staff and contracted research organisations based at the site and to assess the broader impact of the site closure on the East Kent economy. She responded to comments and questions from Members.

2. The Chairman congratulated the officer team and the Cabinet and Deputy Cabinet Members on the extensive time and effort put in to identify and respond to the issues arising.

3. Points highlighted in discussion were as follows:-

- a) the experience of previous major industrial closures had shown that an area could take 6-7 years to recover, so there would need to be an enterprise zone for at least 10 years to support the recovery process;
- b) the way in which KCC addresses the issues arising from the closure would need to demonstrate a strong commitment to the needs of the communities of East Kent;
- c) the University of Kent is co-ordinating the various educational establishments who have expressed an interest in using the science and laboratory facilities for teaching and research purposes. There is potential for this to become a major international science teaching site;
- d) the recent Government announcement of Enterprise Zones in relation to LEP bids had not met Kent's hopes. KCC had hoped to be able to set up as many Enterprise Zones as it considered necessary; and
- e) staff and contractors employed at the Pfizer site live across East Kent, with many in Dover and Thanet, so the impact of the closure on the broader area would need to be considered and addressed.

4. RESOLVED that the information set out in the report and given in response to Members' comments and questions be noted, with thanks.

69. The Strategic Context for Future Public Sector Investment in Thanet
(Item B3)

1. Ms Cooper introduced the report and explained that it had been written before Pfizer's announcement of the closure of its site. She responded to comments and questions from Members. Points highlighted were as follows:-

- a) the work undertaken by DTZ in Thanet could be also used to benefit Pfizer;
 - b) although HS1 brings people to Thanet, it also provides a way for them to leave the area, so it is important to bear in mind that household income generated within Thanet is not necessarily spent there;
 - c) it is important also not to lose site of the tourism potential in Thanet, and much work on this has been undertaken by Visit Kent and Kent Contemporary; and
 - d) it is possible that Thanet would need to be able to offer higher-quality hotel accommodation (ie of above three-star rating) to attract visitors to the Turner Contemporary.
2. RESOLVED that the information set out in the report and given in response to Members' comments and questions be noted, with thanks.

70. Local Enterprise Partnership/Regional Growth Fund - update *(Item B4)*

Mr R Gill, Economic Policy and Strategy Manager, was in attendance for this and the following item.

The Chairman secured the Committee's agreement to consider this item as urgent business as the papers were not placed on public deposit with the required five days' notice.

1. Mr Gill introduced the report and responded to comments and questions from Members. Views expressed were as follows:-
 - a) the LEP bid may not have received universal support but the KCC should now make the most of it and the mechanisms it brings. It is important for the LEP to be closely scrutinised; and
 - b) the KCC would need to fight its corner, and needs to be fully involved in making the challenging decisions which will be required to identify what schemes it wishes to support.
2. The Deputy Cabinet Member, Mr Kite, said he had attended two LEP Interim Board meetings and was confident that the LEP would be allowed to direct its own future development and governance. Kent has a good relationship with government due to its size and reputation and its proximity to London.
3. RESOLVED that the information set out in the report and given in response to Members' comments and questions be noted, with thanks, and the development of the LEP be closely scrutinised to ensure the successful delivery of the KCC's aims and expectations.

71. Low Carbon Opportunities

(Item B5)

Mr Gill presented a series of slides and updated on progress since the issue had last been reported to the POSC. He responded to comments and questions from Members, and points highlighted were as follows:-

- a) local government does not have the knowledge base or capacity to be a pathfinder in this field, but can be a facilitator through our role as a major purchaser of goods and services and by encouraging suppliers to gain accreditation; and
 - b) businesses will need information as well as financial support to make the best use of opportunities. Work is underway to establish a database of suppliers and examples of good practice.
2. RESOLVED that the information set out in the presentation and given in response to Members' comments and questions be noted, with thanks, and a watching brief be maintained.

72. Regeneration and Economic Development Business Growth Programme

(Item B6)

1. Ms Cooper and Mr Lynes introduced the report and responded to comments and questions from Members. Points highlighted were as follows:-
- a) due to the budget situation and cash constraints, KCC could no longer be a provider of funding but would now take on an enabling role; and
 - b) a view was expressed that, by being inflexible in the past, Kent had missed out on the opportunity to maximise its benefits from the 2012 Olympic Games, and it is too late now to regain this lost ground, although it was pointed out that the Sports Group had attracted economic benefits.
2. RESOLVED that the information set out in the report and given in response to Members' comments and questions be noted, with thanks, and the POSC receive a further update report in six months' time.

73. KCC's Performance Management Framework

(Item B7)

Mrs S Garton, County Performance and Evaluation Manager, was in attendance for this item.

1. Mrs Garton introduced the report and explained that the new Performance Management Framework would replace the current Core Monitoring reports to each

POSC. She responded to comments and questions from Members. The main points highlighted were as follows:-

- a) the change to a new framework that seeks to be more transparent, establishes a stronger culture of performance management accountability and provides greater self-awareness. The changes would also take account of the changing shape and reducing size of the KCC.
2. RESOLVED that the information set out in the report and given in response to Members' comments and questions be noted, with thanks, and a report be made to the June meeting which will set out the outcomes of the Member workshops in May.

74. Financial Monitoring Report *(Item B8)*

Mr D Shipton, Finance Strategy Manager, was in attendance for this and the following item.

The Chairman secured the Committee's agreement to consider this item as urgent business as the papers could not be placed on public deposit with the required five days' notice.

RESOLVED that the information set out in the report be noted, with thanks.

75. Savings Monitoring *(Item B9)*

1. Mr Shipton explained that a verbal statement about the Savings Monitoring process was being made to all POSCs. For any identified savings above a threshold of £200,000, a responsible manager would be identified, who would then prepare a Project Initiation Document (PID). There were currently some 100 of these PIDs, between them accounting for £92 million of the £95 million savings required. The progress of the PID would be monitored using the familiar Red, Amber and Green indicators, and each POSC would receive a report to every meeting on the progress of the PIDs in their portfolio area.

2. Members were reassured that the responsible manager identified in each case would be a Head of Service or Director, so would be fully aware of the responsibility they were taking on and in a sufficiently senior position to direct and ensure delivery of the saving. Delivery could be delegated but the accountability for it could not.

3. RESOLVED that the information set out in the statement and given in response to Members' questions be noted, with thanks, and the first full written report on savings monitoring be made to the POSC's June meeting.

76. Update on Select Committee Work
(Item C1)

RESOLVED that the information set out in the report be noted, with thanks.

This page is intentionally left blank

By: Kevin Lynes, Cabinet Member for Regeneration and Enterprise
David Cockburn, Corporate Director of Business Strategy and Support

To: Regeneration and Economic Development Policy Overview and Scrutiny Committee 24th June 2011

Subject: Food Sector Action Plan

Classification: Unrestricted

Summary: This paper outlines the emerging priorities of the food sector action plan for Kent which has been developed with a range of partners.

1. Introduction

- 1.1 Food production plays a critical role in Kent's economy. The Kent food chain is worth £2.6 billion per annum and accounts for 15% of Kent's workforce. Agriculture and horticulture represent the lynch pins of this sector, providing many of the primary inputs for Kent's food manufacturing – along with a range of wider environmental services and benefits.
- 1.2 Furthermore, Kent remains one of the UK's top food producing counties. Almost two-thirds of the UK's top fruit (apples, pears etc) is grown in Kent and it is estimated that a third of the UK's strawberry production is also located in the county.
- 1.3 Nationally, the strategic importance of the food sector is being reappraised due to escalating concerns over future global food security. Factors such as climate change, global population growth, loss of productive agricultural land, changing diets in emerging economies leading to volatility in food prices, emphasises the strategic and political importance of agriculture, horticulture and food production.
- 1.4 As one of the UK's key food producing regions, and through being home to a significant share of the UK's specialist agricultural and horticultural R&D base, Kent is well based to play a major role in delivering solutions – at both a national and international level.
- 1.5 As a result, Kent County Council, in partnership with the Kent Rural Board has established a 'Food Sector' Advisory Group to develop an action plan to sustainably grow Kent's food sector. The group comprises senior representation from KCC, academics, the National

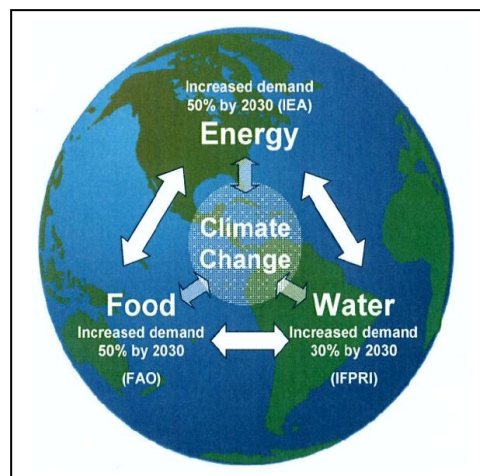
Farmers Union, Country Land and Business Association, East Malling Research, farming and food producing businesses.

- 1.6 The action plan is currently being developed to identify the key strategic actions required to support future growth within the sector.

