

**GROWTH ECONOMIC DEVELOPMENT AND
COMMUNITIES CABINET COMMITTEE**

Tuesday, 8th July, 2014

10.00 am

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



AGENDA

GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Tuesday, 8 July 2014 at 10.00 am

Ask for: **Christine Singh**
Ext: 4334

Darent Room, Sessions House, County Hall,
Maidstone

Telephone:

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (13)

Conservative (8): Mr M A Wickham (Chairman), Mr S Holden (Vice-Chairman),
Mr M A C Balfour, Mr A H T Bowles, Miss S J Carey,
Mr J A Kite, MBE, Mr G Lymer and Mr C Simkins

UKIP (2) Mr M Baldock and Mr F McKenna

Labour (2) Mrs E D Rowbotham and Mr R Truelove

Liberal Democrat (1): Mr B E Clark

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UNRESTRICTED ITEMS

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

A - Committee Business

A1 Introduction/Webcast announcements

A2 Membership

The Growth, Economic Development and Communities Cabinet Committee is asked to note that Mr M Baldock has replaced Mr R Latchford on this Cabinet Committee.

A3 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A4 Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.

A5 Minutes of the meeting held on 15 April 2014 (Pages 7 - 16)

To consider and approve the minutes as a correct record

A6 Verbal Updates

To receive verbal updates from the Cabinet Members for Economic Development, Community Services; and the Director for Economic Development on the following:

- Aviation Update
- Arts and Turner
- Sport
 - Queen's Baton Relay – 5 June 2014
 - Kent School Games – 25 June 2014

B- Other items for comment/recommendation to the Leader/Cabinet Member/Cabinet or officers

B1 Kent Big Society Fund: Annual Report to Kent County Council from the Kent Community Foundation (Pages 17 - 38)

To receive a report from the Cabinet Member for Community Services and the Corporate Director of Growth, Environment and Transport that presents the second annual report by the Kent Community Foundation (KCF) to KCC on the numbers of enterprises supported, the numbers of loans made and the value of the loans.

B2 Ebbsfleet Garden City Urban Development Corporation (Pages 39 - 50)

To receive a report by the Cabinet Member for Economic Development that provides an update regarding the recent announcement in respect of Ebbsfleet Garden City and proposals to set up an Urban Development Corporation (UDC). It also outlines the opportunities and issues and sets out the next steps to be taken.

B3 Christmas/New Year 2013-14 Storms & Floods - Final Report (Pages 51 - 80)

To receive a report by Cabinet Member, Community Services that gives a full review of lessons learned from the Christmas / New Year 2013-14 storms & flooding (and previous severe weather events) and makes recommendations for how the County Council, in collaboration with its partners, can be better prepared to manage such future events and flood risk.

B4 Update on Regional Growth Funds (Pages 81 - 96)

To receive a report by the Cabinet Member Economic Development and the Director of Economic Development that details the progress to date in delivering the three RGF schemes; Expansion East Kent, Tiger (North Kent and Thurrock) and Escalate (West Kent and East Sussex).

B5 Unlocking the Potential and Strategic Economic Plan: Update (Pages 97 - 122)

To receive a report by the Cabinet Member for Economic Development that details progress since the submission of the Strategic Economic Plan and the European Structural and Investment Funds Strategy. It explains the next steps in the potential allocation of funding, recognising the 'federated' model operating in the South East LEP area. It also sets out a proposal for the final revision of *Unlocking the Potential*, the economic strategy for Kent and Medway, in the light of anticipated funding announcements.

C - Monitoring of Performance

C1 Performance Dashboard (Pages 123 - 132)

To receive a regular report by the Cabinet Member for Economic Development, Cabinet Member for Community Services and the Interim Corporate Director for Growth, Environment and Transport that shows progress made against targets set for Key Performance Indicators.

C2 Work Programme 2014/15 (Pages 133 - 138)

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

Tuesday, 1 July 2014

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

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KENT COUNTY COUNCIL

**GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES
CABINET COMMITTEE**

MINUTES of a meeting of the Growth Economic Development and Communities Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Tuesday, 15 April 2014.

PRESENT: Mr M A C Balfour, Mr A H T Bowles, Miss S J Carey, Mr B E Clark (Substitute) (Substitute for Mr R H Bird), Mr S Holden, Mr J A Kite, MBE, Mr R A Latchford, OBE, Mr G Lymer, Mr F McKenna, Mrs E D Rowbotham, Mr C Simkins, Mr R Truelove and Mr M A Wickham

ALSO PRESENT: Mr R H Bird and Mr M C Dance

IN ATTENDANCE: Mrs T Bruton (Head of Regeneration Projects), Ms B Cooper (Director Economic Development), Ms J Hansen (Finance Business Partner (Strategic & Corporate Services), Ms E Harrison (Economic Development Officer), Mrs C A Singh (Democratic Services Officer) and Ms J Ward (Senior Partnership Officer)

UNRESTRICTED ITEMS

1. Apologies and Substitutes
(Item A2)

Apologies for absence were received from Mr Bird. Mr B Clark attended as substitute.

2. Election of Chairman
(Item A3)

Mr Bowles proposed, seconded by Mr Simkins, that Mr Wickham be elected as Chairman of this Cabinet Committee.

Carried

Mr Wickham took the Chair

3. Election of Vice Chairman
(Item A4)

1. Mr Balfour proposed, seconded by Mr Bowles that Mr Holden be elected as Vice Chairman of this Cabinet Committee.

Carried

2. RESOLVED that Mr Holden was elected Vice Chairman to the Growth Economic Development and Communities Cabinet Committee.

4. Declarations of Members' Interest relating to items on today's Agenda
(Item A5)

No declarations were received.

5. Minutes of the meeting held on 23 January 2014
(Item A6)

RESOLVED that the Minutes of the meeting held on 23 January 2014 are correctly recorded and that they be signed by the Chairman.

6. Future Meeting Dates 2014
(Item A7)

RESOLVED that the future meeting dates for 2014 be noted as follows:

Tuesday, 8 July in the Darent meeting Room
Tuesday, 16 September in the Council Chamber
Tuesday, 2 December in the Darent meeting Room
(All meetings will commence at 10.00 am)

7. Verbal Updates by Cabinet Member for Economic Development and Cabinet Member for Community Services
(Item A8)

1. The Cabinet Members Mr Dance and Mr Hill gave their verbal updates and highlighted the following:

Mr Dance, Cabinet Member for Economic Development

2. Mr Dance advised that he visited West Flanders, Belgium, where he signed a Memorandum of Understanding to forge a partnership with European partners, which would aid access to European funding.

3. Mr Dance advised that he attended a secondary school in Picardy, accompanied by Ms Jacqui Ward, Expansion East Kent Programme Manager, which had a large engineering workshop, containing £62 million of machinery that had been funded mostly by the State. The young people were trained to a high standard and local businesses were able to come to the workshop with engineering problems which the students would be tasked to solve. This operation had put them in a position for funding from a fund called 'Horizon 2020' which had €79 billion funding available for innovation and research projects. Mr Dance said that Kent could work with Picardy and Nord pas de Calais on similar models.

4. Mr Dance attended Dover Harbour Board (DHB) where the Secretary of State for Transport, Stephen Hammond, was in attendance. The Minister had changed the Trust status slightly which would allow the DHB to access funds and grow its assets to allow the Harbour Board to expand. This would be in place in June/July. There would be representation from the People's Port on the new Trust.

5. Mr Dance spoke on Garden City Ebbsfleet and referred to the 2 major road initiatives at Ebbsfleet and Bean junction and the housing developments in Dartford

and Gravesham. He considered that having Paramount as part of this expansion would be a unique opportunity.

6. Mr Dance responded to comments and questions by Members which included the following:-

- a) A comment was made that Paramount would be an enormous opportunity for Kent, potentially producing 40,000 jobs.
- b) In reply to a question, Mr Dance considered that the benefits of the workshop in Picardy to Kent would be to mirror that model in eg the Skill Centre in Sittingbourne.
- c) A comment was made that Kent Members and Officers should not need to travel to France to gain information. Mr Dance responded saying that meeting people face to face broke down barriers and was to Kent's advantage.

Mr Hill, Cabinet Member for Communities

7. Mr Hill advised that although the Communities Directorate had been decommissioned as a result of a decision at the County Council meeting on 27 March, the Communities portfolio continued and had been split over the 3 newly appointed Directorates. As well as this Cabinet Committee, Mr Hill's portfolio fell within the remit of the Environment and Transport Cabinet Committee and Education and Young People Services Cabinet Committee.

8. The Communities portfolio within the remit of this Cabinet Committee was; Arts, Big Society and Volunteering and Voluntary and Community Sector Liaison. Mr Hill agreed to submit a report on the Big Society to the next meeting of this Cabinet Committee.

9. Mr Dance, Mr Hill and Mr Austerberry responded to comments and questions by Members which included the following:

- a) Mr Austerberry confirmed that Sport was within the remit of the portfolio of this Cabinet Committee. [*Libraries and Registration and Archives were also within the portfolio of this Cabinet Committee*]
- b) Mr Hill concurred that all the Cabinet Committees could have a service linked in some way to the voluntary sector. He advised that the database of volunteers for the Olympics in 2012 could be used by Kent to allow contact for various projects but there were very tight rules regarding its use.

10. RESOLVED that the responses to questions by Members and the information in the verbal update be noted with thanks.

8. PRESENTATIONS - *(Item A9)*

Video presentations

1. Members of the Cabinet Committee watched a short video on TIGER. Due to a fault with the video for 'Level 39 Sleeping Giant Media' the link to the YouTube video would be forwarded to Members after the meeting.

Presentation by Professor Richard Werner

2. The Chairman welcomed the Professor Richard Werner, D.Phil (Oxon), the Professor of International Banking at the University of Southampton.

3. Professor Werner gave a presentation entitled "Establishing Community Banks in the UK". He discussed the parameters of the banking system in the UK of which, 90% was controlled by 5 banks and the benefits and ethos on having local community banking especially for Small and Medium sized Enterprises (SMEs).

4. Professor Werner responded to comments and questions by Members which included the following:

- a) A Member recognised the difficulties, outlined by Professor Werner, in applying for a business loan from the large high street banks.
- b) In reply to a question, Professor Werner advised that the large banks were undercapitalised and they would continue to ration funding to SMEs. He had not experienced any problems in attracting deposits in community banking. The big banks currently had low reputation with recent criminal activity, market rigging and bankrupting companies. If customers see an alternative it made sense that they would look into it. Community banks were also able to raise their interest rates to attract depositors. He highlighted that Hampshire County Council was setting up a community bank where they had a Foundation and the shareholders received a grant.
- c) Mr Werner said that there had been not difficulties with recruiting personnel with skills in banking as in the current climate bankers had quit their posts or been laid off. The community banking personnel were prepared to work without bonuses.
- d) In reply to a question, Professor Werner advised that a number of local authorities were supportive to community banking including Eastleigh Borough Council, Hampshire County Council and Portsmouth City Council.
- e) A Member questioned whether this should be directed to the growth fund. SME were receiving loans before the economic crisis. Professor Werner advised that the new community bank in Hampshire was ahead with its fund raising targets, the bank had to be viable and each loan had to be assessed.

5. RESOLVED that the responses to comments and questions by Members and the information given in the presentations be noted with thanks.

9. Draft 2014-15 Growth, Environment and Transport Directorate Business Plan (Strategic Priority Statement)

(Item B1)

(Report by Mr M Dance, Cabinet Member for Economic Development; Mr D Brazier, Cabinet Member for Environment and Transport; Mr M Hill, Cabinet Member for Community Services; and Mr M Austerberry, Corporate Director of Growth, Environment and Transport)

1. The Corporate Director for Growth, Environment and Community Services, Mr Austerberry, introduced the report on the Strategic Priority Statement which was the directorate level business plan for 2014/15 for the newly appointed Growth,

Environment and Transport Directorate for consideration and comment by the Cabinet Committee before being approved by the Cabinet Members and Corporate Director.

2. Mr Austerberry and Ms Cooper explained that a Strategic Priority Statement was being produced for each new directorate in the new organisational structure. This Strategic Priority Statement brought together services that support one another from the former Environment Highways and Waste; Economic Development and Communities Directorates; and outlined the key priorities for each directorate along with the high level of resourcing, risk and performance management information.

3. Mr Austerberry and Mr Dance responded to comments and questions by Members which included the following:

- a) A comment was made that the link between the elements pulled together to form the new Growth, Environment and Transport Directorate from the former directorates was “infrastructure”.
- b) In reply to a question, Mr Austerberry advised that there had been short term funding streams to deal with the effects of flooding issued directly to businesses. There had also been funding for rail network in Kent which had gone well which had been coordinated through a dedicated team at KCC. He advised that insuring against flooding was a far bigger question. He confirmed that no County Council had received a direct funding scheme for flooding from the Government.
- c) Mr Austerberry agreed to produce a report on a strategic approach on funding and prioritising areas of flooding that would be submitted to both the Environment and Transport Cabinet Committee and this Cabinet Committee.
- d) A suggestion was made that KCC could be invited to be part of local district and borough schemes regarding flooding.
- e) Members were reminded that KCC had a Flood Management Committee chaired by Mr Mike Harrison, where they could raise their concerns to avoid duplication of issues being considered.
- f) Members welcomed the assurance that they would retain the opportunity to comment and endorse the directorate business plans although approval was no longer a Key Decision.

4. Resolved that:-

- a) the responses to questions by Members be noted;
- b) the Corporate Director for Growth, Environment and Transport submit a report on a strategic approach to funding for and prioritising areas of flooding to a future meeting of this Cabinet Committee; and
- c) the draft 2014/15 Directorate business plan (Strategic Priority Statement) for the Growth, Environment and Transport directorate be noted.

10. Financial Monitoring 2013-14
(Item B2)

(Report by Mr M Dance, Cabinet Member for Economic Development; Mr M Hill, Cabinet Member for Communities; and Mr M Austerberry, Interim Corporate Directorate for Growth Environment and Transport)

(Mrs J Hansen, Finance Business Partner was present for this item)

1. The Finance Business Partner, Mrs Hansen introduced the report and highlighted key points from the third quarter's monitoring report for 2013-14 that were within the remit of this Cabinet Committee explaining that were variances within the libraries, Registration and Archives Services where there was an £645k underspend which related to the early 2014/15 savings and an increased Registration income for wedding ceremonies. There were no variances within the Regeneration and Economic Development section of the portfolio.

2. RESOLVED that the revenue and capital forecast variances from the budget for 2013-14.

11. Digitising Kent: Realising the Potential of New Digital Technologies

(Item C1)

(Report by Mr M Dance, Cabinet Member for Economic Development and Mrs E Harrison, Economic Development Manager)

1. The Economic Development Manager, Mrs Harrison, introduced the report that highlighted how Kent could become a 'digital leader' unlocking significant benefits for Kent's economy and improving the quality of life for the County's residents.

2. Mrs Harrison responded to questions by Members which included the following:

- a) A Member referred to paragraph 1.3 of the report, which highlighted the ways in which digital technologies could increase productivity and made a request that she would like to see more work carried out in this area. Mrs Harrison advised that she was working closely with the ICT Team to look at ways of raising awareness throughout Kent.
- b) A Member commented that this was the most important item on the agenda and likened it to the industrial revolution.
- c) In reply to a question, Mrs Harrison advised that KCC was working with Microsoft but would be happy to work with any of the 'big players' within the information technology industry. Microsoft was giving Kent access to information and experts in the field which it might otherwise not have had such as key speakers at the launch at the 'Kent Reimagined' event on 24 April 2014.
- d) A comment was made that Cisco Systems was a lead in speed data.

3. RESOLVED that the responses to questions by Members and the report be noted.

12. Establishing a 'Kent Tourism & Hospitality Guild'

(Item C2)

(Report by Mr M Dance, Cabinet Member for Economic Development and Mrs T Bruton, Head of Regeneration Projects)

1. The Head of Regeneration Project, Mrs Bruton, introduced the report that gave details of, the ambition for and progress towards, the establishment of a Kent Tourism & Hospitality Guild following the initial public proposal at the 'Kent Tourism Conference 2013' at the end of March last year. It was estimated that initial setup, development and operation of the Guild, which would eventually include a digital portal marketing campaign and curriculum development, would cost £80,000 over three years. £30,000 had been committed from the Regeneration Fund and the Education and Young People Services Directorate had committed a further £10,000 along with specific activity to support the curriculum/skills framework pilots starting this year.

2. The following comments were made by Members:

- a) Members, cross party, gave their support to the establishment of the Kent Tourism & Hospitality Guild.
- b) A comment was made that the primary challenges for the tourism and hospitality sector in Kent listed in paragraph 1.5 of the report mirrored the rural sector.
- c) A comment was made that a key issue was for young people to acquire good interpersonal skills in this public facing industry.

3. RESOLVED that:-

- a) the comments by Members be noted; and
- b) the plans to further progress the initiative with partners and stakeholders and the report be noted.

13. Update on Regional Growth Funds

(Item C3)

(Report by Mr M Dance, Cabinet Member for Economic Development and Ms B Cooper, Director for Economic Development)

(Mrs J Ward, Regional Growth Fund Programme Manager was present for this item)

1. The Regional Growth Fund Programme Manager, Mrs Ward, introduced the report giving a detailed account of how the applications for the three Regional Growth Funds were processed and appraised.

2. Mrs Ward responded to questions by Members which included the following:

- a) In reply to a question, Mrs Ward advised that there were no typical characteristics of the Small and Medium sized Enterprises (SMEs), they were not like for like as they ranged from young entrepreneurs to existing companies that were looking to branch out and export their goods. Ms Cooper explained that, unlike the banks' computerised process for lending, a lot of time was taken to interview the people behind the businesses seeking Regional Growth Funding and the investment was in those individuals.

- b) In reply to questions, Mrs Ward advised that part of monitoring the businesses that were given funding was through Member visits and through their contract which clearly sets out targets, repayment schedules and action should they default etc. To date only one company had defaulted.
- c) In response to a question, Mrs Ward explained that Expansion East Kent offered funding to those companies that had export potential. Fudge Kitchen was a good example of a company successfully exporting its goods.

3. RESOLVED that the responses to questions by Members and the report be noted.

14. Strategic Economic Plan and the Kent and Medway Growth Deal (Item C4)

(Report by Mr M Dance, Cabinet Member for Economic Development and Ms B Cooper, Director of Economic Development)

1. The Director of Economic Development, Ms Cooper, introduced a report that outlined the content of the Strategic Economic Plan and the funding request as it relates to Kent and sets out the anticipated next steps.

2. Across Kent and Medway, Essex and East Sussex, the strategic Economic Plan sought £1.1 billion from the Local Growth Fund. For Kent and Medway, it sets out proposals to secure £501.5 million in Local Growth Fund investment over six years (approximately £80 million per year) to unlock 49,000 homes and 60,000 jobs by 2021. The proposals within the plan; and how the £501.5 million was allocated were set out on page 78 of the report. It was anticipated that the Government would announce funding allocations for 2015/16 in the summer, following a period of negotiation with the LEP. A further report would be submitted to a future meeting of this Cabinet Committee.

3. Ms Cooper responded to comments and questions by Members which included the following:

- a) A comment was made that this was an excellent plan and that it was good to bid for more than pro rata.
- b) In reply to question, Ms Cooper advised that the information used regarding housing etc was extracted from the current local plans by the district councils but this was recognised as a 'moveable feast' as housing figures changed.
- c) Referring to page 106 of the report it was advised that 'Operation Stack' was now referred to as 'Overnight Lorry Park'.
- d) Members requested current data on unemployment in Kent.

4. RESOLVED that:-

- a) the responses to comments and questions by Members be noted;
- b) this Cabinet Committee receive the current unemployment figures in Kent be noted; and

- c) a further report be submitted to this Cabinet Committee and the information set out in the report be noted.

15. Verbal Update by Director of Economic Development
(Item C5)

There was no verbal update.

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By: Mike Hill, Cabinet Member for Community Services and
Mike Austerberry, Corporate Director of Growth, Environment
and Transport

To: Growth, Economic Development and Communities Cabinet
Committee - 8 July 2014

Subject: Kent Big Society Fund: Annual Report to Kent County Council
from the Kent Community Foundation

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Divisions: All

Summary

Kent County Council has received the attached annual report on the Kent Big Society Fund from the Kent Community Foundation

Recommendation

The Cabinet Committee is asked to CONSIDER the report and NOTE the performance of the Fund.

1. Introduction

- 1.1 The Kent Big Society Fund (the Fund) was established in January 2012 by charitable donation from Kent County Council (KCC) to Kent Community Foundation (KCF). The Key Decision (11/01755) was taken by the Cabinet Member for Customer and Communities on 16th December 2011. The Fund operates principally as a social finance loan scheme and its main aims are to support growth in the social enterprise sector and to create and sustain new employment opportunities. Decisions to loan are considered by the Fund Investment Panel, chaired by KCF and with representation from KCC members and KCF trustees.
- 1.2 The governance arrangements require KCF to make an annual (calendar year) report to KCC on the operation of the Fund and the market conditions in which the Fund is operating. The second annual report is attached. Annual payment of the three phased donations from KCC to the Fund follows receipt of the annual report and KCC's budget decisions.
- 1.3 It is encouraging to note that the second full year of operation for the Fund has seen a steady growth in the numbers of enterprises supported, the numbers of loans made and the value of the loans. The Fund is designed to provide dedicated business support in the period between expression of interest and loan application. This means that there is a systemic time lag in the pipeline. It does mean, however, that very few full applications are refused by the Investment Panel and that the default rate on loans is

remarkably low. Applicants have also reported that they value the grant element in the loan package which provides a level of cash flow critical to growth. The grant to loan ratio offered by the Fund is a maximum of 20% or £10,000, whichever is the greater.

- 1.4 There is a growing recognition nationally of the importance of the social investment market in tackling and funding social issues and driving innovation. Confidence within the sector is also growing. Nationally, the Government, in its 2013 progress update on the report “Growing the Social Investment Market”, discusses the benefits of social investment models. These reflect the rationale of KCC’s original investment and are identified as: supporting economic growth, reforming public sector services and enabling social innovation.
- 1.5 The activity profile of the Fund initially mirrored that of other similar funds nationally. There is some, albeit anecdotal, evidence that in the second year, it has begun to out-perform other social loan schemes in terms of numbers of expressions of interest and the low level of default. For the period of the report, there were no defaults on the agreed repayment schedules.
- 1.6 The economic benefits of the Fund are discussed on page 10 of the annual report. 154 jobs have been created or sustained from the £600K drawn. This equates to a cost per job of £3,896. The enterprises assisted have also reported a high conversion rate of volunteering opportunities leading to 14 volunteers moving into employment. This is a compelling figure because social enterprises tend to support those furthest from the labour market including service users.
- 1.7 The Annual Report is presented to Growth, Economic Development and Communities Cabinet Committee for discussion.

2. Recommendation

The Cabinet Committee is asked to CONSIDER the report and NOTE the performance of the Fund.

Background Documents

- Key Decision 11/01755

Report author

Judy Doherty
Programme Manager
Growth, Environment and Transport
01622 221327
Judy.doherty@kent.gov.uk



Kent Big Society Fund

Annual Review 2013

Prepared by Kent Community Foundation for Kent County Council

December 2013



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INTRODUCTION

Kent Community Foundation is pleased to provide its second annual report on the operation of the Kent Big Society Fund and progress made so far. The Kent Big Society Fund was set up in 2012 by way of a phased charitable donation from Kent County Council (KCC) to Kent Community Foundation (KCF). The purpose of the Fund is to benefit the economic, social and environmental vibrancy of Kent by supporting existing and new social enterprises through the provision of primarily loan based finance. This report includes our assessment of the current and anticipated activity of the Fund.

BACKGROUND

In its Medium Term Plan, “Bold Steps for Kent”, KCC committed to establishing Kent Big Society Fund (KBSF) to support the development of new and existing social enterprises in Kent. The aim of the Fund was to transform the funding environment in the voluntary, community and social enterprise sector in order to:

- Achieve a shift from dependency on grants towards more sustainable business models, including payment-by-results contracts
- Encourage social innovation and enterprise, particularly in the area of employment of young people and those furthest away from the work force
- Support the transfer, or development, of community assets
- Develop new models for delivering public sector services

It was agreed that this would primarily be a social finance loan scheme to create a recyclable fund that would maximise its longevity and could be attractive to other philanthropic and government funding sources.

A decision was taken to establish KBSF via a phased donation of £3m to Kent Community Foundation (KCF), a grant provider of over £18m to the Kent VCSE sector since 2001. It was agreed that the donation would be sequenced annually so that the expected demand could be monitored prior to further donations being made. The first donation of £1m was made in March 2012 with KBSF being formally launched to market on 30th March 2012. The second donation of £1m was made in March 2013.

THE SOCIAL INVESTMENT MARKET

KCC’s bold decision to establish KBSF led the way in terms of recognising the importance of social enterprise and social investment models. The Government has just published a progress update on their own vision for a bigger, sustainable social investment market in “*Growing the social investment market: 2013 progress update*”

This Government report sets out the benefits of social investment models, which mirror many of the reasons behind KCC’s own motivation for investing in the social enterprise sector:

- **Supporting economic growth:** Social enterprises make a significant contribution to business and jobs (£163bn turnover) and their growth is more likely to benefit disadvantaged groups as many are based in poorer areas and actively employ people further from the labour market e.g. unemployed, ex-offenders.
- **Reforming Public Sector services:** Social investment models can unlock new ways of delivering services to meet local need. Accessible social finance is crucial in enabling social enterprises to compete for public sector contracts.
- **Enabling social innovation:** Social enterprises are more likely than other SMEs to introduce new and improved products or services. Social investment is usually able to take on greater risk in terms of financial return if there is demonstrable social impact and this attitude to risk and 'patience' enables greater innovation.

Nick Hurd summarises the opportunities:

“The movement may be embryonic but it has the potential to be a very powerful force for good...Social investment is helping us create the space inside the public sector for the social innovation that we so clearly need...We have the opportunity to transform the funding environment for ambitious charities and social enterprises who want to seize these opportunities and grow. Social investment gives them the opportunity to access long term, affordable finance and move away from hand to mouth funding. This is an important opportunity and Britain is widely acknowledged to be the world leader in developing it.”

Nick Hurd, “Growing the social investment market: 2013 progress update”

From a wider perspective, “The People’s Business” report issued by Social Enterprise UK and unveiled by Vince Cable in July 2013 highlighted that in the preceding 12 months, 38% of social enterprises surveyed saw an increase in their turnover compared with 29% of SMEs, with 63% expecting their turnover to increase in the next two to three years, almost double the number of SMEs (37%).

In terms of financing that expansion, the report goes on to say that twice as many social enterprises (48%) as SMEs sought finance in the previous 12 months with 39% citing access to finance as their single largest barrier to their growth and sustainability – the most common barrier experienced.

The report made a number of recommendations, including, “Policymakers and investors should recognise that grants and ‘softer’ social investment (which is patient and risky) remain critical parts of the mix for many social enterprises, and design financial products and support programmes to reflect this.”

In addition Sir Ronald Cohen, Chairman of Big Society Capital and The Portland Trust commented, *“If investors can find the same courage the early institutional backers of the venture capital industry found, we will see talented social entrepreneurs build large, effective organizations that move the needle on a social issue and deliver acceptable financial returns at the same time.”*

This is very much the space within which KBSF operates and our experience over the past 18 months is that this is still an embryonic sector, albeit with huge potential. The business planning capability of many potential social entrepreneurs is still limited, meaning significant assistance and investment readiness support has to be provided in many cases.

A great example of the how the fund has helped move social enterprises forward is Beach Creative CIC which, from start-up in 2012, now provides office and studio accommodation for 18 small businesses, with exhibition space, meeting room facilities and workshops to the wider community. Having now repaid their facility they have had the strength to operate from a second location to expand on the services they provide.

ABOUT THE FUND

KBSF gives assistance to new and existing social enterprises by way of finance on the following basis:

- Provide loans to social enterprises of between £10,000 and £100,000 over an anticipated term of 2 to 5 years.
- Finance anticipated being unsecured.
- Offer assistance with the financial planning and application process
- On-going relationship support.
- An element of grant is available.
- Terms are flexible and competitive.

These are guidelines and there is ability to offer flexibility of terms to suit appropriate applications.