2. National and international context

- 2.1 In recent years there has been growing concern over the UK's future food security¹.
- 2.2 Within their 2009 report, 'Reaping the Benefits', the Royal Society state that 'food security will be one of the century's global challenges'. This stance has been subsequently supported by the Government's Chief Scientific Advisor, Professor Sir John Beddington.
- 2.3 The unprecedented combination of pressures around food security, climate change, population growth and the need to sustainably manage the world's rapidly growing demand for energy and water has been described by Sir John Beddington as 'the perfect storm of events'.
- 2.4 The perfect storm scenario (see figure 1) predicts that by 2030 the world will require 50% more food and energy, 30% more available fresh water, whilst mitigating and adapting the challenge around climate change. Furthermore the United Nations have estimated that food production will need to increase by 70% by 2050.

Figure 1: The Perfect Storm Scenario (Beddington 2009)



- 2.5 The impact of these pressures is already being felt within the global food system. After 20 years of low food commodity prices, the food shock of 2007/8 and the marked volatility in food prices over the subsequent years have elevated concerns over food security – whilst emphasising the strategic and political importance of agriculture and food production.

¹ access to a secure, affordable and sustainable domestic food supply

- 2.6 A recent report by the UN's Food and Agricultural Organisation has documented substantial price increases across a range of agricultural commodities. The impacts of high food prices on driving inflation, protectionism (i.e. export bans) and global unrest (i.e. food riots) have been very well documented in the media.
- 2.7 Whilst the UK is relatively well placed for food security, we remain vulnerable to the increasing practice of export bans and global price volatility. These trends are set to deepen in future years.
- 2.8 As a result, there is a recognised need to focus on sustainably enhancing and conserving our food production capacity. This has been referred to as a 'sustainable intensification' of agriculture. New knowledge, technologies and systems will all be required to increase yields on reduced inputs (water, fertiliser etc), minimise impacts on the environment and counter the threat of new pests and diseases which are rising at an alarming rate.

3. Growing Kent's food sector: emerging priority areas for action

- 3.1 Given its strategic and economic value, agricultural, horticulture and food production has been identified as one of the Regeneration Framework's priority sectors for growth.
- 3.2 As highlighted above, the Food Sector Advisory Group is currently drafting an action plan. This will identify the key strategic actions required to support future growth within the sector.
- 3.3 Extensive research and dialogue with the industry is being used to inform the development of the action plan, particularly the outcomes of the food production, horticulture and agriculture sector consultation event at East Malling on the 19th January.
- 3.4 In particular, the action plan will seek to build upon Kent's strong asset base, particularly East Malling Research (who specialise in innovative horticultural research) and Hadlow College who are now the UK's leading land-based sector college.
- 3.5 Whilst the action plan will be completed this summer, the priority areas for action are:

a) Establishing Kent as a leading centre for R&D in agriculture, horticulture and food production

The Government's Chief Scientific Advisor, Professor Sir John Beddington, has called for greater investment in agricultural and horticultural research and development to enable the 'sustainable intensification' of agriculture.

Historically Kent has a well established academic-led R&D base, particularly in the field of horticulture and remains well-placed to deliver solutions. Researchers from East Malling research, for example, have shown it is possible to produce one tonne of Grade 1 potatoes using just 23 tonnes of water – significantly less than the current 42-60 tonnes industry average for the same yield. Similarly, biological control research being undertaken at East Malling has a significant role to play in current and future pest and disease risks.

Work is currently being undertaken to scope opportunities to exploit these strengths and to broaden the extension of R&D into Kent's agricultural and horticultural businesses.

b) Generating wider awareness of the strategic importance of Kent's £2.6 billion food sector

The strategic and economic importance of Kent's food production sector is often underestimated within policy frameworks, and it was widely highlighted at the food sector consultation event that the industry suffers from a poor image which hampers recruitment and investment.

An enhanced local evidence base that will highlight the economic significance of the sector and its linkage and multiplier effects within the local economy will be developed. Best practice models are currently being researched, such as the East Midlands Grow Report, to help inform the project scope.

c) Enabling the development of business critical infrastructure

i) Planning - Defra's Fruit and Vegetable Taskforce has highlighted that a conducive regulatory environment, that recognises food security concerns, is key to enabling the future prosperity of the sector. Access to critical business infrastructure, for instance glasshouses, storage, processing facilities, accommodation for key workers, winter storage reservoirs, crop covers and broadband will be critical to ensuring the ongoing commercial viability of the sector. We are working with the Kent Planning Officers Group to address these key issues.

ii) Planning for future water needs – Nationally, the horticultural and agriculture sectors are minor users of water and account for 1% of total water abstracted. Water used for irrigation is essential to ensure crop yield and quality, yet at times of drought, irrigated food production is viewed as a low priority in the allocation of available water supplies. A task and finish group is being set up to further investigate the risk of water resource constraints, and identify potential mitigation measures and actions to ensure the long-term sustainability of the sector.

iii) Accommodation for workers – providing suitable accommodation can act as a further barrier in the recruitment of staff for many

horticultural and agricultural businesses. There is frequently a business need for this accommodation to be located on, or in close proximity, to the farm due to long working hours during the season. The importance of providing good quality accommodation for agricultural and horticultural workers needs to be considered within the development and implementation of local housing and planning policy. There is clearly a distinction, in this context, between temporary and permanent workers. With respect to the latter, the new Kent Rural Housing Protocol encourages local authorities to consider the needs of local businesses within the development of their local connection criteria regarding who is eligible when local needs (affordable) housing schemes are developed in rural areas.

iv) Broadband – Kent’s food sector is dependent on high quality broadband infrastructure. Currently, over a third of Kent’s rural businesses do not have access to a basic broadband service of 2mbps, whilst virtually all of rural Kent is in areas of market failure for ‘next generation access’ (i.e. superfast) broadband provision. This represents a key constraint for the future development of the rural economy – and Kent’s food sector and is being factored into Kent’s Broadband Delivery UK bid for accelerating investment in rural broadband infrastructure. Meetings are being held with BDUK to take the Kent and Medway bid forward.

d) Enabling Workforce Development and Availability

The need to attract more young people to work in the horticultural and agricultural sectors, and to raise skills throughout the supply chain, has been well-documented. Career opportunities tend to be poorly promoted and there is a pervasive perception that horticulture and agriculture are low skilled and low paid sectors – despite there being many jobs requiring a high degree of skill and commanding high salaries. National estimates suggest that the industry will require around 60,000 new entrants over the next ten years, all requiring a higher level of skills than the workers they replace.

Developing a new generation of ‘food entrepreneurs’ therefore, represents a key challenge. We are currently working with the KCC 14-19 team to scope effective workstreams to highlight the range of job opportunities within existing career advice provision (e.g. U-Explore website, learning day at Kent Showground) and are in dialogue with the Kent Association of Further Education Colleges about producing a guide to highlight the range of career opportunities across Kent’s agriculture, horticulture and food production sectors. KCC’s Skills for Business Growth Group is also establishing three task and finish groups to focus on key common issues emerging from the sector conversations.

4. Wider Linkages

- 4.1 Although the Food Sector Advisory Group has been tasked with developing an action plan identifying strategic actions for sustainable economic growth within the sector, a number of links with other priority issues have been identified. These include the impact of rising food costs on low income households and links to public health strategies. These will be raised with agenda leads as the plan develops.

5. Next Steps

- 5.1 The Kent Rural Board will finalise and approve the action plan in the summer which will include timescales and responsibilities for delivery.

6. Recommendation

- 6.1 Members are asked to note progress on how KCC is working with industry partners to shape a food sector action plan for Kent.

Author contact details: Elizabeth Harrison

Email: liz.harrison@kent.gov.uk

Tel: 01622 221381

Background Documents:

None

By: Kevin Lynes, Cabinet Member for Regeneration and Enterprise
David Cockburn, Corporate Director of Business Strategy and Support

To: Regeneration and Economic Development Policy Overview and Scrutiny Committee 24th June 2011

Subject: Programme of Sector Consultations & Follow-up

Classification: Unrestricted

Summary: This item reports on the sector consultation programme, how contribution from business is being captured, follow-up managed, and the emerging programme of actions shaped.

1. Introduction

1.1 The sector consultations are being co-hosted by KCC, the Kent Economic Board (KEB) and, where appropriate, trade or industry organisations.

Three of the programmed events have taken place. 300 businesses have participated in the 3 events thus far – it is expected that a minimum of 800 businesses will attend the consultations during the course of the year.

The full programme of consultations is as follows:-

| | |
|-----------------------|--|
| 19 th Jan | Food Production, Horticulture & Agriculture |
| 29 th Mar | Construction & Development |
| 23 rd May | Low Carbon Energy Production |
| 19 th Sept | Health & Social Care |
| Sept | Tourism - date tbc |
| Oct | Digital & Creative -date tbc |
| Nov | High Growth, Technology & Research Based Business-date tbc |
| Jan 2012 | Manufacturing & Engineering |

This item reports on how outcomes are captured and relationships developed with the participating businesses – and summarises the follow-up action to date. Copies of the detailed individual event reports can be accessed from the KEB website www.keb.org.uk.

2. Policy Context

- 2.1 There are three policy drivers for the sector consultations. **Bold Steps for Kent**, has the stated aim of building “strong relationships with key business sectors in the Kent Economy”. **The Regeneration Framework** commits to “Building a new relationship with Kent business” – and to working towards providing an environment in which businesses are able to grow and flourish, ensuring that they have access to skills and the scope to expand their role as creators of jobs and wealth. Finally, “**Backing Kent Business**” also stated the intention to develop a new relationship with business – “an honest and practical relationship which delivers further support to increase business opportunities and growth”.

3. Guiding Principles

- 3.1 The following principles have been central to developing the sector programme:-

To maximise business participation

To reach as many businesses as possible the invitation lists for the events are drawn from sector networks, including trade organisations, sector consortium (where relevant), the networks of BAB members including the business representative organisations of FSB, the Kent Invicta Chamber and the IoD. Pre-publicity is undertaken with items in the local and trade press.

Delegates are asked if they want to participate in follow-up action – 25% have responded positively. All have received follow-up contact – their areas of specific interests logged so that they are engaged in the issues they have particular interest and/or expertise in. A number have already been involved in actions: addressing the water constraint problem, skills needs and planning concerns.

To start a dialogue and capture market intelligence

The events capture business views about what they believe will drive investment, tackle skills needs and shape business development to secure growth. The workshop debates are recorded via table facilitators and scribes, the plenary discussions and the feedback and follow-up questionnaires are analysed and shared via the event reports with all attendees.

The need to improve communication with, and within, the sector has been common to all meetings. In response an on-line newsletter has been developed that will be regularly emailed to all the participants, providing updates on actions, follow-up events and campaigns.

To work with business to identify and deliver specific actions

The workshop debates, follow-up questions and task and finish groups are focussed on working up practical actions to encourage business growth.

The presenters are asked to highlight:-

- The critical constraints and barriers to growth
- Any policy changes that would be key to unlocking growth
- What nature of resources could be applied to drive sector growth

The workshop discussions then focus on creative and innovative solutions and create an agenda of actions to take away from each event.

4. Challenges emerging from the 3 sector consultations to date

4.1 Key points from the consultations to date

Food Production, Horticulture and Agriculture

- Encourage more young people to consider careers in this sector, and to broaden the skills offer to accommodate:- diversification, increased application of technology and the need for engineering skills.
- Recognise the growing importance of horticulture as a sector in the context of global pressures – ie food security, impacts of volatile commodity and currency prices.
- Increase Kent's food production capacity and build R&D strength for the sector – exploit the niche market potential of horticulture and top fruit production.
- Promote entrepreneurial and investment opportunities arising from the changing market dynamics arising from globalisation of food supply and demand.
- Address delays, inconsistencies and planning policies which fail to address the industries current and future growth needs – with regard to glasshouses, storage, processing facilities, accommodation for key workers, winter storage reservoirs, and crop covers (polytunnels).
- Promote both the industry and its products to increase local purchasing, the sector's investment potential, and research.

Construction and Development

- Create procurement and pre-qualification questionnaires (PQQs) which are fit for purpose and not burdening small and medium sized businesses with unreasonable upfront costs.
- Smooth methods of predicting, mitigating and managing environmental and ecological issues – in order to reduce unforeseen delays to development, improve efficiency, return on investment etc.
- Develop protocols to improve and speed up communication between developers, councils and local communities to prevent issues from becoming major blocks.
- Encourage the development of new sources of affordable finance (Lloyds TSB model) broadening access to Venture Capital – and/or introducing innovative partnering and pay-back regimes to help bring forward development.
- Introduce more flexibility in section 106 contributions.
- Champion, lobby and pursue major infrastructure schemes – these have a major multiplier effect in the local economy.

Low Carbon Energy

- Develop supply chain definition and analysis to encourage “open innovation” with and by large corporates.
- Focus support for business growth and development on sub-sectors where Kent has authentic strength in asset provision – offshore wind, bio-mass and deriving value from the waste stream. Regarding bio-mass encourage collaboration with the agricultural sector and farmer’s interest in managing woodland.
- Develop strengths in skills provision for this sector using the Swale Skills Centre as an exemplar of best practice.
- Encourage student awareness of the occupational opportunities the sector offers so that HE courses offered/available have sufficient demand to be viable.
- Take opportunities to flex the planning regime to encourage take-up of micro-generation.

5. Follow-up actions

5.1 Communications

Detailed event reports shared with all participants – available with all the event presentations at www.keb.org.uk

A monthly bulletin briefing is being developed to share with all sector consultation delegates to keep them up to date with the activities, task & finish groups and follow-up events being planned.

Water scarcity and management

Work underway with the Environment Agency and industry representatives to quantify water/irrigation requirements – assess solutions including crop development, optimum irrigation systems, fine tuning of extraction licences. Event planned for the autumn to raise awareness and champion solutions.

Skills

Convene an FE and HE Group to respond to specific skills requests for NVQ4+ and access to research capacity.

Supply Chain Development

Networking events to encourage “open innovation” and supply chain development commissioned from the Kent & Medway Innovation and Growth Team with events planned for Envirotech & Renewables in August, Sustainable Construction in November and Food Technologies in February 2012.

Planning

Affordable housing challenge from the Rural Consultation acted on through the development of the Kent Rural Housing Protocol – launched June 2011 – which also contributes to the “Supported People” agenda.

Follow-up meeting held with Developers and House Builders to address concerns. Dialogue meeting planned with Kent Planning Officers Group (KPOG) to improve mutual understanding and examine solutions.

Profile Raising

Securing high profile for the size and importance of the rural sector.

Procurement

Input to KCC’s Procurement Transformation Programme and sharpen business support services to help SME’s to engage with public sector procurement processes.

6. Recommendations

- 6.1 Members are asked to note progress on the sector consultations and agree to receive a further report detailing the programme of actions developed at the end of the consultation programme.

Author Contact Details: Megan McKibbin

Email: megan.mckibbin@kent.gov.uk

Tel: 01622 221914

Background Documents:

None

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

24 June 2011

Subject REGIONAL GROWTH FUND, ENTERPRISE ZONES AND
THE LOCAL ENTERPRISE PARTNERSHIP

Classification: Unrestricted

Summary:

Over the past year, the Government has introduced a number of measures to promote local economic growth. These include the creation of the Regional Growth Fund, the designation of a number of number of new Enterprise Zones and the establishment of new regional arrangements following the abolition of the Regional Development Agencies and the establishment of Local Enterprise Partnerships.

This paper sets out the most recent developments in taking forward the Local Enterprise Partnership for Kent, Essex and East Sussex; and updates the Committee on progress in securing Regional Growth Funding and Enterprise Zone designation in Kent.

The Committee is asked to note the report.

1. Introduction

1.1. Immediately following last year's general election, the Government moved quickly to change local economic development policy. In the autumn, it published the Local Growth White Paper, setting out its overall strategy, which focused on:

- Removing the regional tier of government, including the Regional Development Agencies;
- Taking measures to 'rebalance' the economy by promoting private sector job creation in areas most dependent on the public sector for employment; and
- Developing incentives and removing barriers to business growth.

1.2. In accordance with this approach, the Government last year asked local authorities working with business to come forward with proposals for new

Local Enterprise Partnerships as partial replacements for the RDAs. More recently, it has also launched competitions for the creation of new Enterprise Zones and the allocation of Regional Growth Funding.

2. The Local Enterprise Partnership

- 2.1. As previously reported to the Committee, the Government approved the establishment of the Kent, Essex and East Sussex Local Enterprise Partnership (LEP) in autumn 2010. Since then, the LEP has established its governance arrangements, including a Board (50% of which is from the private sector) and a smaller Executive Group.
- 2.2. When it was established, the LEP set out a number of joint priorities for the three counties, focused on coastal and rural regeneration, unlocking the potential of the Thames Gateway and strategic transport infrastructure. However, the role that the LEP should play is not defined by Government (nor is it likely to be) and there it is expected that there will be considerable diversity across the country in the types of activities in which LEPs are engaged. In that context, the LEP Executive Group will be considering the role that the LEP could and should play in support of economic development in Kent, Essex and East Sussex at a workshop on 23 June.

3. Enterprise Zones

- 3.1. Following the Budget, the Government launched proposals for the creation of a number of Enterprise Zones. These are defined as specific sites in which businesses will benefit from business rate discounts for five years and simplified planning arrangements, with the future business rate growth retained 'within the LEP area' for a further twenty years. Eleven Enterprise Zones were announced in March (none of which are in Kent), with a competition for a further ten currently underway. The aim of the scheme is to attract demand to sites which would otherwise not attract occupiers in the short to medium term. While the financial incentive associated with business rate discounts is relatively modest (especially for larger businesses), it is anticipated that the Enterprise Zone brand will be significant in indicating Government and local support.
- 3.2. Within Kent, two potential Enterprise Zones have been put forward: the Pfizer site at Sandwich, and the main commercial quarter at Ebbsfleet.
- 3.3. Government has indicated that it will generally only approve one Zone per LEP. The LEP Executive Group will therefore consider which Zone(s) it wishes to put forward to Government on 23 June for final decision in early autumn.