Examples of flexible arrangements that have been offered to date include

- Capital and capital & interest repayment holidays
- Loan to cover VAT on capital purchase to be repaid when VAT reclaimed
- Interest only cover with bullet (end of term) repayment of capital

The grant element has been an important incentive in encouraging applications. In a number of instances, the grant element awarded more than covers the cost of the loan finance.

Investment Readiness is widely recognised as a major barrier to social investment. One of the benefits of KBSF is the level of business and financial planning support that an applicant can access from the KCF Fund Manager - outlined in more detail below.

THE LOAN APPLICATION PROCESS

An initial expression of interest is made either via the KCF website or telephone at which point basic eligibility criteria (such as legal entity, amount and purpose) is confirmed.

A full application is then provided, with the Fund Manager working with the organisation on a face to face basis to assist with the business plan and financial forecasts. The experience of KCF in the first 18 months of operation has shown that applicants will often need a meeting

in order to build up sufficient trust and confidence to submit an application. A purely web-based application process could deter early stage enterprises who might otherwise have the potential to be successful.

The Fund Manager assesses the request, carries out due diligence and prepares a report for the Loan Investment Panel.

The Investment Panel, comprising of KCC Councillors and KCF Trustees (with the option to co-opt relevant expertise as necessary), considers each application and agrees on the loan decision to be recommended including any special conditions or restrictions.

For applications that have been put to panel so far, the timescale from application to decision has usually been at least 3 months. In general, with most requests coming from new or relatively new enterprises, it takes this time for the KCF Fund Manager to work with the business to develop and finalise their business plan sufficiently to be in a position to assess their way ahead and put their application before the Investment Panel.

All paperwork with regard to the provision of funds, subsequent monitoring of repayment and conditions is completed by KCF.

Whilst the panel meets on a quarterly basis there is provision to respond to urgent requests. For instance, one application received agreement to support, following intensive assistance, within a week.

Following draw-down of the facility, the KCF Fund Manager retains an active relationship with the organisation which means that on-going advice can be provided allowing opportunities to be capitalised upon or difficulties to be tackled at the earliest stage. A significant benefit of loan financing is the inherent on-going relationship and support for a considerable period after the award.

INVESTMENT READINESS & BUSINESS ASSISTANCE

A tremendous benefit that has emerged from the operation of KBSF is the amount of investment readiness and business support KCF has been able to offer local social enterprises. Charities, community groups and social enterprises are starting to come forward with the appetite and ideas to grow their social business for community benefit, but they do not necessarily have the experience of accessing finance or indeed of preparing business and financial plans.

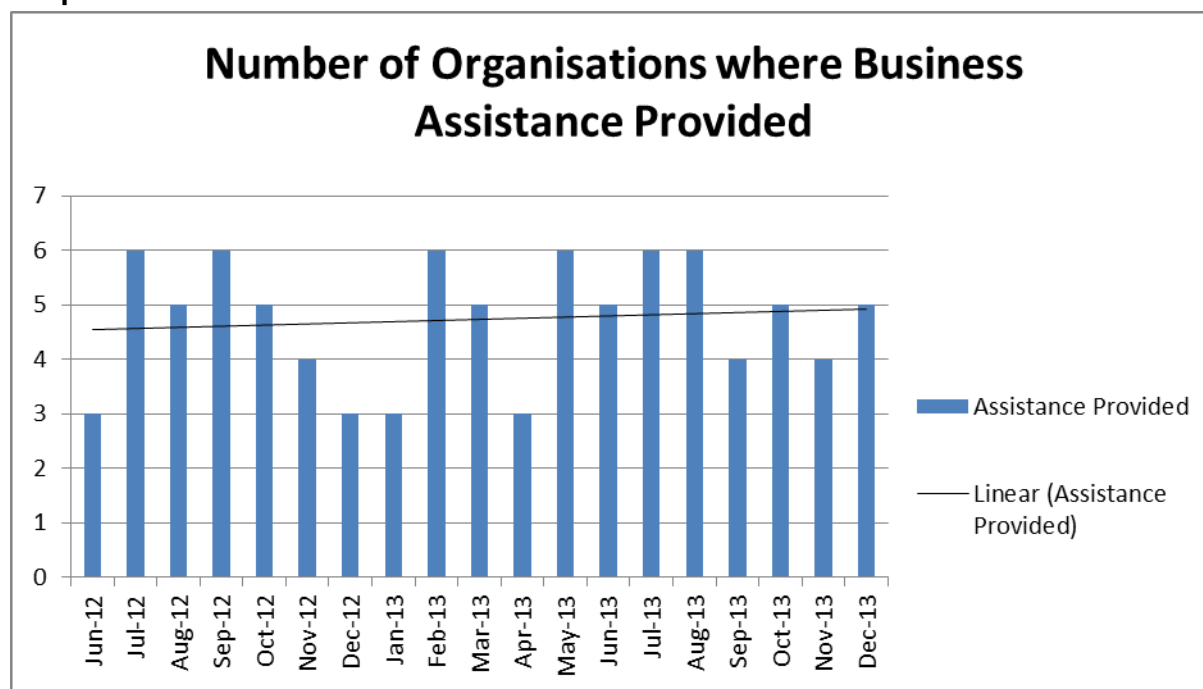
There have been in excess of 400 specific enquiries so far to KBSF, ranging from speculative information-seeking to full applications, and a significant number of proactive approaches to organisations about the availability of the Fund.

When the potential for assistance is confirmed, a meeting is arranged to discuss the existing/new enterprise and the support required.

Since June 2012, KCF has assisted 87 potential or existing social enterprises with business planning. 2013 has seen on average 5 potential new applicants being assisted with business planning each month, an increase of 25% on the 2012 average.

See Graph 1 for the profile of support, of note is the increased interest seen in Q4 2013 against the same period in 2012.

Graph 1



Business assistance has included start-up advice around legal structure, assessment of need and demand, financial modelling including profit and loss and cash flow statements as well as guidance around other sources of finance in addition to KBSF.

The amount of assistance and time required to bring an application to panel varies with each applicant but KCF estimates that applicants receive on average between 2 and 3 days of assistance and support from point of initial contact to panel decision, and that does not include on-going support post-award. For example, a facility agreed at the September 2013 panel, and due for draw down in January 2014, was first discussed with the applicant in July 2012.

In addition, the transformation of services being undertaken by KCC has, and will continue to, lead to more commissioning and new opportunities for social enterprises. However, there are a significant number of potential 'social entrepreneurs' who have never run their own business before - a group of council staff considering taking on their service, for example - and as such need a high degree of assistance in order to access finance and be able to compete.

On-going business assistance is offered to all successful applicants and has been accepted and provided to 90% of borrowers. KCF consider this to be very important, not only in order to maintain a close involvement to maximise loan security but also to become a trusted partner of the entrepreneur and a source of support upon which they come to rely.

FUND PERFORMANCE

Table 1 summarises KBSF performance since over the 24 months the funds existence. The 87 businesses actively supported have a requirement for finance of £2.6m. In some cases the amount has yet to be fully determined so this figure could be considered conservative.

From these 87 expressions of interest, 21 applications have been presented to the panel for consideration (5 in 2012 and a further 16 being in 2013).

Offers have been made to all 21 - total value of £912,530. Only 1 offer has been refused (£20,000) by the applicant on the basis that a change in legal structure was required as a condition of the loan.

Drawn facilities total £590,605, with 5 facilities totalling £301,000 waiting to draw when terms and conditions of offer are met. It is anticipated that these will be drawn by the end of February 2014.

In the KBSF 2012 report, it was estimated that offers valuing £500,000 would be made during 2013. This forecast has been exceeded with offers made totalling £658,000. This excludes the £130,000 allocation to set up a Fredericks Foundation micro-loan fund for Kent (see Page 9).

Table 1: Fund Performance to date

Expressions of interest where advice/support provided	87
Value of expressions of interest (Where amounts known and advice/support provided)	£2,555,534
Number of applications made.	29
Value of applications.	£1,315,534
Number of applications sent to panel.	22
Value of applications made to panel.	£974,230
Number of offers made by panel.	22
Value of offers made by panel.	£912,530
Number of acceptances.	20
Value of acceptances.	£857,530
Number of drawn facilities.	16
Value of drawn facilities.	£590,605
Number of facilities awaiting draw (subject to conditions being met)	5
Value of facilities awaiting draw.	£301,000

The average facility offered by KBSF is £39,000. This is broadly in line with Social Enterprise UK's "The People's Business" Report (July 2013) which advises that the median figure sought by social enterprises for the previous year was £58,000 – below the minimum threshold of many specialist social investment vehicles. In this regard, KBSF is filling an important gap at the grassroots of the social investment market, not met by other social lenders.

There has however been an increase in the average value of loans as the fund has gathered pace, with 6 facilities being of £50,000 or above. This is largely due to existing social enterprises with ambitions now looking at KBSF as an attractive source of funding for their growth and expansion plans, particularly with regard to working capital.

DEFAULT

There can be no doubt that the economic environment remains tough for all businesses and this is the case for some of the enterprises that KBSF has supported. However, we are pleased to report that all recipients of support are working within agreed repayment schedules.

Total repayments as at October 2013 amounted to £44,760.

Whilst the newly formed enterprises started at various times during the last eighteen months, the 100% survival rate for those who have completed their first year of trading and were supported by KBSF compares very positively to the 88.2% year 1 survival rate for all businesses in the KCC area¹. However, KBSF stakeholders do need to recognise that the Fund is operating in a space where there is a high level of risk and therefore it is prudent to anticipate some default in the future.

FREDERICKS FOUNDATION

Earlier in 2013, KCC made the decision to amend the parameters of KBSF and allow an allocation of £130,000 be made from KBSF to support the development of a micro-finance hub in Kent, managed by Fredericks Foundation.

Fredericks Foundation is a registered charity whose core purpose is to assist disadvantaged and financially excluded individuals, who are unable to access finance through traditional routes, to start or expand their own businesses.

This reallocation of funds has leveraged £210,000 of additional funds from the Regional Growth Fund and private donors in order to establish this micro-business loan fund which offers small loans at a level below the minimum of £10,000 that KBSF can provide. It is anticipated that this assistance to micro social enterprises, as well as other small

¹ Research & Evaluation Statistical Bulletin January 2013, Business Intelligence, Kent County Council. For start-ups during 2010.

businesses, will help them get to a size where, if required, they will be in a position to apply to KBSF.

Fredericks have themselves employed a Kent based Client Manager. 8 new small businesses have been supported so far through the hub. £25,000 of capital has been drawn with a further £11,000 committed. There is currently a pipeline of 23 applications worth c£100,000.

The Client Manager is developing relationships with the two prime contractors for the Work Programme - G4S and Avanta - and job advisors at G4S's subcontractors such as RBLI, Romney Resource and Pinnacle People, as well as the micro business networks, enterprise centres and Colleges/ Universities.

ECONOMIC BENEFITS

Table 2 summarises the positive impact of the fund on the key areas agreed with KCC.

Table 2

New Start-Up Enterprises	Existing Enterprises Supported	New Jobs Created	Existing Jobs Sustained	Volunteering Opportunities Created	No. of people moving into employment from Volunteering opportunities
16	10	33	121	80	14

Figures include Fredericks micro-loan hub

Providing employment opportunities and sustaining jobs is an important priority for the Fund.

In total, as a result of direct KBSF investment, 10 new enterprises (of which 7 were supported in 2013) and 10 existing ones (9 in 2013) have been supported. Details of the enterprises where facilities have been agreed can be found as Appendix 1.

A total of 25 new jobs have been created directly by those enterprises which have drawn funds from KBSF.

In addition, a number of these enterprises offer work based volunteering opportunities which provide skills and personal development to assist people into employment. In particular, 3 of the enterprises assist local Job Centres as part of the wider DWP work programme.

Volunteering is recognised as a valuable step along the pathway to employment, particularly for those furthest from the workforce. 80 volunteering opportunities have been created and, given the placement nature of volunteering, this can be seen as a cost efficient method of benefiting a large number of people over time. 15 people have successfully moved from a volunteer opportunity within the social enterprise on to paid employment.

An example of an enterprise that has assisted in this arena is Communities Food CIC. Operating as a high street café in Gravesend since April, the social enterprise has and continues to work with 18 young people who are unemployed and referred from the local job centre. They provide health and safety, food hygiene and preparation skills in a working

environment as well as mentoring for the individuals. Through a tie in with a recruitment agency linking in with the restaurants in Bluewater, 6 of these individuals have subsequently found employment. The ability of such enterprises to continually assist people into work through such volunteering opportunities should not be overlooked as one of the key deliverables of the loan fund. As additional social benefit, the café is supplied by Fairshare with ingredients for its menu from supermarkets that would otherwise have been discarded. The meals it produces from these are provided to those in financial difficulty for a donation only. Thus food otherwise destined for waste is used and people in need can be assisted with a hot meal.

Through Fredericks Foundation, 8 new businesses have been supported. These are small businesses set up by individuals who would not have had access to any other mainstream finance. Fredericks are delighted with the progress to date and have in fact employed a new Client Manager, allocated solely to Kent in order to manage the applications being seen.

Across the enterprises, direct investment via KBSF will help sustain 188 jobs.

For the enterprises where loans have yet to be drawn another 7 jobs will be created and 40 sustained.

For any business, there is a time lag between an investment being received and its benefits being seen. As such, it is anticipated that the outcomes already seen in terms of job creation will continue to rise.

ANTICIPATED 2014 FUND ACTIVITY

As at the end of 2013, the panel had committed £912,000 of approved facilities with a further £100,000 ready to commit subject to the receipt of further financial information, thus taking the amount offered to date over £1m.

Now in the second half of Year 2 of the Fund, KBSF has become an established part of the voluntary, community and social enterprise sector funding scene. KBSF now has a solid pipeline of applicants with whom KCF is actively working up proposals and a steady stream of new expressions of interest.

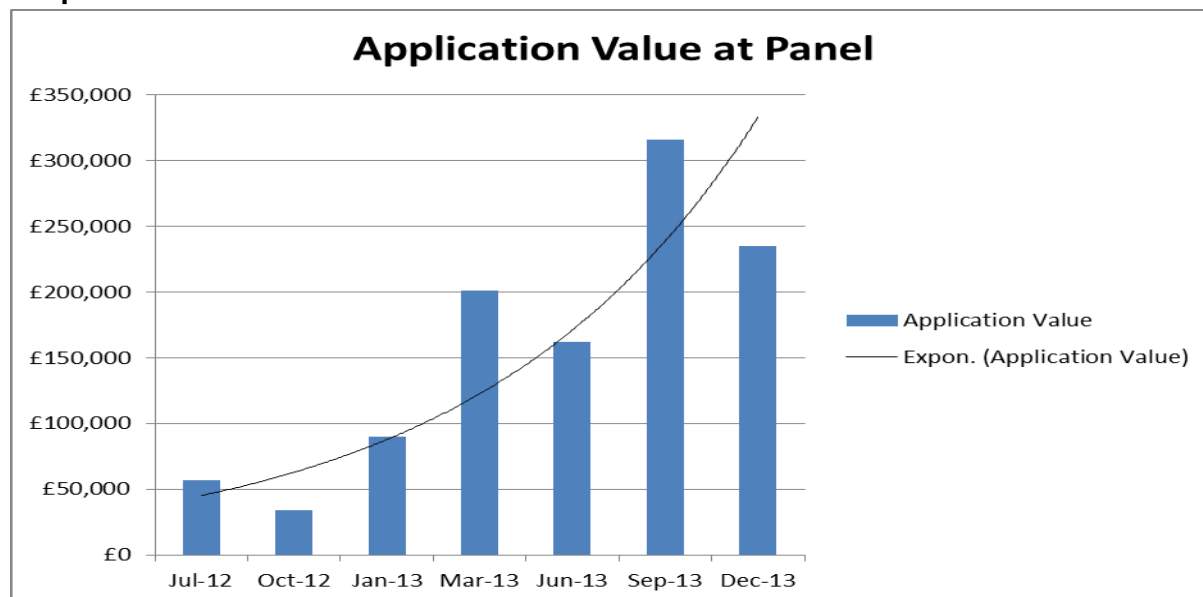
There was some initial scepticism about social lending in the early days of the fund, both within the sector, which had become used to relying on grant-funding, and elsewhere. KCF is now seeing a greater openness to lending as an important and necessary part of the funding mix. This follows the growing recognition that significantly reduced grant availability is the new reality with charities and other civil society organisations needing to look to other sources of income generation if they want to expand and, in some cases, if they want to survive.

We believe that demand will continue to grow. Confidence in the economy is starting to return encouraging a culture of entrepreneurship and risk taking. KCC's own public services transformation agenda had always been considered an important source of potential applications with more services moving to a commissioning/ outsourced basis. The lead-in time around the transformation agenda probably means its full impact has yet to be realised.

For example, KCF was originally approached at the end of 2012 by commissioners regarding the 'due to be outsourced' day care services currently run directly by KCC. We have worked with a number of potential contractors for these services but the process is still on-going. The successful contractor will eventually take on their responsibilities in April 2014 and will not require financial support until that point.

It is anticipated that there will be 4 investment panel meetings during 2014. See Graph 2 below showing the profile of value of applications at each of the panels since the Fund started.

Graph 2



We anticipate that KBSF will have offered facilities of at least £600k in 2013 with offers since inception equating to £912k.

There remains a further £1.6m of interest in the pipeline from enterprises with which we are already working, and considering the larger requests now being seen, we would suggest that the value of funds offered during the 2014 could increase to £750,000.

For information, based on the immediate pipeline, we anticipate that the March 2014 panel will have applications totalling £250,000 to consider.

MARKET OPPORTUNITIES

KCF remains of the opinion that future demand will continue to grow as a result of the following trends:

- Existing voluntary & community organisations (charities, housing associations, infrastructure organisations) developing social enterprise as a financially sustainable way of delivering their mission.

- Existing voluntary & community organisations seeking new financially resilient income generation models through social enterprise, not necessarily mission-related e.g. a second hand furniture project.
- Recipients of traditional public-sector grant funding facing the transition to new payment structures i.e. public tender, payment by results etc.
- Local Authority out-sourcing of services that are currently directly provided.
- New social entrepreneurs, not necessarily from voluntary and community sector but perhaps from universities, business schools etc. who want to develop social enterprises for social or community benefit.
- The community taking over the delivery of a local service or community asset, perhaps eventually through Right to Challenge e.g. local libraries.
- New enterprises/mutuals/cooperatives that develop as a result of changes in public service delivery.

FUTURE FUND PROFILE

Given the fund profile to date, we do not believe it is unreasonable to base demand over the next 5 years at the following levels of offers:

- £750,000 in 2014/15
- £850,000 in 2015/16
- £1m in 2016/17 and beyond

We have looked at the fund profile going forward assuming the demand as above and a loan to grant ratio of 80:20 and 20% default rate, conservative compared to current parameters. These financial forecasts indicate that the Fund has the ability to continue lending on the current basis into 2019. Of course, the longevity of the Fund is dependent on factors such as number of loans made, size of loans, loan to grant ratio etc., and there is the potential extend the longevity of the Fund by amending these parameters. These forecasts include the third donation from KCC as planned but do not include any additional funds that could be leveraged, see below, which will further secure the longevity of the Fund.

On this basis, KCC's original objective to create a sustainable recycling social investment facility for Kent, via their initial 3 year donation strategy which commenced in 2012, has been achieved.

LEVERAGING ADDITIONAL FUNDS

With the success and outcomes seen there is now a greater potential to leverage funds from other sources for KBSF, whilst not ruling out the potential for KCC to return and support the fund at some point in the future if they felt that it was appropriate to do so.

The Fredericks Foundation allocation of £130,000 has already successfully leveraged £210,000 additional funds from private donors and the Regional Growth Fund. As such, the KCC donations to date of £2m have yielded an additional investment of 10.5%.

The outcomes now being seen from KCC's foresight are of interest to philanthropists, as supported by the positive feedback from high-net-worth individuals attending a recent seminar for philanthropists that KCF arranged on the topic of 'Social Investment'.

As a Community Foundation, KCF already works with local individuals, families, companies and charitable trusts who want to invest in their local community through charitable grant-making. We have over 25 significant donor-advised funds. The donor-advised fund model works on the basis that the donor/funder makes a charitable donation to KCF (attracting all the tax benefits of a charitable gift). This fund is held as a restricted fund in the name of the donor and the donor advises on which projects they would like their fund to grant-fund from a short-list of grant proposals prepared by KCF.

KCF is developing a similar model for donors/funders who wish to invest in local social enterprise to benefit the local communities of Kent. Our initial discussions with funders have indicated that social lending such as offered by KBSF could be an attractive proposition for a number of reasons including:

- The opportunity to recycle at least some of their charitable funds (obviously not available in grant-making).
- Many donors/funders believe that loans encourage charities and civil society organisations to develop more sustainable income generation models.
- The opportunity to encourage social innovation and entrepreneurship.

We look forward to developing the potential of this source of additional capital to KBSF over the course of the year.

PRIORITY ACTIVITIES IN 2014

- KCF will continue to work actively with those enterprises and social entrepreneurs who wish to apply for support through KBSF.
- Continue to market and undertake outreach work to ensure that social entrepreneurs and the VCSE sector are aware of and consider the potential of support via KBSF.
- Further develop impact measurement of the fund both in economic and social measures.
- Actively develop donor engagement to leverage additional funds in to the Fund.

APPENDIX 1

BENEFICIARIES

Royal British Legion Industries Limited

One of the largest social enterprises in Kent, RBLI is committed to improving the lives of vulnerable and disadvantaged people. It provides a range of services including providing nursing care, assisted living, employment services across the county and direct employment for people from the Armed Forces or with a physical or mental disability through its commercially operated social enterprises.

Being a national provider of permanent signs for roads and railways KBSF assisted in providing capital for an upgrade of its production processes with the result that it continues to offer the highest quality of product and service to its customers.

Creed Outdoor Leaning Trust

As a partner in the winning tender for the provision of youth services in Swale Creed used funds from KBSF to purchase a mobile climbing wall that was hitherto being rented. The capital expenditure means a reduction in overall costs and the ability to increase the hiring of the facility. With the additional funds generated new jobs and volunteering positions have been created.

Fredericks Foundation

An allocation of £130,000 was made from KBSF to Fredericks to establish a micro-loan fund to support disadvantaged and financially excluded individual who want to set up their own business as a way of achieving financial independence.

Through the Frederick Kent hub, 8 new businesses have already been supported including:

- A South Indian couple importing and selling goods to local community in Margate
- A local 'offers' website business set up in Maidstone by someone who had previously mental health issues
- A garden maintenance business set up an ex offender who is also a single parent in Whitfield
- A glazing business in Sittingbourne set up by young person with a driving offence

7 loans have already been made, committing over £25k of loan capital, and a further £11k has been committed subject to loan conditions being met.

There is currently a pipeline of 23 applications worth c£100,000.

Futures For Heroes Community Wood Recycling Limited

A new enterprise based in Ramsgate which offers volunteering opportunities to members of the armed forces and local unemployed people through an enterprise which creates new or upcycled products from collected wood.

Volunteers take part in the production of the items, learning valuable skills in the process with aim being to obtain employment. In the relatively short time that the enterprise has been operational 25 volunteers have been supported with 3 having moved on to employment.

The enterprise was recently voted South East winner at the Ready For Business Awards 2013 in the Best Growth Potential Start-Up category and was subsequently Highly Commended in the national awards they are also part of the KCC 'Mens Sheds' initiative.

The Alkham Valley Community Project and Therapeutic Riding Centre

Following a change of status to a Charitable Incorporated Organisation KBSF was delighted to support the applicant in employing a new staff member. This means that the waiting list of organisations and people looking to take part in the assisted horse riding sessions that are provided can be reduced and allows for the further marketing of those sessions, thus boosting income.

Parents Consortium

Based in Hextable, Parents Consortium provides support services to families of children who have any sort of physical, learning or sensory impairment within the Dartford, Gravesend and Swanley area.

As part of their services a 6 bed short break unit, Dragon's Retreat, has been developed to allow children the opportunity to stay and develop their independence and social skills as well as to give respite to their families.

KBSF assisted with finance to allow the marketing of the service and employment of staff with a view to the facility becoming an income generator for the support work that the organisation provides.

Turner Cars

Based in Westgate-on-Sea, Turner Cars is a community transport scheme that specialises in Special Educational Needs transport for children to and from school

The directors had direct experience of school transport provision for children with special educational needs, both as a parent of a child using the service and as a driver of such a scheme, and believed that they could improve on the service.

Having already bought some vehicles, they required 2 new disabled access cars in order to compete for new tenders. KBSF financed these in full.

The enterprise now operates the largest fleet of specially adapted vehicles in Thanet and is looking to expand further in 2014.

Beach Creative Community Interest Company (CIC)

Having taken over a disused council property in Herne Bay, the 3 directors transformed the empty property into a creative hub providing work space for 18 local artists and exhibition/meeting space to be used by the community. Schools and Canterbury City Council are already using the facilities for exhibitions, and workshops that have been run for the wider artistic community have been very well received.

KBSF provided a working capital facility which meant that the directors did not need to worry about finding funds for any 'emergency' work on the building and they were able to react quickly in providing services to their tenants which would enhance their experience and improve income streams.

During 2013 they have taken on the management of an additional building in Herne Bay such has been their success.

Stronger Together CIC

Stronger Together runs a women's only gym in Gravesend providing fitness programmes for disadvantaged women in the locality, as well as to private members. Membership was hit badly in the autumn as the nights drew in and members felt intimidated by some anti-social behaviour near the centre. The gym was faced with closure.

KBSF provided funds for a relocation to the centre of Gravesend and a new marketing initiative.

Music For Change

Arranging and sourcing performing artists for schools and events Music For Change has been operating for 15 years and involved over 800,000 people in their activities.

KBSF assisted with working capital to allow for a new member of staff to be employed in order to boost their marketing capabilities and grow their enterprise. This has already resulted in obtaining further inward investment.

Singing for Dementia Limited

Folkestone's Singing for Dementia has a clear social objective: to facilitate group singing sessions, in care homes or groups for the elderly by means of its customised karaoke-style Music Box. Sessions such as these are proven to have a positive impact on the social welfare and mental health participants.

With the number of people living with dementia in Kent due to rise by 8,000 to 33,000 over the next 10 years, Singing for Dementia has developed an excellent product which has not

only created a new enterprise, but will support four freelance and two part-time positions with the employment of a further new part-time employee and plans for an apprentice position

Stepping Stone Studios CIC

Stepping Stones Studio offers a community venue in the heart of Maidstone at Museum Avenue - an Art Studio by day and a live venue by night. The enterprise has doubled its original estimate for the number of people being employed, now providing work for 4 people. In addition volunteers have secured full time employment outside of the enterprise.

Farm Active CIC

Providing a mobile farm experience Farm Active is a new enterprise that takes animals to schools and groups, linking in with children's education curriculum.

Communities Food CIC

Providing food prepared from ingredients that would otherwise have been thrown away by major supermarkets, Communities Food is providing affordable, cooked meals in the newly opened café, The Bench, in Gravesend.

Other

2 business readiness grants have been offered to organisations where it was considered that the use of a third party in assisting them in formulating their business plans was appropriate.

Details of loans awaiting draw will form part of the 2014 report.

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By: Mark Dance, Cabinet Member for Economic Development
To: Growth, Economic Development and Communities Cabinet Committee - 8 July 2014
Subject: Ebbsfleet Garden City Urban Development Corporation
Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Divisions: Dartford and Gravesham

Summary:

This report provides an update regarding the recent announcement in respect of Ebbsfleet Garden City and proposals to set up an Urban Development Corporation (UDC). It also outlines the opportunities and issues and sets out the next steps to be taken

Recommendation:

The Growth, Economic Development and Communities Cabinet Committee is asked to CONSIDER the report and to NOTE the progress to date and immediate next steps.

1. Introduction

1.1 Background

In the budget speech of 19th March 2014 the Chancellor of the Exchequer announced the first new Garden City in almost a hundred years at Ebbsfleet; proposing to set up an Urban Development Corporation (UDC) and build 15,000 homes with associated infrastructure. In this respect £200m has also been ring fenced by Central Government to help fund delivery. Explaining the decision to choose Ebbsfleet the Chancellor cited reasons including it's location in the South East "where pressure on housing has been high", land availability and "fantastic" infrastructure with the high speed line. A location plan is attached at Appendix A.

1.2

Whilst the formation of a UDC and the associated funding is to be welcomed particularly as a vehicle to assist delivery, it should be noted that much development is already consented and ready to go subject to market conditions. Therefore, it is important to ensure that the UDC serves to accelerate delivery of development rather than delay it.