4. Regional Growth Fund

- 4.1. The Regional Growth Fund (RGF) is worth £1.4 billion over three years and has been established to promote private sector growth in areas of high public sector dependency. The RGF operates as a challenge fund, with no ringfencing and no specific geographic eligibility. However, the Fund is very competitive, with private sector leverage and demonstrable private sector job creation the key factors in determining successful bids.
- 4.2. The first round of RGF closed in January. It was widely expected that most of the funding would go to the North and Midlands: in the event, this proved to be the case, and no projects in the South East were successful.
- 4.3. However, Government launched a second round in April, worth over £900 million. The criteria for successful projects remain the same and the next round will remain very competitive. However, we have been encouraged to submit bids from Kent, with an information roadshow attended by Lord Heseltine (the chairman of the RGF panel) taking place in Margate in May.
- 4.4. There is a particular opportunity to develop a package of measures to support business growth in East Kent, linked with the proposal for Enterprise Zone designation on the Pfizer site at Sandwich. At present, work is underway to develop an RGF-funded programme containing elements of direct financial support for business in East Kent, alongside improvements to the area's transport infrastructure.
- 4.5. In addition, there are likely to be other RGF proposals coming forward across Kent. While County Council endorsement of RGF bids is likely to be helpful, there is no requirement on KCC (or the LEP or any other agency) to endorse or prioritise bids, and Government is clear that bids will mainly be considered against 'hard' criteria of private sector job creation, deliverability and commercial leverage.

5. Next steps

- 5.1. The Local Enterprise Partnership will consider Enterprise Zone proposals on 23 June. Following this, the closing date for applications for Enterprise Zone designation and Regional Growth Funding is 30 June. Given this timetable, it is likely that there will be significant developments over the next couple of weeks, and a full verbal update will be provided to the Committee.

Report author:

Ross Gill
Economic Strategy & Policy Manager
Tel: 01622 221312 (7000 1312)
Ross.gill@kent.gov.uk
15 June 2011

This page is intentionally left blank

By: Kevin Lynes, Cabinet Member for Regeneration and Enterprise
David Cockburn, Corporate Director of Business Strategy and Support

To: Regeneration and Economic Development Policy Overview and Scrutiny Committee 24 June 2011

Subject: 21ST Century Kent – Unlocking Kent’s Potential

Classification: Unrestricted

Summary: In January 2009, KCC published for consultation *Unlocking Kent’s Potential*, the county’s Regeneration Framework. This set out an ambitious but pragmatic approach to Kent’s economic growth and led directly to a series of workstreams, strategies and delivery plans to make the Framework’s aspirations a reality.

The visionary document *21st Century Kent, A Blueprint for the County’s Future*, produced in conjunction with the leading architect and masterplanner Sir Terry Farrell, was launched in January 2010, through a series of events which took place along the route of High Speed One.

With these workstreams now largely concluded and actions identified, and in the context of a changed national context, work is under way to prepare *21st Century Kent – Unlocking Kent’s Potential*, a new, high-level document to reflect this changed context; report on progress in taking forward the workstreams resulting from the Regeneration Framework and the links between them; and set out the next steps.

This report sets out the background to producing a new document, *21st Century Kent – Unlocking Kent’s Potential*. Members are asked to note progress. There will be a short presentation to accompany this paper.

1. Background: the Regeneration Framework

- 1.1. Produced for consultation in January 2009 and adopted in October 2009, *Unlocking Kent’s Potential*, the county’s Regeneration Framework was a new approach to taking a broad, strategic view of our regeneration priorities. It aimed to set out the challenges and opportunities facing Kent, highlight the questions and choices we will need to address in the future and scope the county’s essential investment needs over the next 20-25 years. In particular, it highlighted five key challenges:

- Building a new relationship with business;
- Unlocking talent to support the Kent economy;
- Embracing a growing and changing population;
- Building homes and communities, not estates;
- Delivering growth without transport gridlock.

1.2. The Regeneration Framework is KCC's core regeneration strategy and, having been endorsed by Kent Partnership, has had wider influence in setting county-wide economic policy. In particular, it has informed *Bold Steps for Kent*, KCC's Medium Term Plan and the development of the emerging *Ambitions for Kent*.

2. Translating the Regeneration Framework into delivery

2.1. The Framework itself did not seek to be a detailed delivery plan. However, to address the key challenges that it identified, it commissioned a series of workstreams, focused on:

- a) Creating an overarching 'blueprint' for the county's future development, setting a vision for the next thirty years. Sir Terry Farrell was commissioned to contribute to this, and following extensive consultation, *21st Century Kent* was launched in January 2010.
- b) Identifying the key transport investments through *Growth without Gridlock*, launched in December 2010.
- c) Addressing the poor level of broadband provision in Kent through the development of *Connected Kent*, the digital delivery plan due to be launched later this year, but dependent upon the amount of funding to be allocated through the BDUK bid.
- d) Supporting delivery, choice and quality in housing provision through *Better Homes: Localism, aspiration and choice*, the Kent and Medway Housing Strategy, launched in May 2011 and its subsidiary workstreams including the recently launched Rural Housing Protocol.
- e) Ensuring the right level of community infrastructure to support housing growth, through a community infrastructure planning model now largely completed and the forthcoming revision of KCC's Developers Guide. In tandem work has begun on innovative funding models, including a proposed Kent & Medway Investment Fund which could lever in substantial private sector funding for regeneration and development schemes, potentially involving SEEDA's land and property assets; and ideas for potential pilots for Tax Increment Financing schemes.
- f) Supporting the development of Kent's diverse sector base through a series of sector focused 'conversations' in 2011 – in part reported elsewhere on this agenda.
- g) Developing the county's skills base and the links between employers and education providers through the work of the employment and skills partnerships including the Strategic Skills Group.

- h) Maximising the contribution that Kent's cultural offer can make to economic development through *Unlocking Kent's Cultural Potential*, published in December 2010.
 - i) Addressing the challenges presented by climate change through *Environment: The Kent Delivery Plan*, published in October 2010 and supported by a detailed three-year action plan.
 - j) Embracing and supporting Kent's changing population through the *Policy Framework for Later Life*, published in October 2009.
- 2.2. Progress on many of these workstreams has already been reported to this Committee. They are summarised at Appendix 1.
- 2.3. As the delivery plans that support these workstreams have either been completed or are nearing completion, there is now a focus on ensuring that the actions contained within them are delivered. To support this, the emerging actions are being mapped to produce an integrated, outcome-focused performance and delivery framework. This is intended to take a high-level strategic view of progress and will be used as a lobbying tool to promote Kent's strategic interests and to further the *21st Century Kent* brand.

3. The changing policy context

- 3.1. While work has been taking place to take forward the workstreams resulting from the Regeneration Framework, the wider national policy context for regeneration and economic growth has changed substantially. Many of these policy changes had already been called for in *Bold Steps for Radical Reform*, KCC's discussion paper published in January 2010, including the abolition of regional government, a reduction in inspection regimes and a more incentive-based approach to unlocking growth including the introduction of the New Homes Bonus and the Community Infrastructure Levy and forthcoming pilot initiatives such as Tax Increment Financing.
- 3.2. Locally, the context for regeneration has also changed significantly, with a reduction in the number of local delivery partnerships, the development of a stronger relationship between KCC and the Kent Districts through the Kent Forum and the creation of a strategic relationship with Essex and East Sussex through the new Local Enterprise Partnership. At the same time, we have created opportunities in growth sectors such as renewable energy, particularly offshore wind as well as experienced significant challenges such as the decision by Pfizer to exit its Sandwich site by 2012 and wider public sector job losses.
- 3.3. It is clear that sharp reductions in public expenditure and an increasing focus on private sector job creation will continue to influence the priorities for the delivery of regeneration in Kent.

4. Joining it all together: 21st Century Kent – Unlocking the Potential

- 4.1. The Regeneration Framework set a clear strategic direction for the county and remains the basis for our overall economic regeneration policy. However, the outcomes of the delivery plans produced over the past two years, the consultation associated with them and the changed national context provide an opportunity for a light-touch progress review. This will sit alongside the performance framework described in para. 2.3 to ensure that our overall strategic framework remains robust.
- 4.2. To support this, it is envisaged that *21st Century Kent – Unlocking the Potential* will be a short, high-level document which will:
- a) Set out the contextual changes described above and their implications for Kent;
 - b) Report on progress in taking forward the workstreams flowing from the Framework including case studies of many of the activities identified;
 - c) Act as a concise delivery plan for the strategic priorities identified in the Regeneration Framework;
 - d) Highlight where there are gaps and where further work needs to be taken forward; and
 - e) Identify the next steps in taking forward the vision and workstreams identified in the Framework.
- 4.3. In developing the Regeneration Framework and its subsidiary workstreams there has been significant consultation undertaken with partners and the people of Kent. It is therefore not proposed to carry out a full consultation exercise on the summary document. However, there will be a series of discussions with key stakeholders in order to strengthen the document and encourage a wide buy-in to its contents. This is likely to include the Kent Forum. The discussion at this Committee provides one such early opportunity for Members to debate and provide guidance on its contents. A presentation will expand upon the proposed contents of the document and in particular provide a summary of the workstreams identified in section 2 above and at Appendix 1.

5. Recommendations

- 5.1. Members are asked to **note** the contents of this report and the presentation to be made to the Board.

Report authors:

Mike Bodkin
Head of Growth Areas and Development
Tel: 01622 221960 (7000 1960)
mike.bodkin@kent.gov.uk

David Godfrey
Development Strategy Manager
01622 694255 (7000 4255)
david.godfrey@kent.gov.uk

21st Century Kent – Unlocking Kent’s Potential

A Delivery Plan for Growth

| Framework/Delivery Plan | Status |
|--|--|
| Unlocking Kent’s Potential (Regeneration Framework) | Published: January 2009 |
| 21st Century Kent (Sir Terry Farrell vision) | Published: January 2010 |
| Transport: Growth without Gridlock | Published: December 2010 |
| Digital: Connecting Kent | Release of action plan dependent on amount of funding allocated through BDUK bid |
| Housing: Better homes: localism, aspiration and choice | Published: May 2011 |
| What Price Growth? | Modelling to be complete: Spring 2011 Consultation: 2011 |
| Business Sectors: Sector Conversations | January: Rural Economy, Agriculture & Horticulture March: Construction and Civil Engineering May: Low Carbon & Energy Production September: Health & Social Care October: Digital and Creative Media |
| Skills: Kent & Medway Skills Board | Incorporated into Strategic Skills Board For review |
| Culture: Unlocking Kent’s Cultural Potential | Published: December 2010 |
| Environment: Kent Delivery Plan | Published for consultation: October, 2010 |
| Older People: Policy Framework for Later Life | Published: October 2009 |
| 21st Century Kent - Unlocking Kent’s Potential | To be published: 2011 |

This page is intentionally left blank

By: Kevin Lynes, Cabinet Member for Regeneration and Enterprise
David Cockburn, Corporate Director of Business & Solutions,
Business Strategy and Support

To: Regeneration and Economic Development Policy Overview and
Scrutiny Committee 24 June 2011

Subject: Update on Strategic Projects

Classification: Unrestricted

Summary: This report provides Members with an update on the progress of key regeneration projects.

1. Introduction

- 1.1** This report provides Members with an update on progress of major regeneration projects being delivered by Regeneration and Economy.
- 1.2** The tables that follow present progress against projects in Ashford, Kent Thameside, Dover, Thanet, Swale and for specific countywide initiatives such as Kent and Medway Infrastructure Model, Integrated Infrastructure Finance Model, Developers Guide, Broadband, Sector Conversations, Kent Forum Housing Strategy and No Use Empty.

| Project | Summary of project outcome | Cost of Project KCC/Partners £ | Latest progress | Next Steps |
|---|--|---|--|---|
| Ashford Growth Area | | Lead Officer: Mike Bodkin - Contact 01622 221960 | | |
| Ashford Growth Area | Delivery of the Ashford Programme to support sustainable 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"> • M20 J9 Footbridge erected. • M20 Drivers roundabout progressing well. • Victoria Way under construction progressing well. | <ul style="list-style-type: none"> • M20 J9 Footbridge due for completion August 2011. • M20 Drivers roundabout due for completion August 2011. • Victoria Way due for completion September 2011. |
| Kent Thameside | | Lead Officer: Mike Bodkin - Contact 01622 221960 | | |
| 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"> • Amended funding agreement with HCA signed at the beginning of March. • £13m HCA contribution received into the Programme Investment Fund. • Further £1.16m developer contributions added to Fund. • 1st Annual Progress Report and Forward Delivery Programme produced. • Work started on the development of Dartford Town Centre scheme and Rathmore Road Link in Gravesend. • Meeting with CLG/HCA/DfT in February to discuss on-going public sector commitment to programme. • Dartford LDF Core Strategy Examination in Public held in May. • Land Securities has initiated a review of transport assessment for Eastern Quarry. | <ul style="list-style-type: none"> • Partnership agreement between KCC/DBC/GBC to secure further developer contributions for the Investment Fund. • Governance arrangements for the programme to be established. • Memorandum of Understanding between the partners. • On-going discussions with CLG/HCA/DfT regarding further public sector funding for the programme. • Local authorities looking at alternative funding mechanisms including potential Enterprise Zone, hypothecation of New Homes Bonus, Tax Increment Financing. • Further development of schemes and a review of the programme. • Further detailed transport modelling of Dartford and Gravesend town centres. |
| Ebbsfleet Valley (including Eastern Quarry) | To deliver 11,000 homes and new community adjacent to Ebbsfleet station. | In an excess of an estimated £100m worth of infrastructure secured by KCC and DBC to support | <ul style="list-style-type: none"> • Ebbsfleet Development – ongoing discussions with Land Securities regarding the reconfiguration of the existing S106 for community infrastructure. Recent agreement for the first Primary School trigger to | <ul style="list-style-type: none"> • Continue negotiations with Land Securities re: their contribution to homes and road programme (as above). • Continue discussions regarding potential financing models for Ebbsfleet |

| Project | Summary of project outcome | Cost of Project KCC/Partners £ | Latest progress | Next Steps |
|---|--|--|---|--|
| | | the development of Eastern Quarry. | <p>move from 200 to 350 units.</p> <ul style="list-style-type: none"> Land Securities now understood to be actively seeking residential development partners for Eastern Quarry. | Valley including TIF pilot. |
| Dover | | Lead Officer: David Hughes - Contact 01622 221942 | | |
| Whitfield | Development of Whitfield of up to 5,700 new homes and associated community infrastructure. | Significant private sector investment in build out of site and the provision of infrastructure. KCC Officer time in R&E/KHS regarding masterplanning and infrastructure provision. | <ul style="list-style-type: none"> The SPD for Whitfield has now been approved by DDC with allowance for minor changes by officers. Planning applications for residential phases 1, 1a and 5 submitted to Dover DC. The Phase 1a Planning Application due to be considered by DDC Planning Committee on 27/5 was withdrawn. Objections made on the basis that the application was premature in the process and lack of financial support for certain types of infrastructure would set a precedent for further applications. Negotiations with developers on provision of BRT system under way. | <ul style="list-style-type: none"> Encourage discussions between the developers and landowners regarding equalisation agreement. Ongoing negotiations with developers over S106 contributions. Development of approach to CIL tariff to complement S106 in partnership with DDC. On-going discussions with the Parish Council/Community Group regarding their concerns over infrastructure proposed for the new development. Two planning applications currently submitted to DDC Planning. KCC has submitted its comments and is awaiting discussions with the Developer. Business Case for BRT system to be pursued. Design of bridge over A2 to be procured. |
| Folkestone | | Lead Officer: Theresa Trussell – Contact 01622 221362 | | |
| HLF (Townscape Heritage Initiative) bid for £1.6m to enhance public realm and | Extending the creative and cultural offer of the Old Town to attract more tourists and visitors to Folkestone. | Total project cost £1.6m. KCC match funding £400k from Reg Fund (subject to approval). HLF grant of £1.2m | <ul style="list-style-type: none"> Regeneration Fund bid for HLF match funding prepared for July 2011 Board. Pre-application work under way with partners SDC and CF to make HLF bid application in November 2011. | <ul style="list-style-type: none"> Work is underway to ensure statutory documentation required by HLF is in place. Supporting bids for INTERREG funding and subsidiary HLF funds are being prepared. Work to include other stakeholders in |

| Project | Summary of project outcome | Cost of Project KCC/Partners £ | Latest progress | Next Steps |
|---|--|--|---|---|
| landmark buildings in Folkestone Old Town | | Additional funding (in kind and capital) will be sought from Creative Foundation and Shepway District Council. | | order to enhance the bid is underway. <ul style="list-style-type: none"> Dialogue underway with English Heritage. |
| Swale | | Lead Officer: Mike Bodkin – Contact 01622 221960 | | |
| Queenborough/Rushenden Regeneration | Overall scheme to deliver 2000 new homes and related community/road infrastructure over 10 years. | Estimated cost of £26.4m of community infrastructure to be secured from S.106 CLG funding of £390k; KCC £15k to carry out environmental works. | <ul style="list-style-type: none"> First housing unlikely to start until 2013/14. Work in hand to prepare 1st phase housing development site by raising levels against flooding risk. Rushenden Link Road progressing. Completion of complementary environmental works at Rushenden; other environmental/community works in Queenborough now on site. | <ul style="list-style-type: none"> Reconvene KCC/SBC team to re-examine S106 contributions, including potential contributions from non-housing sites. Completion of Rushenden link road- Autumn 2011. Setting up action plan to take forward new skills/community/employment centre at Q/R alongside 1st phase of development. This will replace existing Rushenden Gateway in a temporary building scheduled to be demolished. Complete remaining KCC funded community/environmental works. |
| Sittingbourne Northern Relief Road ('Missing link') | Completion of relief road from existing route to A2 at Bapchild. Development of outline design and public consultation on route. | Total cost estimated between £15m to £45m, dependant on final route option selected. | <ul style="list-style-type: none"> Consultation reported to Swale Joint Transportation Board. Options rejected in favour of a comprehensive review of Sittingbourne Southern Relief Road and M2 J5. | <ul style="list-style-type: none"> Report to Cabinet Member on proposed way forward. Collation of evidence base to support infrastructure and development proposals to accord with LDF timetables. |
| Sittingbourne Southern Relief Road / M2 Junction 5 | Completion of Transportation Strategy for Sittingbourne, including solution to congestion / safety | Total Cost estimated between £120m to £150m. (Preliminary costs only at this stage). | <ul style="list-style-type: none"> Project now included with Northern Relief Road (Bapchild Link) – see above. | <ul style="list-style-type: none"> Report to Cabinet Member on the way forward. |