2. Establishment of UDC / Interim Governance

- 2.1** The interim governance structure currently consists of a ‘Senior Delivery Board’, chaired by the Director of Housing DCLG, which includes elected Members and an ‘Officer Working Group’ chaired by the Deputy Director of Housing DCLG, and including representatives from HMT, DEFRA, DfT, DCLG and from the local authorities. For KCC, the Leader and Barbara Cooper are representatives on the Delivery Board and Barbara Cooper, Sharon Thompson and Nigel Smith are representatives on the Working Group. Sub Groups of the Working Group are also being formed to take forward specific topics/issues and these currently include ‘Planning & Powers’ and ‘Infrastructure’ (the relevant KCC officers attend accordingly). It is anticipated that there will be a specific transport sub group given the scale and complexity of this issue. KCC has also formed an internal working group with membership from each of the relevant disciplines and service providers.
- 2.2** Regarding the recruitment of key personnel, the recruitment process for a Chairman closed on 30 May and is being managed by DCLG. It is anticipated that an appointment will be made by late July. As to Board membership, the DCLG is looking at other examples of UDCs’ Board composition. Currently it is envisaged that there will be one representative from each of the local authorities plus three others (including skill sets such as finance/audit, masterplanning/garden city experience and housing delivery/infrastructure). It is proposed that the Board should meet quarterly although possibly more frequently at the outset.

3. Vision & Objectives for the UDC

- 3.1** Taking on board the ideals of the Garden City Movement, the Delivery Board has proposed that the Vision for an Ebbsfleet Garden City should be: -
- A planned development providing a balance between housing and jobs that is inclusive, bringing benefits to existing adjacent communities whilst delivering economic growth to the Boroughs of Dartford and Gravesham and the wider North Kent area. The Garden City would be self-sufficient in terms of community facilities and provide parks, open spaces and green corridors. There would be a strong emphasis on sustainable transport running through the development connecting to a wider transport network.
- 3.2** In addition to traditional ‘Garden City Principles’ the Board has already agreed that Ebbsfleet Garden City should, nevertheless, be contemporary, fit for purpose and embrace modern working practices and lifestyle choices including, for example, access to high speed broadband, live/work options and energy efficient construction technology.

4. Location & Scale of Development

- 4.1 The Government's announcement referred to the delivery of 15,000 homes. The draft site map is attached at Appendix B although it should be noted that this is still currently under discussion. Consented development in the Ebbsfleet Valley area (covering the major sites of Ebbsfleet, Eastern Quarry, Northfleet Embankment and Northfleet West Sub-Station) would deliver across an area of roughly 1,300 acres (530 hectares): -
- Up to 11,100 homes
 - Up to 753,000m² of employment floorspace
 - Over 10,000 jobs
- 4.2 There are further allocations within Gravesham BC's Local Plan for the Northfleet Embankment & Swanscombe Peninsula area (excluding the London Paramount proposals) for a further 500 homes and 87,500m² of employment floorspace. The final phase of the Ingress Park development site, which is nearing completion, will see a further 370 homes delivered.
- 4.3 The consented development has a good balance between residential and employment development which make it more sustainable in the long term and would bring economic benefits to the wider area.

5. Planning Framework & Powers

- 5.1 A comprehensive planning history of the core 7 strategic sites is being compiled, along with the Local Plan framework, outlining the planning policy context from DBC and GBC Local Plans' and Kent's Waste & Minerals Plan. It is proposed that a 'Supplementary Planning Document' be prepared for the UDC area to support the overall strategy and delivery of objectives including the pace of delivery. More work is required through the previously mentioned sub groups to deal with specific issues including the treatment of existing S106 agreements and future CIL along with identifying the constraints on major sites. KCC has already undertaken a significant amount of work in this respect and will share information with the working group.
- 5.2 As to the planning function, it is currently proposed that all planning powers for the UDC area (excluding plan making) are transferred to the UDC **including the County Council's Waste and Minerals** - with the proviso that further consideration will need to be given to the strategic implications of removing mineral and waste management matters from the County Council and that any potential consequences will need to be fully addressed; including the treatment of wharfs on the riverfront – which are used to transfer a significant proportion of minerals coming into the County and beyond, and, of course, the overall implications for the County's emerging Minerals and Waste Local Plan. Therefore, as things currently stand, the intention is that the **UDC will determine all planning applications, including both major strategic and minor sites.**

6. Opportunities

6.1 London Paramount

One of the key opportunities for the Ebbsfleet Valley area is the proposed London Paramount leisure park being promoted on the Swanscombe Peninsula by London Resort Company Holdings (LRCH). This would deliver the largest leisure park in the UK potentially creating 27,000 jobs. The leisure park would comprise around 747,000m² of non-residential development on a site of 198 hectares (490 acres) and it is estimated that some 2,700 homes would be needed for staff accommodation.

6.2 Including the staff accommodation for London Paramount with the consented development and additional allocated housing for the area would bring the housing numbers close to the Government target of 15,000 homes. However, there are a number of considerations with the London Paramount proposals that may not have been taken into account:

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1. Whilst the main leisure complex for London Paramount would be located on Swanscombe Peninsula there is a large element of the development that would be located in Ebbsfleet which would replace the existing consented development.
2. No additional land has been identified for the staff accommodation; therefore, there is a need to be aware of the possibility of double counting.
3. The current consented development has been determined on the key principles of sustainability. London Paramount would have much wider regional and strategic impacts that have yet to be assessed.
4. There is, of course, a possibility that proposals may not proceed, so consideration may need to be given to contingency provisions.

6.3 Ebbsfleet International Station

The Ebbsfleet International Station at the heart of the proposed Ebbsfleet Garden City is undoubtedly a key piece of infrastructure that has yet to realise its full potential. The station gives access to HS1 with services to Lille, Brussels and Paris. Domestic high speed services also provide a service to London St Pancras within 17 minutes and to Stratford (with connections to Docklands) and the Olympic Park within 11 minutes. In addition, it acts as a potential magnet for commercial development. Indeed the station was a key factor in the decision by LRCH to locate the London Paramount leisure park on Swanscombe Peninsula.

7. Progress of Consented Development

7.1 Outline consent for a large proportion of the development in Ebbsfleet Valley was granted before the recession and while various concessions have been made in respect to S106 requirements to help unlock these

developments, progress by the developers has been slow. Whilst there have been recent signs of movement in the market, developers are still submitting viability arguments regarding the provision of infrastructure. The current status of the major development sites in Ebbsfleet Valley is as follows: -

a) Ebbsfleet :

Outline consent granted in 2002.

Springhead Park

Countryside Properties has already started delivering houses at Springhead Park, one of the four quarters of the Ebbsfleet consent. To date, 290 dwellings have been completed. A variation to the Ebbsfleet consent allows up to 1,064 dwellings. Development has stalled due to viability issues relating principally to the provision of a primary school and a bridge over the Ebbsfleet Stream. Countryside is considering submitting a revised application to reduce the scale/envelope of development as later phases are likely to be affected by the Swanscombe proposals. This would also allow Gravesham to reconsider infrastructure triggers.

Northfleet Rise, Station Quarter North & Station Quarter South

Master Plans were approved for Station Quarter North in May 2008 and for Station Quarter South in October 2007. However, no development has started on either of these sites, nor the Northfleet Rise site. The London Paramount proposals would have a significant impact on the current consent for these sites.

b) Eastern Quarry:

Outline consent granted in 2007.

Castle Hill

Construction to deliver the first 150 homes at Eastern Quarry was started by Ward Homes at Castle Hill in 2013. The first show homes are expected imminently. Discussions between KCC and the developer have started regarding the provision of the first primary school on the site. The developer has invested heavily in land formation and preparation works to unlock the early phases. Later phases are dependent on off-site transport improvements particularly by the HA.

Northfleet West Sub Station:

Outline consent granted in 2005, subject to completion of a S.106 Agreement. A revised application was submitted by Redrow Homes in December 2013 and consent for 950 homes granted in March 2014. The developer has started clearing the site and expects to start construction in Spring/Summer 2015.

c) Northfleet Embankment:

The area consists of two main sites Northfleet Embankment West and Northfleet Embankment East.

Northfleet Embankment West

This site covers the former Northfleet Cement Works, Vineyard Pit and Church Path Pit. There are two distinct outline planning consents.

KCC granted consent in June 2011 for the development of a Bulk Aggregate Import Terminal with a direct rail connection capable of handling 3million tonnes per annum.

Outline consent has also been granted, subject to the completion of a S.106 Agreement, for the mixed-use development of 532 homes and 46,000m² of employment floorspace. Negotiations have been taking place regarding the S.106 but there are viability issues principally concerning expansion of a local primary school.

Northfleet Embankment East

The main area of development on this site is under the ownership of the Homes & Communities Agency (HCA). Land-raising to create a development platform is currently taking place. The site is expected to deliver 250 homes and 87,550m² of employment floorspace. The HCA plans to put the site out to market later this year and is open to a change in the development mix which could potentially deliver more housing depending on the market response.

8. Issues

8.1

- **Transport** – The Kent Thameside Strategic Transport Programme aims to deliver improvements to key locations on the transport network to enable the planned level of development to be realised. It is funded through a mix of public sector funding (e.g. £13m from the HCA) and development contributions/tariff. It includes the A2 Bean and A2 Ebbsfleet junctions which have now been included in the Government's National Infrastructure Plan and are being taken forward by the Highways Agency and these should be treated as ongoing priorities. Any additional housing for Ebbsfleet Garden City and the London Paramount proposals would have a significant impact on the transport network/transport solutions and this needs to be determined as a matter of urgency. This means that transport modelling of the planned development for Ebbsfleet Garden City will need to be multi-modal. Consideration should also have regard to proposals for the Lower Thames Crossing
- **Education Provision** – Indigenous growth across Dartford and Gravesham is putting severe pressure on existing primary and secondary schools across both boroughs. The net result is that new development will need to meet its own demand. In the Ebbsfleet Valley area future provision has been based on the following:-
 - 3 x 2FE primary schools at Eastern Quarry
 - 1 x 2FE primary school at Northfleet West Sub-Station
 - 3 x 1FE primary schools at Ebbsfleet
 - 1 x 8FE secondary school at Eastern Quarry

9. Negotiations with Developers

- 9.1** DCLG, together with Infrastructure UK, will engage with landowners regarding their strategies, investment proposals, constraints to delivery, potential interventions etc. However it is recognised that there are already ongoing discussions/negotiations routinely taking place between developers and each of the local authorities regarding S.106. It is imperative that the pace and acceleration of delivery does not compromise funding of essential infrastructure provision - for schools for example. The Delivery Board is to be used as the forum for feedback in this respect.

10. Next Steps

- 10.1** The immediate next steps for the UDC include:
- Appointment of a Chairman, followed by appointment of a Chief Executive.
 - Formal setting up of the UDC Board.
 - The requisite Statutory Instruments to be laid before Parliament and the House of Lords.
 - Premises for the UDC identified and staffing resources secured.

11. Conclusion

- 11.1** Since the announcement of the Garden City in March, good progress has been made regarding the interim governance and establishment of the UDC. The UDC is welcomed as a vehicle to accelerate the delivery of housing, jobs and significant economic growth in Dartford, Gravesham and the wider North Kent area - capitalising upon Ebsfleet's 'unique selling point' of its location, land availability and excellent infrastructure including Ebbsfleet International Station. There are also significant future opportunities such as London Paramount and the Lower Thames crossing. However, there remain a number of issues which will need to be addressed including, making sure that the UDC serves to accelerate delivery of development rather than delay it (particularly given that many strategic sites are already consented) and ensuring that any investment strategy is clearly linked to the delivery of the infrastructure necessary to support growth. In addition, there is substantial work required regarding transport required and the detail of the UDC's planning powers. KCC representation has already been established on the relevant groups being formed within central government; we have also formed multidisciplinary internal groups and will continue to actively support the establishment of the UDC whilst fully protecting our interests in respect of infrastructure delivery and service provision.

12. Recommendation

The Growth, Economic Development and Cabinet Committee are asked to CONSIDER the report and to NOTE the progress to date and immediate next steps.

Report author:

Nigel Smith
Head of Development
Growth, Environment & Transport
nigel.smith@kent.gov.uk
01622 221867

Background Documents:

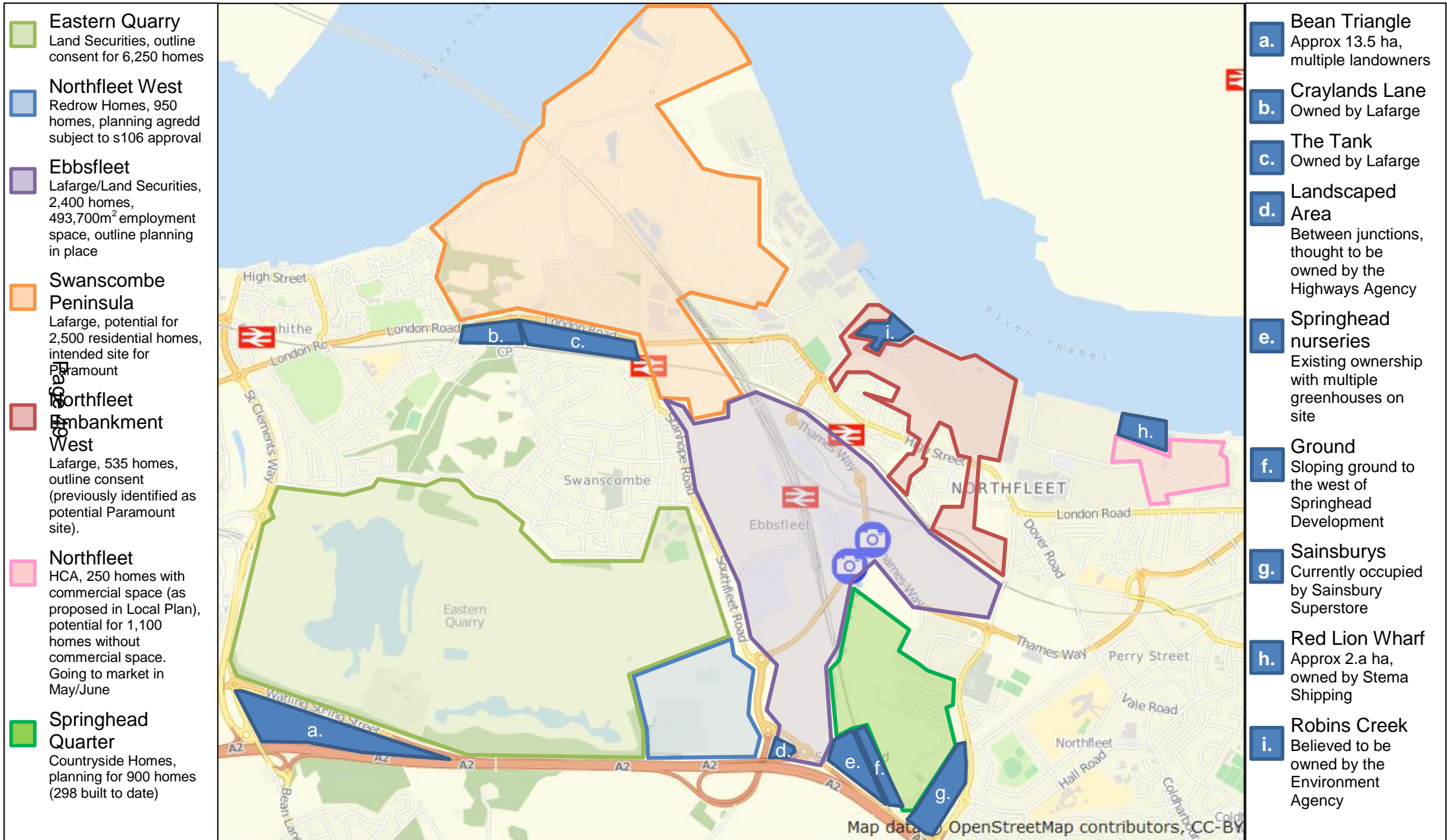
None

Appendix A: Location Plan

Appendix B: Draft Site Map

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Appendix B - Ebbsfleet Garden City: All Sites