| Project | Summary of project outcome | Cost of Project KCC/Partners £ | Latest progress | Next Steps |
|-----------------------------|--|--|---|---|
| | problems at M2 Junction 5. | | | |
| Sittingbourne Town Centre | Remodelling / regeneration of Town Centre Retail Core and local road network. | Costs being borne by developers (Tesco / Spenhill). | <ul style="list-style-type: none"> Multi disciplinary team being established to pool information on public sector owed assets and develop new town centre options. Planning applications submitted for both developments. Joint working on Transport Assessments agreed – negotiations on technical details underway. | <ul style="list-style-type: none"> Analysis of transport impacts using Swale LDF Model. Development of mitigation strategy to support both developments and town centre regeneration proposals. Investigation of potential wider contribution of KCC land and property assets. |
| Thanet | | Lead Officer: Theresa Bruton - Contact 01622 221947 | | |
| East Kent Opportunities LLP | 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"> Promotional material distributed for public consultation on planning application for Eurokent. Consultation events arranged for 21-25 June. Employ Thanet initiative continuing to develop and held a successful Jobs Fair in April. Sales continue to be pursued at Manston. | <ul style="list-style-type: none"> Eurokent planning application submission in July. Planning underway for second Employ Thanet Jobs Fair in autumn. Sales pursued at Manston. |
| Margate | | Lead Officer: Theresa Bruton - Contact 01622 221947 | | |
| Rendezvous site development | 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. R&E are working | Total cost will be determined by the eventual direction of the project. | <ul style="list-style-type: none"> Work on the production of a planning brief for the site has continued but results have been delayed by the restructuring at Thanet District Council. The RNLI has confirmed that it will continue to occupy the lifeboat station on the site for at least 5 years. Although their Sport England bid failed, Margate Yacht Club have confirmed their continued interest in | <ul style="list-style-type: none"> The planning brief for the Rendezvous site will be finalised and discussed with partners before going to TDC and subsequently to public consultation. Options for the Winter Gardens will be considered by a steering group involving KCC and TDC. |

| Project | Summary of project outcome | Cost of Project KCC/Partners £ | Latest progress | Next Steps |
|-----------------------------------|---|--|--|---|
| | with Thanet District Council (TDC), to transform the Grade 2 listed, Winter Gardens into a successful, modern operation. | | bringing forward a clubhouse and dinghy park development on the site. <ul style="list-style-type: none"> Options for the future of the Winter Gardens have been fully explored at officer level. | |
| Development on the Dreamland site | 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 | <ul style="list-style-type: none"> Work on refurbishment of the Grade II listed building has begun but other progress has been delayed by the failure to reach an agreement on land transfer between the site owners and TDC. In May 2011, TDC began a CPO process on the whole site which is being opposed by the site owners. The absence of the expected developer contribution has also meant that the Phase 1 programme and funding has had to be reviewed. Just over £10m is in place with a further £1m likely to be available from additional grants. | <ul style="list-style-type: none"> Progress is to a large extent dependent upon the progress of the CPO. |
| No Use Empty | | Lead Officer: Steve Grimshaw - Contact 01622 221906 | | |
| No Use Empty | 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. | | <ul style="list-style-type: none"> 411 units achieved in 2010-11 versus a target of 200 (March 2011), culminating in 1,677 of units delivered to date. Presented NUE Model to Scottish Government (March 2011). Swale and Tonbridge & Malling joined loan scheme (April 2011). Bristol City Council adopted NUE brand and launched their own campaign (April 2011). £4.6M loans awarded since start of | <ul style="list-style-type: none"> Follow up work on recovery of loans - £200k outstanding – revised payment plan in place + interest being recovered. Tunbridge Wells expect to join Loan Scheme (July). Progress discussion with Gravesham on joining Loan Scheme. Continue to process loan applications. Outcome of HCA expression of interest (due July). Potential bid to Regeneration Fund to |

| Project | Summary of project outcome | Cost of Project KCC/Partners £ | Latest progress | Next Steps |
|------------------------------------|--|--|---|--|
| | | | <p>Initiative, pulling in £8.7M leverage to date (May 2011).</p> <ul style="list-style-type: none"> • £798k of Loans repaid (May 2011) • Further applications for loans with a value of £1M currently being considered / processed. • Submitted expression of interest to HCA for funds of £1.5M to pilot Affordable Homes Project (May 2011). • Submitted an entry to Regeneration & Renewals Annual Awards for Partnership Working (May 2011). • NUE featured as a Case Study on Governments Empty Homes Toolkit recently launched (May 2011). • NUE feature in Property Week in relation to Warren Court Hotel site in Cliftonville (June 2011). | <p>support the Affordable Homes Project.</p> <ul style="list-style-type: none"> • Presentation on NUE to Maldon and to Welsh Councils including Welsh Assembly (July). • West of England will launch No Use Empty (Aug/Sep). • Monitor on-going schedule of monitoring visits to ensure projects are completing within agreed timescales. • Investigate the use of the NUE model in relation to bringing forward a project to utilise an empty property in East Kent as a boutique hotel. |
| Kent Forum Housing Strategy | | Lead Officer: Brian Horton - Contact 01622 221947 | | |
| Kent Forum Housing Strategy | To develop and implement an integrated Housing Strategy for Kent and Medway. | £255k revenue funding from the KCC Regeneration Fund. | <ul style="list-style-type: none"> • Better Homes: localism, aspiration and choice - The Kent Forum Housing Strategy was launched 17 May 2011 at an event where Sir Bob Kerslake described Kent as “Ahead of the game.” • The Launch has received positive media coverage in both local and national outlets. • Kent Housing Group/Kent Rural Board Local Needs Housing Protocol was launched by the Bishop of Dover on 6 June 2011. | <ul style="list-style-type: none"> • A detailed draft Implementation Plan has been prepared with Kent Housing Group and Kent Planning Officers Group. This plan is subject to the endorsement of the Kent Forum in July 2011. • The draft implementation plan has a number of work streams that are at a late stage of development such as:- <ul style="list-style-type: none"> • Older Adult Research • Houses as homes – Improved accommodation to reduce levels of re-offending. |
| Sector Conversations | | Lead Officer: Megan McKibbin – Contact 01622 221914 | | |

| Project | Summary of project outcome | Cost of Project KCC/Partners £ | Latest progress | Next Steps |
|---|--|---|--|---|
| Sector Conversations | Expanded network of business contacts with key business sectors – target no of new business contacts 800 Identify key actions that will stimulate business growth Task & Finish activities to address issues that will make a tangible difference to business growth | Total project cost £12K – 1.5K per event. Partner contributions in kind – include subsidised venues, business champions time and speakers free of charge | <ul style="list-style-type: none"> • Consultations for Food Production, Horticulture and Agriculture, Construction & Development and Low Carbon Energy Production completed • Detailed event reports produced and shared with delegates – website info pages developed at www.keb.org.uk • 300 businesses engaged to date – communications with businesses who indicated willingness to participate in follow-up action. • Follow-up programme of actions developed for Rural:- Rural Housing Protocol – launched Kent Rural Plc. Food Sector Action Plan. • Water management and measures group – planned event in the autumn. | <ul style="list-style-type: none"> • Forward programme of consultations. |
| Kent and Medway Infrastructure Model | | Lead Officer: Adele Harrison – Contact 01622 694835 | | |
| Kent and Medway Investment Fund | Revolving Fund to provide investment for regeneration | Phase 2: Development £650k – contributions from Medway & Districts subject to further discussion. KCC contribution up to £500k, subject to Regen Fund bid. | <ul style="list-style-type: none"> • Feasibility report produced which sets out how the Fund could operate in Kent and issues to be addressed through the next development stage. • CMT approval to proceed to development stage (7/6/11). | <ul style="list-style-type: none"> • Feasibility report to be presented to Kent Joint Chief Execs (21/6/11). Purpose of meeting is to establish which Districts want to jointly take forward the development and potential set up of the Fund. • Subject to support from Districts, consultancy support will be procured for phase 2 development. • Development stage is anticipated to be 9-12 months through to Fund set up. |
| Pfizer/East Kent Recovery Package | | Lead Officer: Barbara Cooper – Contact 01622 221856 | | |
| Pfizer/East Kent Recovery Package | Following the announcement that Pfizer will exit the | Sandwich Task Force, East Kent Leaders and CE's, | <ul style="list-style-type: none"> • Task Force established in February chaired by Paul Carter, and meeting monthly. | <ul style="list-style-type: none"> • Applications for Enterprise Zone designation and Regional Growth Funding to be submitted by 30 June. |

| Project | Summary of project outcome | Cost of Project KCC/Partners £ | Latest progress | Next Steps |
|---|--|--|---|--|
| | <p>Sandwich site by the end of 2012, this project focuses on:</p> <p>a) Establishing new options for the future of the Sandwich site;</p> <p>b) Supporting staff, contractors and suppliers affected by closure; and</p> <p>c) Developing the broader economic strategy for East Kent.</p> | Business and HE. | <ul style="list-style-type: none"> • Second Task Force Report submitted to Government in May. • Expression of Interest for Enterprise Zone designation for Sandwich site submitted in April; full proposal in development. • Application for Regional Growth Funding focused on Pfizer site, transport infrastructure and business growth in the wider East Kent economy being progressed. • Pfizer in discussion with a number of contract research organisations, which could result in the retention of some core functions and employment at Sandwich. • Active marketing of site now underway (CBRE contracted by Pfizer and working with Locate in Kent). • Joint skills and employment activity underway between Pfizer's contracted agents and public sector, with series of events held to support staff looking to change careers and establish businesses. | <ul style="list-style-type: none"> • Longer term East Kent Recovery and Growth Strategy being developed over coming months. • Continued development of options for the long-term future of the Sandwich site. |
| Rural Superfast Broadband Project | | Lead Officer: Elizabeth Harrison – Contact 01622 694835 | | |
| Unlocking Kent's Potential: Rural Superfast Broadband Project | To pilot innovative solutions to providing high speed access in areas of market failure for next generation broadband access. | £1.6m | <ul style="list-style-type: none"> • 1st wave of pilot locations have been announced following a competitive bid process. • Procurement for contract framework currently underway. • Project imitation meetings have been held with wave 1 pilots. • BDUK bid has been submitted to secure additional money to support | <ul style="list-style-type: none"> • Contract framework will be completed to enable commencement of mini-competitions to procure individual pilot solutions. • Outcome of BDUK bid to be negotiated with BDUK. • Wave 2 pilot parameters to be finalised with steering group. |

| Project | Summary of project outcome | Cost of Project KCC/Partners £ | Latest progress | Next Steps |
|---|---|---|---|--|
| | | | <p>the upgrade of Kent's rural broadband.</p> <ul style="list-style-type: none"> • Interreg IVC Engage bid agreed and submitted to support innovation within wider programme. • | |
| Integrated Infrastructure Finance Model & Developers Guide | | Lead Officer: Nigel Smith – Contact 01622 221867 | | |
| Integrated Infrastructure and Finance Model | Model to support What Price Growth work and developed jointly with Finance and external consultants | £125k revenue funding from the KCC Regeneration Fund. | <ul style="list-style-type: none"> • URS Scott Wilson (consultants) developed model. • Approach validated by SNR Denton. • Outputs signed off by KASS Senior Management Team. • ELS and C&C evaluating outputs. • Finance inputting corporate information. | <ul style="list-style-type: none"> • ELS and C&C to approve outputs. • Finance to complete corporate section of model. • Use information to inform Local Development Frameworks (LDF's), Infrastructure Delivery Plans (IDP's), Community Infrastructure Levy (CIL) and KCC Developers Guide. |
| Developers Guide | A revision of the current Guide to reflect new innovative service delivery methods for ELS, C&C and FSC and KCC's approach delivering services in the current economic climate. The Guide will be informed by the IIFM above. | £25k for public consultation | <ul style="list-style-type: none"> • Draft Guide prepared. | <ul style="list-style-type: none"> • Internal partnership consultation. • Modify and obtain Cabinet approval ready for public consultation. • Consideration of appropriate amendments and adoption by KCC. |

2. Recommendation:

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

Lead Contact Officer:

Director of Economic Development
Barbara Cooper

Email barbara.cooper@kent.gov.uk

Tel: 01622 221856

This page is intentionally left blank

By: Roger Gough, Cabinet Member for Business Strategy & Support
Katherine Kerswell, Managing Director

To: Corporate Policy Overview & Scrutiny Committee – 6 July 2011

Subject: KCC's Performance Management Framework - Delivering Bold Steps

Classification: Unrestricted

SUMMARY

We are currently developing the performance framework for delivering 'Bold Steps for Kent' which will go to County Council for approval on 21 July.

This report sets out the steps being taken to finalise the performance framework.

FOR COMMENT

1. Introduction

- 1.1 As part of the development of the performance framework for delivering 'Bold Steps for Kent' two workshops were held for Policy Overview & Scrutiny Committee (POSC) Members during May.
- 1.2 We have used the feedback from the workshops to help develop an early draft of the performance framework, and are now seeking feedback on this from all POSC members at their meetings in June/July before seeking approval to the final performance framework by County Council on 21 July.
- 1.3 **This paper attaches the latest iteration of the framework which is still draft and requires further development ahead of County Council in July.** It also sets out the steps being taken to develop and finalise the performance framework.

2. POSC Workshops

- 2.1 We held two structured workshops with POSC members during May to help develop the performance framework for 'Bold Steps for Kent' by seeking their views on the following areas for each of the 17 strategic priorities set out in 'Delivering Bold Steps':
 - The success factors i.e. what we will have needed to deliver by March 2015
 - The key milestones
 - How we will measure performance. This is not just about quantitative PI data but should also include the use of qualitative data as well as

formal evaluation of the outcomes delivered towards the end of the four year term of 'Bold Steps' for some key projects.

- 2.2 A copy of 'Delivering Bold Steps' was circulated to all POSC members in advance of the workshops. Members were offered a choice of two dates to attend and were invited to come to one of them. The events were well attended with around 15 members at each plus two different Cabinet Members on both days.
- 2.3 The purpose of the workshop was made clear at the start of each one. The workshops were structured to allow members to choose two themes out of the four and to spend at least 45 minutes at each round table discussing the priorities in those themes.
- 2.4 Two officers were at each round table to help facilitate discussion and to be able to provide some background knowledge on the priorities being discussed on the table.
- 2.5 There was some useful feedback. Much of this related to the boxes entitled 'By 2014/15 we will have delivered'. Some was also provided on the key milestones and measures. A copy of the feedback from the two workshops has already been sent to POSC members.

3. Next Steps

- 3.1 We are using the feedback from the two POSC workshops to help finalise both the milestones and measures for each of the 17 strategic priorities and the current iteration is attached for comment by members. Whilst Cabinet and the Corporate Management Team have inputted into earlier iterations of the milestones and performance measures, they have yet to endorse or approve the latest draft attached at Appendix 1. We are doing more work to refine this list with Cabinet Members as well as alongside officers in directorates to ensure the data is robust and collectable. However, we are keen to receive POSC members' views on the draft list of measures and milestones attached.
- 3.2 Once the measures and milestones have been finalised they will then go to County Council for approval in July.
- 3.3 Consideration of the comments made by POSC members on the boxes called 'By 2014/15 we will have delivered' is still in progress. On the whole members were in broad agreement with what was stated but they offered views on some of the specific nature of some of the words as well as views on what else they would like to see included.
- 3.4 The sections 'By 2014/15 we will have delivered' will now be subject to consideration by Cabinet Members and will result in some revised wording. This will be added to the milestones and measures and then the whole 'Delivering Bold Steps' document will be presented to County Council for approval on 21 July.

4. Recommendations

- 4.1 For Members to COMMENT on the draft milestones and measures of success and to NOTE the next steps as set out in section 3, above.

Appendices

Appendix 1: Delivering Bold Steps – Milestones and Indicators – Draft for discussion with POSC members.

Officer contact details:

Sue Garton,
County Performance & Evaluation Manager,
Business Strategy,
BSS, 01622 221980

David Whittle,
Policy Manager,
Business Strategy,
BSS, 01622 696969

This page is intentionally left blank

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members.
This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

| Priority | Possible Milestones | Possible Measures |
|---|---|---|
| Transform how we procure and commission services to support new models of service delivery. | <ul style="list-style-type: none"> • Establish 7 Locality Boards by July 2012 • Publication of Procurement and Commissioning Register for all services by April 2012 • Pilot Right to Challenge • At least 3 Locality Boards with delegated budgets from County and District to allow joint commissioning of agreed services | <ul style="list-style-type: none"> • The number of tenders from Small-Medium Sized Enterprises and the VCSE in KCC procurement processes • The total number of funding streams / the total volume of funding delegated to Locality Boards |
| Support the transformation of health and social care in Kent | <ul style="list-style-type: none"> • Full Shadow Health and Wellbeing Board for Kent established by April 2012 • JSNA completed and used to inform commissioning plans – October 2011 • An Integrated Health & Social Care Commissioning Strategy agreed by 2013 • By 2014 a 5% shift in total NHS resource in Kent from acute to community and primary health care | <ul style="list-style-type: none"> • % NHS and Social Care budget commissioned jointly by KCC and Clinical Commissioning Consortia • Differences in all-age mortality gap across Kent • Measure relating to the patient /social care user experience of care |