It should be noted that the final boundaries for the garden city are yet to be finalised

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From: **Michael Hill, Cabinet Member, Community Services**

To: **Growth, Economic Development & Communities
Cabinet Committee – 8 July 2014**

Decision No: **N/A**

Subject: **Christmas / New Year 2013-14 Storms & Floods – Final Report**

Classification: **Unrestricted**

Past Pathway of Paper: **Cabinet – 7 July 2014**

Future Pathway of Paper: **Environment & Transport Cabinet Committee – 22 July 2014**

Electoral Division: **N/A**

Summary:

This report provides the Cabinet Committee with a full review of lessons learned from the Christmas / New Year 2013-14 storms & flooding (and previous severe weather events) and makes recommendations for how the County Council, in collaboration with its partners, can be better prepared to manage such future events and flood risk.

Recommendations:

The Cabinet Committee is asked to a) NOTE and ENDORSE the recommendations outlined in the Action Plan in **Annex 1**; and b) once approved, RECEIVE further options papers / progress reports on delivery against the Action Plan.

1.Introduction

- 1.1 Members will be aware that the extreme severe weather experienced over Christmas and New Year was unprecedented and presented an exceptionally challenging time for all concerned.
- 1.2 Indeed, in the Government's 'Flood Support Schemes Guide' sent to Local Authority Chief Executives in flood affected areas by Sir Bob Kerslake, Permanent Secretary, Department for Communities & Local Government (DCLG) and Head of the Civil Service stated:

'On 5th and 6th December 2013, the worst tidal surges in 60 years struck the east coast of England, leaving a trail of destruction and flooded properties. In addition to the December tidal surges, the country has experienced the wettest winter in over 250 years. This has resulted in many areas of the country remaining on high alert for extended periods as the emergency services, supported by local authorities, statutory agencies and local residents have battled to protect communities'.

- 1.3 Notwithstanding that the initial severe storms and rainfall occurred during the Christmas Bank Holiday with many staff on leave and out of county, KCC deployed all its available staff throughout this period to support those communities across the County that were affected, not only by flooding, but by storm damage and power outages.
- 1.4 Kent was one of the most severely affected areas in the country with some 28,500 properties without power on Christmas Eve and 929 homes and business flooded over the following 8 week period. See **supporting Appendix 1 sections A1 and A2** for a detailed breakdown of properties flooded and other key facts and statistics.
- 1.5 It is recognised that these unprecedented severe weather events strained not only KCC resources but all other emergency and public services and priority decisions had to be made in order to ensure support to those communities, residents and businesses affected by these events.
- 1.6 This report provides:
- A summary of the storms & floods that affected Kent between December 2013 and February 2014 & the actions taken by KCC & its multi-agency partners in response;
 - Good practice and lessons learned to inform how KCC and its partners can better respond to such emergencies in the future;
 - A review of options for managing flood risk in the long-term; and
 - Draft Action Plan for taking forward proposed recommendations – see **Annex 1**.
- 1.7 Whilst this report will focus on the events from 23rd December 2013 onwards, to provide further background and context, reference is also made to the preceding severe weather events on 28th October (St Jude storm) and 5th & 6th December (east coast tidal surge).
- 1.8 Contributions from the following have been used to inform the content of this report:
- Internal KCC and multi-agency debriefs;
 - Key internal departments & partner agencies e.g. KCC Flood Risk Management, Environment Agency (EA) and Kent Police;
 - Individual responses from residents, businesses and elected representatives; and
 - Public consultation meetings and ‘flood fairs’ in affected communities¹.
- 1.9 Details of key meetings & event dates are provided in **Appendix 1 section A3**.

¹ Public meetings with residents / businesses were co-ordinated by the EA via the Parish / Town Councils & the Tonbridge Forum, with attendance from elected members and officers from KCC, District / Borough Councils, Kent Police and Southern Water. Flood fairs are a joint initiative between District / Borough Councils, EA, KCC, Parish / Town Councils & the National Flood Forum - a charity that raises awareness of flood risk & helps communities to protect themselves & recover from flooding.

2. Managing Emergencies

- 2.1 The Civil Contingencies Act 2004 establishes a clear set of roles & responsibilities for those involved in emergency preparedness & response at the local level. The Act divides local responders into 2 categories, imposing a different set of duties on each.
- 2.2 'Category 1 Responders' are organisations at the core of the response to most emergencies (e.g. the emergency services, local authorities, NHS bodies and the EA) and have statutory responsibilities for the ensuring plans are in place to deal with a range of emergency situations, including flooding. 'Category 2 Responders' (e.g. the Health & Safety Executive, transport and utility companies) are 'co-operating bodies'. They are less likely to be involved in the heart of planning work, but are heavily involved in incidents that affect their own sector. Category 2 Responders have a lesser set of duties - co-operating and sharing relevant information with other Category 1 & 2 Responders.
- 2.3 Category 1 & 2 Responders come together to form 'Local Resilience Forums' (based on police force areas) which helps co-ordination and co-operation between responders at the local level. In Kent, this is known as the Kent Resilience Forum (KRF), which is chaired by Kent Police who adopt the lead organisation role in most emergency situations.

3. Management of the Emergency

- 3.1 Kent Police undertook the role of lead organisation in the 'emergency response' phases, with each declared emergency given an operational name - see **Appendix 1 section A4** for details.
- 3.2 During the 'emergency response' phases, a multi-agency 'Gold' Strategic Co-ordinating Group (SCG) and 'Silver' Tactical Co-ordinating Group (TCG) were hosted and chaired by Kent Police at Kent Police Headquarters and Medway Police Station respectively.
- 3.3 Multi-agency 'Bronze' Operational teams were deployed across the County in specific affected communities (e.g. Yalding, Bridge and the Brishing Dam) and undertook work such as door-knocking, evacuations, sandbagging and public reassurance.
- 3.4 Led by the Kent Police Gold Commander, the SCG agreed upon a Gold Strategy to guide the response, with the central aim of:
'Saving and protecting life and property risks to people in Kent and Medway by coordinating multi-agency activity to maintain the safety and security of the public'.
- 3.5 The core roles undertaken by KCC were as follows:
 - Supporting and, at times, leading multi-agency co-ordination;
 - Responding to the effects on the highway network throughout the period dealing with fallen trees, damaged roads, surface water flooding, blocked gullies and more;

- On-scene liaison with partners and affected communities;
- Working with District / Borough Councils to provide temporary accommodation to those who were flooded, with transport arranged to take people from flooded areas to safety;
- Provision of welfare support to those evacuated or in their own homes²;
- Co-ordinating support from the voluntary sector³; and
- Logistics management of countywide resources such as sandbags.

4. Recovery Management

4.1 As of 18th February, KCC has been the lead organisation in managing the long-term recovery process and has developed a Gold Recovery Strategy with the central aim of:

'Ensuring partnership working to support the affected individuals, communities and organisations to recover from the floods and return to a state of normality'.

4.2 To manage the recovery, five task-focused teams have been established with representatives from all appropriate authorities and organisations involved

- Health, Welfare & Communities: KCC Public Health led;
- Environment & Infrastructure: EA led;
- Business & Economy: KCC Business Engagement & Economic Development led;
- Finance, Insurance & Legal: KCC Finance led; and
- Media & Communications: KCC Communications led.

4.3 Central Government are taking a keen interest in progress and key issues, with regular reporting to DCLG and the office of Greg Clark MP, the Flood Recovery Minister for Kent.

5. Lessons Learned

5.1 The following are the main points raised during the relevant debriefs, meetings & individual responses received, which have been used to inform a set of recommendations which are summarised in the Draft Action Plan in **Annex 1**.

5.2 For reference, the draft lessons learned from the KRF multi-agency debrief held on 21st March 2014 can be found at **Appendix 1 section A5**.

Pre-Planning & Resilience

Identified Successes

5.3 Overall, KCC and it's KRF partners, with joint planning for responding to and management of emergencies, were able to deliver support and assistance to

² This included vulnerable person checks and provision of food, clothing and other practical support, such as arranging electrical contractors to ensure safety within people's flooded homes and hiring dehumidifiers to support the clear up.

³ This included undertaking community liaison roles and provision of equipment, practical support (such as first aid, transportation, or provisions for responders) and psycho-social support.

the many communities, individuals and businesses in Kent affected by the severe weather events.

- 5.4 Staff, systems & procedures coped well when one considers the unprecedented scale, complexity and protracted nature of the events that took place
- 5.5 There were numerous examples of the commitment & resourcefulness of staff, partners, volunteers and communities to help others in need and to provide practical solutions to real problems for those affected.

Areas for Improvement

- 5.6 In the early stages of the response, staffing levels were affected by the timing of the emergencies, which occurred over the Christmas Bank Holiday period. Coupled with the sustained and complex nature of the emergency, on occasions considerable demands were placed upon a small number of individuals & teams undertaking crucial emergency response roles. Increased resilience should be established across KCC to be better prepared in the future.
- 5.7 Although there is no legal obligation on any organisation to provide sandbags and other practical support (e.g. pumps, dehumidifiers), public expectation was, understandably, to the contrary. This was exacerbated throughout the response by a general lack of awareness, mis-communications & inconsistency of approaches adopted.
- 5.8 Linked to this last point, it has been observed and reported of a general lack of flood awareness and individual / community resilience. For example, in some parts of Kent, 40-50% of the homes and businesses at risk of flooding in Kent are not signed-up to the EA's Floodline Warnings Direct (FWD) Service and so are unlikely to receive any prior warning of flooding – see **Appendix 1 section A6** for more details.

Recommendations

REC1: Undertake a fundamental review & update of key KCC and partnership plans to ensure they are fit-for-purpose for even the most complex and protracted of incidents.

REC2: Provide Cabinet with an options paper for enhancing KCC's resilience, including training a cadre of 'emergency reservists'. Once approved, implement a programme to train, equip & support relevant personnel in readiness for Winter 2014.

REC3: Develop a consistent countywide policy & plans for maintaining & providing sandbags and other practical support to individuals & communities at risk of flooding.

REC4: Implement a strategy to encourage greater flood awareness & individual / community resilience, including improving sign-up for the EA's Floodline Warnings Direct (FWD) Service and training local volunteers as Flood Wardens.

Command, Control, Co-ordination & Communications

Identified Successes

- 5.9 Actions by KCC and our partners undoubtedly saved and protected life, livestock and properties.
- 5.10 As the emergency progressed, joint plans, procedures and working arrangements matured, informed by the experiences of previous events.
- 5.11 When established, multi-agency co-ordination was effective, particularly when this was co-located. Specifically, Bronze / Operational teams deployed on the ground provided an effective and invaluable link into affected communities, particularly when communication and transport links were disrupted
- 5.12 Throughout the sequence of events, the voluntary sector provided extremely valuable support, demonstrating a high level of professionalism, dedication and capability.

Areas for Improvement

- 5.13 Feedback from debriefs, public consultations & flood fairs suggest that the EA's flood warnings were not always received or there was difficulty in receiving warnings, particularly as power supplies were disrupted. Additionally, many residents received conflicting warnings, were unsure of the level of risk & therefore the relevant actions they should take.
- 5.14 KCC and its partners responded to emergency calls throughout Christmas Eve, Christmas Day & Boxing Day. However, pressure on staffing levels due to the Bank Holiday & sheer volume / complexity of incidents that were being reported led to delays in establishing co-ordinated multi-agency support structures in key affected communities (e.g. Tonbridge, Hildenborough, East Peckham, Yalding & Maidstone) until the following weekend which, understandably, has angered many residents & businesses.
- 5.15 Additionally, partner agencies, residents & businesses alike all suffered from a lack of / poor quality engagement & support from the utilities companies, particularly the power, water & sewerage providers.
- 5.16 Information management was a continual challenge – difficulties in obtaining critical information when it was need and, vice versa, information overload at times of intense pressure.

Recommendations

REC5: Undertake a fundamental review & update of the EA's Floodline Warnings Direct (FWD) Service for communities with high / complex flood risk.

REC6: Develop enhanced arrangements for warning & informing the public in flooding / severe weather scenarios, including contingency arrangements in the event of power outages and greater usage of social media.

REC7: Develop multi-agency arrangements to provide critical 'on scene' liaison & support to affected communities e.g. via multi-agency 'Bronze' / Operational teams.

REC8: Work with DCLG and the Flood Recovery Minister for Kent to bring pressure to bear on utilities companies to improve their arrangements for engaging with & supporting partners & customers.

REC9: Streamline & enhance existing multi-agency information management protocols & systems for sharing critical data in the planning for & management of emergencies.