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members.
This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

| Priority | Possible Milestones | Possible Measures |
|---|--|--|
| Ensure all pupils meet their full potential | <ul style="list-style-type: none"> • Introduction of the Kent Challenge • Establish EduKent by September 2011 • Kent Association of Schools established by September 2011 • Agreement on increased delegation of DSG from KCC to schools | <ul style="list-style-type: none"> • Key stage 2 results achieving national average • Attainment gap (for children FSM, SEN or LAC) at key stage 2 reduced |
| Shape education and skills provision around the needs of the Kent economy | <ul style="list-style-type: none"> • Publication of KCC Select Committee on Student Journey • 14-24 Strategy Launched • Bid to transfer functions from National Apprenticeship Service for Kent submitted to Government by April 2012 | <ul style="list-style-type: none"> • No of apprenticeships provided by Kent Success Apprenticeship Scheme • Number of apprentices in Kent • % Residents with level 3 and level 4 skills |
| Deliver the Kent Environment Strategy | <ul style="list-style-type: none"> • Established a Kent 'Green Deal' • Delivered a targeted package of low carbon business support • Established functional habitat areas and wildlife networks in Biodiversity Opportunity Areas | <ul style="list-style-type: none"> • KCC carbon footprint • Renewable energy generated in Kent • Biodiversity levels in Biodiversity Opportunity Areas |

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members. This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

| Priority | Possible Milestones | Possible Measures |
|--|--|--|
| Promote Kent and enhance its cultural and sporting offer for residents | <ul style="list-style-type: none"> • Kent School Games delivered in 2012 and 2014 • Future Libraries Strategy published • Opening of the Marlowe Theatre • Open Golf at Sandwich • Paralympics cycling event at Brands Hatch | <ul style="list-style-type: none"> • Growth (new business or % share of economy) of the leisure and cultural sector in Kent • Participation in sport and physical activity |
| Build a strong relationship with key business sectors across Kent | <ul style="list-style-type: none"> • Programme of 'sector conversations' completed with actions identified and taken forward • Kent Rural PLC established and adding value to Kent economy | <ul style="list-style-type: none"> • Businesses supported by Produced in Kent and Kent Downs and March Leader programmes • Employment growth in key sectors (advanced manufacturing, renewables/environmental, construction, rural, creative) |
| Respond to key regeneration challenges working with our partners in the Local Enterprise Partnership | <ul style="list-style-type: none"> • Programme of development commenced at Manston Park and Eurokent in Thanet • Town centre regeneration schemes in Dartford, Sittingbourne and Dover underway • Development of the Commercial Quarter in Ashford, adjacent to the Station | <ul style="list-style-type: none"> • Rate of growth in Kent economy compared to national and regional average • Increased inward investment in the Kent economy (£ or job numbers) |

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members. This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

| Priority | Possible Milestones | Possible Measures |
|--|--|--|
| Support new housing growth that is affordable, sustainable with the right infrastructure | <ul style="list-style-type: none"> • Introduction of Community Infrastructure Levy across Kent • At least 100 homes brought back to use in Thanet and Dover through No Use Empty campaign • Establishment of Kent and Medway Investment Fund • 1,000 homes delivered on public sector land by 2015 | <ul style="list-style-type: none"> • Number of affordable homes delivered • % Kent residents expressing concern regarding access/affordability of housing in Kent |
| Facilitate access to high speed broadband infrastructure | <ul style="list-style-type: none"> • 15 innovative proof of concept models to deliver superfast broadband to rural communities underway • BDUK BID funded at an agreed level and actions underway | <ul style="list-style-type: none"> • Better broadband provision to more businesses and households |
| Deliver Growth without Gridlock | <ul style="list-style-type: none"> • Location and funding package for a Lower Thames Crossing agreed with DfT • Kent Rail Action Plan has influenced new Integrated Kent rail franchise commencing in April 2014 | <ul style="list-style-type: none"> • Increased economic activity in the Thames Gateway through private sector confidence in the DfT's commitment to deliver a Lower Thames Crossing • Increased public satisfaction with the performance of the rail network |

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members. This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

| Priority | Possible Milestones | Possible Measures |
|---|---|---|
| Improve access to KCC services and move towards a single initial assessment process | <ul style="list-style-type: none"> • Publication of Customer Services Strategy • X new gateways introduced • Kent Card rolled out to at least three new service areas by April 2012 • Gateway online by March 2012 • Single initial assessment process established by April 2013 | <ul style="list-style-type: none"> • % Shift in customer contact from face-to-face to telephone and online • % Satisfaction with customer access |
| Empower Social Service users through increased use of personal budgets | <ul style="list-style-type: none"> • 100% of eligible social care users with a personal budget by 2013 • Roll out of additional Enablement Services 2011/12 • Additional investment in telecare and telehealth solutions through NHS integration grant 2011/12 | <ul style="list-style-type: none"> • % increase in use of enablement by 2014 • % Social care users with a personal budget • % Social care users accessing independent brokerage services |
| Establish a Big Society Fund to support new social enterprise in Kent | <ul style="list-style-type: none"> • Establishment of Fund • Bid to Big Society Bank • Leverage in at least an additional £5m by April 2014 | <ul style="list-style-type: none"> • Number of applications made to the Big Society Fund • Number of new social ventures supported by the fund |

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members. This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

| Priority | Possible Milestones | Possible Measures |
|---|--|--|
| Ensure the most robust and effective public protection arrangements | <ul style="list-style-type: none"> • Peripatetic team in place 2011-12 • Workforce strategy agreed 2011 • Revised establishment and structure for children's social care in place 2011 • Integrated access arrangements for public protection enquiries in place 2012 • Ofsted satisfactory rating for unannounced inspection 2011 • Ofsted satisfactory rating for announced inspection of safeguarding and LAC | <ul style="list-style-type: none"> • Improvement Notice targets met in full • Audits of safeguarding in adults consistently demonstrate good practice across FSC |
| Improve services for some of the most vulnerable young people in Kent | <ul style="list-style-type: none"> • Specialist LAC teams in place by Sep 2011 • Integrated Community CAMHS service in place by April 2012 • Range of targeted prevention services in place to avoid unnecessary family breakdown 2011 • Supported Boarding Pilot established by September 2011 • Martin Narey report in Kent Fostering & Adoption published by September 2011 | <ul style="list-style-type: none"> • Number of Looked After Children (LAC) to 47 per 10,000 • Increase in numbers of children adopted |

Delivering Bold Steps – Milestones and Measures – Draft proposals for discussion with POSC members. This is not a final document and in some cases represents suggestions from service managers which are still subject to Cabinet/CMT review and consideration.

| Priority | Possible Milestones | Possible Measures |
|---|---|---|
| Support families with complex needs and increase the use of community budgets | <ul style="list-style-type: none"> • Three new services areas identified, and pilot areas agreed for new Community Budgets by April 2012 • Further roll out of Community Budget for Families with Complex Needs by April 2012 • Locality Board to integrated into Community Budget governance arrangements by April 2012 | <ul style="list-style-type: none"> • Number of families with complex needs supported through Community Budget pilots • Saving per family to public services from engagement with families with complex need through programme |

This page is intentionally left blank

By: Head of Democratic Services

To: Regeneration and Economic Development Policy Overview and Scrutiny Committee - 24 June 2011

Subject: **SELECT COMMITTEE UPDATE**

Classification: Unrestricted

Summary: This report updates Members on current and future Select Committee work and invites suggestions for future Select Committee Topic Reviews.

Current Select Committee Review Work

The following reviews are either underway or preparing to start:-

- 1. Educational Attainment of Pupils and Schools in Areas of High Deprivation –**
 The Select Committee held its first meeting in early February to elect Mr C T Wells as its Chairman and agreed its terms of reference and scope. Informal briefings and hearings have begun and will continue to take place through, June, July and possibly September. It is not yet possible to say when the review will submit its final report to full Council.
The contacts in Democratic Services for this Select Committee are: Research Officer Pippa Cracknell (01622 694178) and Assistant Democratic Services Manager Denise Fitch (01622 694269).
- 2. The Student Journey –** This review cuts across Regeneration and Economic Development POSC and the new Customer and Communities and Education, Learning and Skills POSCs. The Select Committee has held its first meeting in April, when Mr K Smith was elected Chairman and its terms of reference, scope and the timetable of the review were agreed. A raft of evidence is currently being gathered through; hearings, 2 rapporteurs and visits. It is anticipated that the review will submit its final report to the full Council in April or May 2012.
The contacts in Democratic Services for this Select Committee are: Research Officer Gaetano Romagnuolo (01622 694292) and Democratic Services Officer Theresa Grayell (01622 694277).
- 3. Dementia –** The Select Committee Chaired by Mrs T Dean has now concluded its hearings and is now meeting informally to take stock of its findings so far, receive further input from the focus group and identifying any further evidence needed, prior to drafting its report over the summer, which will be presented to full Council in December 2011.
The contacts in Democratic Services for this Select Committee are: Research Officer Sue Frampton (01622 694993) and Democratic Services Officer Christine Singh (01622 694334).

4. Suggestions for Select Committee Topic Reviews – 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.

5. Recommendation

Members are asked to note the review work currently underway and advise the Democratic Services Officer of any topics they would like to put forward for consideration for inclusion in the future Select Committee Topic Review Work Programme.

Christine Singh
Democratic Services Officer

Background Information: *Nil*

telephone: 01622 694334
e-mail: christine.singh@kent.gov.uk