Escalation, De-Escalation & Recovery

Identified Successes

- 5.17 Central Government colleagues have commended KCC and our partners for our approach in a number of key areas, and are promoting these as good practice e.g. early identification & monitoring of warnings / developing situations and a flexible / proportionate approach; and recovery management arrangements developed during Operation Sunrise 4.

Areas for Improvement

- 5.18 Some partners felt that, at times, there were delays in 'standing up' the co-located multi-agency emergency response co-ordination arrangements and, conversely, that these were occasionally stood-down too soon, declaring the 'emergency' over and handing-over to the 'recovery' phase.
- 5.19 Delays in involvement / support from Central Government caused difficulties for partners and the public over Christmas / New Year period. Conversely, once Central Government command & control was put in place, requests for detailed information at very short notice placed an additional burden on local responders.
- 5.20 The financial support schemes brought in by Central Government have also been difficult to interpret and implement at the local level, and do not adequately reflect the significant burdens placed on County Councils e.g. most schemes are focussed towards the Districts / Borough Councils, with significant cost incurred by KCC currently unlikely to qualify for central support.

Recommendations

REC10: Formalise the recovery management structures developed during Operation Sunrise 4 and adopt these as good practice.

REC11: Develop protocols to support emergency responders in deciding when to escalate / de-escalate to / from the 'emergency response' & 'recovery' phases.

REC12: Influence Central Government to secure additional financial support in recognition of the severe burden that these incidents have placed on KCC.

6. Flood Risk Management

6.1 As well as lessons learned to improve how KCC prepares for and manages flooding emergencies in the future, consideration must also be given to roles of each organisation and the broader flood risk management options available for preventing or reducing the likelihood and / or impacts of flooding occurring.

Roles & Responsibilities

6.2 EA: Responsible for taking a strategic overview of the management of all sources of flooding and coastal erosion. This includes, for example, setting the direction for managing the risks through strategic plans; working collaboratively to support the development of risk management and providing a framework to support local delivery including the administration of Flood Defence Grant in Aid (FDGiA). The Agency also has operational responsibility for managing the risk of flooding from main rivers, reservoirs, estuaries and the sea, as well as being a coastal erosion risk management authority.

6.3 KCC: Lead Local Flood Authority (LLFA) for Kent as defined by the Flood and Water Management Act (2010) and has a role to provide strategic overview of local flooding, which is defined as flooding from surface water, groundwater and ordinary watercourses (watercourses that are not main rivers). As part of its role as LLFA KCC has prepared and adopted the Kent Local Flood Risk Management Strategy, which sets out the objectives for managing local flood risks in Kent. All risk management authorities must act consistently with the local strategy.

6.4 District / Borough Councils: Key partners in planning local flood risk management and can carry out flood risk management works on minor watercourses, working with LLFA and others, including through taking decisions on development in their area which ensure that risks are effectively managed. Districts / Boroughs and Unitary Authorities in coastal areas also act as coastal erosion risk management authorities.

6.5 Internal Drainage Boards: Independent public bodies responsible for water level management in low lying areas, also play an important role in the areas they cover (approximately 10% of England at present), working in partnership with other authorities to actively manage and reduce the risk of flooding.

6.6 Water and Sewerage Companies: Responsible for managing the risks of flooding from water and foul or combined sewer systems, providing drainage from buildings and yards.

Effectiveness of River & Flood Management Assets

6.7 Partners, residents & businesses alike have raised a number of queries & concerns regarding the effectiveness of river & flood management systems / assets operated by the EA and Southern Water, including:

- EA: dredging of rivers and the operation of the Leigh Barrier and sluice gates at Yalding & Allington; and

- Southern Water: lack / effectiveness of non-return valves in preventing sewage flooding, particularly in the Tonbridge area.

Recommendations

REC13: EA / Southern Water to respond to queries / concerns regarding the perceived lack / effectiveness of their management of rivers & flood management systems / assets.

Potential Flood Defence Schemes – information supplied by the EA

- 6.8 Approximately 65,000 homes and businesses are at risk of fluvial or coastal flooding in Kent, of which 38,000 currently benefit from flood defences with 27,000 not benefitting from defences. The EA has identified a further £194m of investment which would protect an additional 17,000 properties, between now and 2021. It has also identified further schemes identified for 2021 and beyond through its pipeline development programme.
- 6.9 The EA has worked successfully in the past with KCC and the private sector to implement flood risk management schemes such as the Sandwich Town Tidal Defence Scheme. It has also attracted additional partnership funding from a range of contributors including private businesses, developers and other government departments. There is a need to continue to work together to secure funding for priority schemes.
- 6.10 The recent flooding across the County has reinforced the need to accelerate this investment to reduce the risk of flooding. The EA in Kent & South London has secured £27.4m FDGiA for 2014-15. This will allow the EA to progress schemes including:
- Broomhill Sands Sea Defences
 - Sandwich Town Tidal Defences
 - Leigh Barrier Mechanical / Electrical Improvements
 - Study into Yalding Storage on the Beult
 - Denge shingle re-nourishment
 - East Peckham (Medway) Flood Alleviation Scheme (FAS)
 - Aylesford Property-Level Protection Scheme (£50k contribution from KCC)
 - Repairing assets damaged in the recent coastal surge and fluvial floods

Flood Defence Grant in Aid (FDGiA)

- 6.11 In order to protect areas at Kent at risk of flooding investment is required in flood defences. The government will contribute to flood defences through FDGiA. However, current rules mean that schemes are rarely fully funded through this grant. Additional contributions or partnership funding is required to make up the shortfall. Without partnership funding flood defence schemes cannot be delivered.
- 6.12 The Government's partnership funding mechanism means that each scheme must have a minimum cost benefit of 8 – 1 and a partnership funding score of more than 100% in order to achieve Government allocated FDGiA. The EA has identified priority locations for accelerating flood defence projects based on

people at risk and economic development including Yalding and Tonbridge that do not currently meet FDGiA criteria.

6.13 Areas that require investment to deliver flood defences in Kent include:

- The Leigh Flood Storage Area (FSA) and Lower Beult;
- East Peckham;
- Five Oak Green;
- South Ashford;
- Dover;
- Whitstable & Herne Bay;
- Folkestone; and
- Canterbury.

6.14 See **Appendix 1 section A7.4** for a detailed financial breakdown of each scheme.

Recommendations

REC14: Explore all possible opportunities with partners and beneficiaries to contribute to the priority flood defence schemes required in Kent, including influencing the EA, Defra & HM Treasury to secure funding to deliver the schemes that do not currently receive sufficient FDGiA funding even with substantial partnership contributions.

Other Flood Risk Management Options

6.15 Work is also currently on-going in the county by the EA and KCC to improve our understanding of flood risk and investigate options to provide protection. These include:

- Spatial & land-use planning & drainage;
- Personal flood resilience;
- High / complex flood risk communities; and
- Surface water management.

6.16 In most of the above areas, existing strategies and programmes of work are maintained by the relevant authorities. However, in light of recent events and the issues / opportunities highlighted in **Appendix 1 section A8** the following recommendations are made.

Recommendations

REC15: Ensure the consequences of flood risk are fully considered before promoting development in flood risk areas by consulting all organisations with a role in flood risk management and emergency management.

REC16: Implement a strategy to encourage greater awareness & take-up of individual & community flood protection measures e.g. property-level protection, sandbags.

REC17: Support awareness & implementation of key initiatives to support communities with high / complex flood risk, particularly e.g. Surface Water Management Plans (SWMPs), Multi-Agency Flood Alleviation Technical Working Groups

7. Recommendations

The Cabinet Committee is asked to a) NOTE and ENDORSE the recommendations outlined in the Action Plan in **Annex 1**; and b) once approved, RECEIVE further options papers / progress reports on delivery against the Action Plan.

8. Supporting Information

8.1 Annex 1. Draft Action Plan

8.2 Appendix 1 – Christmas & New Year 2013-14 Storms & Floods Final Report Sections as follows:

- A1. Numbers of Properties Flooded;
- A2. Key Facts & Statistics;
- A3. Key Meeting & Event Dates
- A4. Summary of Emergency Response Operations;
- A5. Kent Resilience Forum (KRF) Multi-Agency Debrief - Draft Lessons Learned;
- A6. Floodline Warnings Direct (FWD) Service;
- A7. Potential Future Flood Defence Schemes; and
- A8. Other Flood Risk Management Options.

8.3 Background Documents

Christmas / New Year Storms & Floods Update Report to KCC Cabinet (22nd January 2014)

<https://democracy.kent.gov.uk/mgConvert2PDF.aspx?ID=44733> (Report & <https://democracy.kent.gov.uk/mgConvert2PDF.aspx?ID=44762> Appendices)

Kent Local Flood Risk Management Strategy

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/flooding-and-drainage-policies/kent-flood-risk-management-plan>

Local Surface Water Management Plans

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/flooding-and-drainage-policies/surface-water-management-plans>

Revenue & Capital Budget Monitoring Report to KCC Cabinet (28th April 2014)

<https://democracy.kent.gov.uk/mgConvert2PDF.aspx?ID=46275>

Flood Support Schemes – Funding Available from Central Government

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/304805/Flood_Recovery_-_Summary_of_Support_Guide.pdf

DfT Pothole Challenge Fund

<https://www.gov.uk/government/news/councils-urged-to-apply-for-168-million-pothole-repair-fund>

Severe Weather Impacts Monitoring System (SWIMS)

<http://www.kent.gov.uk/business/Business-and-the-environment/severe-weather-impacts-monitoring-system-swims>

9. Report authors

Paul Crick,
Director of Environment, Planning & Enforcement
Growth, Environment and Transport
paul.crick@kent.gov.uk
01622 221527/

Stuart Beaumont
Head of Community Safety & Emergency Planning
Growth, Environment and Transport
stuart.beaumont@kent.gov.uk
01622 694878

Steven Terry
Kent Resilience Team (KRT) Manager
Growth, Environment and Transport
steve.terry@kent.gov.uk
01622 692121 x 7811

Annex 1. Draft Action Plan

No.	Recommendation	Lead / Supporting Action Owner(s)	Start Date	End Date
REC1	Undertake a fundamental review & update of key KCC and partnership plans to ensure they are fit-for-purpose for even the most complex and protracted of incidents.	KCC / KRT	Jun 2014	Nov 2014
REC2	Provide Cabinet with an options paper for enhancing KCC's resilience , including training a cadre of 'emergency reservists'. Once approved, implement a programme to train, equip & support relevant personnel in readiness for Winter 2014.	KCC	Aug 2014	Nov 2014
REC3	Develop a consistent countywide policy & plans for maintaining & providing sandbags and other practical support to individuals & communities at risk of flooding.	KRT / Districts & Boroughs / EA	July 2014	Nov 2014
REC4	Implement a strategy to encourage greater flood awareness & individual / community resilience , including improving sign-up for the EA's Floodline Warnings Direct (FWD) Service and training local volunteers as Flood Wardens.		Apr 2014	Nov 2014
REC5	Undertake a fundamental review & update of the Floodline Warnings Direct (FWD) Service for communities with high / complex flood risk.	EA / KRT	July 2014	Nov 2014
REC6	Develop enhanced arrangements for warning & informing the public in flooding / severe weather scenarios , including contingency arrangements in the event of power outages and greater usage of social media.			
REC7	Develop multi-agency arrangements to provide critical 'on scene' liaison & support to affected communities e.g. via multi-agency 'Bronze' / Operational teams.	KRT	July 2014	Nov 2014
REC8	Work with DCLG and the Flood Recovery Minister for Kent to bring pressure to bear on utilities companies to improve their arrangements for engaging & supporting partners & customers.	KRT / KCC / EA	Ongoing	
REC9	Streamline & enhance existing multi-agency information management protocols & systems for sharing critical data in the planning for & management of emergencies.	KRT	July 2014	Nov 2014

No.	Recommendation	Lead / Supporting Action Owner(s)	Start Date	End Date
REC10	Formalise the recovery management structures developed during Operation Sunrise 4 and adopt these as good practice.			
REC11	Develop protocols to support emergency responders in deciding when to escalate / de-escalate to / from the 'emergency response' & 'recovery' phases.	KRT	July 2014	Nov 2014
REC12	Influence Central Government to secure additional financial support in recognition of the severe burden that these incidents have placed on KCC.	KCC	Ongoing	
REC13	EA / Southern Water to respond to queries / concerns regarding the perceived lack of / effectiveness of their rivers & flood management systems / assets	EA / Southern Water	July 2014	Sept 2014
REC14	Explore all possible opportunities with partners and beneficiaries to contribute to the priority flood defence schemes required in Kent , including influencing the EA, Defra & HM Treasury to secure funding to deliver the schemes that do not currently receive sufficient FDGiA funding even with substantial partnership contributions.	KCC & Districts & Boroughs	Ongoing	
REC15	Ensure the consequences of flood risk are fully considered before promoting development in flood risk areas by consulting all organisations with a role in flood risk management and emergency management.	Districts / Boroughs / KCC, EA & KRT	Apr 2014	Mar 2015
REC16	Implement a strategy to encourage greater awareness & take-up of individual & community flood protection measures e.g. property-level protection, sandbags.	KRT / Districts / Boroughs / EA		
REC17	Support awareness & implementation of key initiatives to support communities with high / complex flood risk, particularly e.g. Surface Water Management Plans (SWMPs), Multi-Agency Flood Alleviation Technical Working Groups	Various leads, determined by nature of flood risk	Ongoing	

* Action Owners listed here are illustrative and these lists are not exhaustive. Work will need to involve a broader range of organisations with flood risk management responsibilities.

Christmas & New Year 2013-14 Storms & Floods Final Report

A1. Numbers of Properties Flooded

A1.1 As of 15th May 2014, the following are the latest figures provided by the EA and Districts / Boroughs to the Department of Communities & Local Government (DCLG).

County	Residential	Commercial	Total
Surrey	1,971	342	2,313
Thames Valley	635	295	930
Kent	731	198	929
Lincolnshire	662	106	768
Wiltshire	484	56	540
Cornwall (incl. the Isles of Scilly)	267	144	411
North Lincolnshire	339	70	409
Dorset	252	81	333
Norfolk	215	69	284
Devon	121	85	206
West Sussex	112	18	130
East Sussex	81	16	97

A1.2 Detailed breakdown of properties flooded in Kent.

Authority Area	Residential	Commercial	Total
Ashford	-	1	1
Canterbury	40	4	44
Dartford	10	3	13
Dover	30	6	36
Gravesham	2	-	2
Maidstone	207	55	262
Medway	3	2	5
Sevenoaks	30	6	36
Shepway	8	1	9
Swale	36	17	53
Thanet	-	-	0
Tonbridge & Malling	335	101	436
Tunbridge Wells	30	2	32
Total	731	198	929

Important Note: These figures presented are likely to be an underestimate as they mainly consist of properties known to have been flooded by rivers, groundwater or groundwater-fed rivers. Information on numbers of properties flooded by surface water or sewage is less

certain. Additionally, many hundreds more properties were indirectly affected by flooding (loss of utilities, access etc.) e.g. Tonbridge & Malling Borough Council (TMBC) estimate 720 businesses indirectly affected in their area.

A2. Key Facts & Statistics

A2.1 The following is a snapshot of key facts & statistics from Operation Vivaldi and Operations Sunrise 2, 3 & 4.

A2.2 A comprehensive report into the key facts & statistics, costs & demands (collated using the Severe Weather Impact Monitoring System - SWIMS) from all the severe weather events experienced over Winter 2013-14, will be tabled by KCC Sustainability & Climate Change Team later in the coming months.

- **4.7m** – peak sea levels in Dover on 5th & 6th December, the highest recorded since 1905. The Environment Agency (EA) estimates that the tidal impacts in Sandwich were equal to a 1 in 200 year event and the biggest tidal event to impact Kent since the devastating event of 1953.
- **120mm** of rainfall falling between 19th to 25th December on already saturated ground on the Upper Medway catchment. December 2013 was the wettest December for 79 years.
- **342m³ / second** – the highest ever peak flows upstream of Leigh Barrier Flood Storage Area (FSA) were recorded on Christmas Eve.
- **91** x Flood Alerts, **73** x Flood Warnings and **5** x Severe Flood Warnings issued by the EA for Kent since December.
- **28,500** properties without power in Kent on Christmas Eve.
- **929** properties flooded in Kent since Christmas Eve. In the 2000 floods, approximately 1000 properties were flooded in Kent.
- **50,000** sandbags provided by KCC, District / Borough Councils and the EA to help protect at risk communities.
- **6,400** hours worked by KCC Emergency Planning staff since 20th December in response to the storms & floods, including 1,300 out-of-hours and sustained periods where the County Emergency Centre (CEC) was operating 24 hours a day.
- **88** flood victims supported by Kent Support & Assistance Service (KSAS) with essential cash, goods and services.
- **32,000** calls received by KCC Highways & Transportation in January, a 150% increase in normal call volumes.
- **6km** of public rights of way in need of repair.

- **£8.6m** central government grant received by KCC under the 'Severe Weather Recovery Scheme' to help repair damaged highways infrastructure¹.
- **£3m** new investment by KCC Highways & Transportation into significant drainage schemes to improve existing infrastructure that was impacted by the floods.

¹ KCC Finance is exploring the potential for additional central funding being progressed by KCC Finance, under the Bellwin Scheme and the 'Pothole Challenge Fund'.

A3. Key Meeting & Event Dates

A3.1 The following is a summary of key debriefs, public consultation meetings and flood fairs, feedback from which has been used to inform this report.

Date	Details	Location
3 rd December 2013	Kent Resilience Forum (KRF) multi-agency debrief for Op. Sunrise 1	Kent Police HQ
4 th February 2014	Public consultation meeting	Hildenborough
	Public consultation meeting	Faversham
5 th February 2014	Public consultation meeting	Danvers Road, Tonbridge
12 th February 2014	Public consultation meeting	East Peckham
17 th February 2014	Public consultation meeting	Tonbridge Forum
19 th March 2014	Public consultation meeting	Collier Street
21 st March 2014	KRF multi-agency debrief for Op. Vivaldi and Ops. Sunrise 2, 3 & 4	Kent Police HQ
28 th March 2014	KCC internal debrief for Op. Vivaldi and Ops. Sunrise 2, 3 & 4	KCC
5 th April 2014	Flood fair	East Peckham
12 th April 2014	Flood fair	Hildenborough
8 th , 13 th & 19 th April 2014	Flood fair	Yalding
26 th April 2014	Flood fair	Little Venice Caravan Park & Tovil
27 th April 2014	Flood fair	Maidstone
3 rd May 2014	Flood fair	Tovil & East Farleigh
4 th May 2014	Flood fair	Clifford Way, Maidstone
10 th May 2014	Flood fair	Yalding
11 th May 2014	Flood fair	Little Venice Caravan Park

A4. Summary of Emergency Response Operations

A4.1 Important Notes

- The sequence of severe weather events, which necessitated complex & protracted multi-agency emergency operations are summarised below.
- The date ranges and operational names outlined above refer specifically to the 'emergency phase' of these events, where the situation is deemed to present a risk to life. For several days and weeks preceding and superseding each event, a significant multi-agency effort in the pre-planning for, and recovery from, each incident was put in place throughout and beyond these periods.
- Indeed, to date the recovery operations are still ongoing for the Christmas / New Year events, some 4 months later.
- A range of additional complex and challenging events also occurred during this period, including:
 - Significant operations to prevent flooding from Brishing Dam at Boughton Monchelsea;
 - Widespread surface water flooding in Eynsford (17th to 19th January);
 - A 'mini tornado' on 27th January; and
 - A number of sink-holes causing disruption, including a 15ft deep hole on the M2 central reservation (11th February).

A4.2 'Operation Sunrise 1': 28th October 2013

- St Jude Storm – Winds speeds in excess of 90mph hit the County causing widespread disruption to travel & power supplies and, tragically, one fatality.

A4.3 'Operation Vivaldi': 5th & 6th December 2013

- Spring tides combined with a tidal surge caused flooding along the East and South UK coastline impacting much of Kent coastline. The EA issued 5 x Severe Flood Warnings, 3 x Flood Warnings & 6 x Flood Alerts to homes and businesses. 41,000 properties were protected by flood walls, banks and other flood risk management assets along the Kent coast and estuaries. 58 properties were flooded.

A4.4 'Operation Sunrise 2': 23rd to 27th December 2013

- Storm force winds (60-70mph) leave 28,500 properties without power. Heavy rainfall on already saturated catchments causes river, surface water and sewage flooding across Kent, particularly in the north and west of the county. Numerous communities suffered flooding, with hundreds of homes and many businesses affected. Edenbridge, Tonbridge and Hildenborough, East Peckham, Yalding, Collier Street and surrounding communities, Maidstone, and South Darenth, amongst other locations, were all significantly affected.

A4.5 'Operation Sunrise 3': 4th to 6th January 2014

- A sudden deterioration in weather conditions threatened to bring further flooding of severity akin to that experienced over Christmas to already affected communities, and elsewhere. A significant multi-agency operation was put in

place (including Military assistance) to provide thousands of sandbags for communities at risk.

A4.6 'Operation Sunrise 4': 6th to 18th February 2014

- Heavy rainfall continued into February 2014. As the rainfall soaked into the ground we experienced extremely high groundwater levels. In some locations groundwater flooding exceeded previously recorded levels by over 1 metre. The peak of the event was experienced towards the end of February and communities were subject to both groundwater flooding and flooding from groundwater fed rivers. The impacts of groundwater flooding in Kent were widespread with particular concentration along the Elham Valley. A multi-agency response to the groundwater flooding and pre-planned measures were deployed to reduce the damage to communities vulnerable to groundwater flooding, including over-pumping of sewage by Southern Water and a significant sand-bagging operation.

A5. Kent Resilience Forum (KRF) Multi-Agency Debrief – Draft Lessons Learned

A5.1 Important Note

- The following are initial draft lessons identified through the KRF multi-agency debrief process hosted by Kent Police on 21st March 2014.
- At time of writing these have yet to be agreed with partners, but Kent Police will shortly be circulating a draft debrief report to all partners for consultation.

A5.2 Pre-Planning & Resilience

- Kent Resilience Team (KRT) to develop guidance for the public in a range of situations advising them of which agencies are responsible for which issues within their areas, and who will provide what information.
- Pan-Kent flood response plans to be reviewed to ensure they are cognisant of arrangements and contingencies across all levels, including Parish, District / Borough and County.
- Review of emergency plans to ensure use of social media for warning and informing purposes is included.
- A number of respondents cited the benefit of taking part in Training & Exercising programmes at National and Regional level which left us better placed than in previous flooding events.
- It was suggested that adoption a similar programme focussed at district level would have eased some of the more local issues and built working relationships. The KRT should work with local partners to deliver a number of District / Borough based exercises focussed on civil emergency type scenarios.
- KRF to maximise training & exercising opportunities for staff attending the multi-agency Tactical Co-ordination Centre (TCC) / Strategic Co-ordination Centre (SCC), including the College of Policing's Multi-Agency Gold Incident Command (MAGIC) training course.

- Resilience in a number of partner agencies was stretched, particularly Category 2 responders and those with regional responsibilities.
- This impacted on maintaining a physical presence at the TCC and participation in the TCG process.
- Some agencies not present on the ground outside normal working hours.
- Bank holiday staffing particularly over Christmas period was lacking.
- Sustained nature of the operation presented problems for maintaining staffing at TCC / SCC.

A5.3 Command, Control, Co-ordination & Communications

- The operation was acknowledged as being tactically led, those Districts / Boroughs which involved an Operational Coordination Group at Bronze level reported a higher level of multi-agency understanding and coordination at ground level.
- Commonly Recognised Information Picture (CRIP) template to include location maps in future.
- Teleconferencing facilities in the SCC have now been upgraded to allow a greater volume of dial-in from partner agencies.
- The multi-agency room within the TCC at Medway has also been upgraded to allow hardwiring of partners IT systems, to allow a quicker transfer of information.
- It was considered that Airwave radio interoperability was not used to full effect on ground.
- Single countywide Silver control was acknowledged as being fit for purpose, non-blue light agencies would not have been able to cope with multiple TCCs.
- Decision to locate the Scientific & Technical Advice Cell (STAC) at TCC was considered sound, in view of the operation being tactically driven.
- Confusion about who the key decision maker should be for ordering evacuation.
- Clearer command protocols need to be developed between responsibilities of County / District / Parish councils e.g. evacuation, sandbag distribution.
- KRT to develop clear guidance for partner agencies to understand decision making process and responsibilities of each agency in a range of civil emergency situations.

A5.4 Escalation, De-Escalation & Recovery

- Escalation from Severe Weather Advisory Group (SWAG) with a proportionate Silver Control, set-up to flex into a functional TCC was identified as good practice.
- Need to ensure understanding of status of incident to each agency.
- Clear and distinct lines of communication are needed to ensure dissemination of escalation / de-escalation of operations. It is not sufficient to only include this in CRIP or minutes from meetings.
- KRT to develop protocols for establishing tipping points at which point an event or situation escalates into an emergency and when the 'response' phase may be safely de-escalated into the 'recovery' phase.
- The relationship between the Recovery Working Group (RWG) and the SCG during the 'emergency' phase was unclear. However, recovery structures subsequently developed during Operation Sunrise 4 to be formalised and adopted by KRT as best practice.
- Menu of capabilities of agencies / organisations to be developed by KRT for assets available for on-going deployment during 'recovery' phase.

A6. Floodline Warnings Direct Service (FWD) – information supplied by the EA

- The EA will be working with affected communities, KCC and other partners, to learn the lessons of the flooding and how it can make its FWD service even more effective. This will include providing warnings to communities that were not able to receive a warning, making warnings more focussed on particular communities, and developing Flood Warden schemes in at risk communities.
- One of the challenges during the flooding was providing consistent and trusted information to communities prompting appropriate action. Where Flood Wardens or community leaders were able to be involved in this activity it proved effective. The EA is working with Parish Councils, District / Borough Councils and KCC to establish Flood Warden Schemes in communities, especially those with a complex flood risk where the benefit can be greatest. Amongst others, the communities of central Tonbridge and Hildenborough are communities where we are supporting flood wardens.
- Registering with FWD allows customers to register multiple contact details (mobile, e-mail etc) and manage which messages they receive e.g. Flood Alerts, Flood Warning no-longer in force etc. This increases our ability to get a message through, and provide a good level of service. In areas of relatively low take-up e.g. where fewer people have registered) the EA has automatically registered properties. This is a positive step because it allows the EA to provide a service and warning to those who wouldn't otherwise have received one. However, it only uses home landline contact details (provided by BT). This therefore has a higher message failure rate, and because people haven't chosen to register, there is a lower level of engagement with the service

- The importance of receiving Flood Warnings means that a partnership effort is needed to encourage people to:
 - Sign-up:
In some parts of Kent, take-up is as low as 51% of those properties for whom the EA is able to alert via the FWD Service.
 - Keep their details up to date and provide multiple contact numbers:
The most common reason for warning messages not being received is out of date contact details. 1 in 4 people have been automatically signed-up to receive Flood Warnings, meaning that only basic contact details are available e.g. landline telephone.
 - Act: When they receive a Flood Warning: we have received some feedback that people were waiting for a Severe Flood Warning to be issued before acting, when a Flood Warning indicates immediate action required.

Take-Up of the FWD Service Across Kent²

Percentage of 'at risk' properties offered the FWD Service	91%
Percentage of Flood Zone 2 properties registered	76%
Percentage of Flood Warning Area properties registered	84%

Take-up of the FWD Service by District / Borough Council Area

Authority Area	Nos. of Properties Offered FWD Service	Take-up of FWD Service (Fully Registered)	Take-up of FWD Service (Automatically Registered)	% Take-up of Properties (Fully or Automatically Registered)
Ashford	2,360	1,459	1,012	104.70%
Canterbury	7,770	4,728	1,850	84.66%
Dartford	3,198	844	1,365	69.07%
Dover	7,591	5,424	1,241	87.80%
Gravesham	2,125	554	808	64.09%
Maidstone	2,966	1,440	917	79.47%
Sevenoaks	1,738	1487	467	112.43%
Shepway	133,80	8,741	3,092	88.44%
Swale	9,981	3,686	3,788	74.88%
Thanet	671	133	215	51.86%
Tonbridge & Malling	3,715	2,200	972	85.38%
Tunbridge Wells	542	276	149	78.41%

² Data correct as of 31/03/14

A7. Potential Future Flood Defence Schemes in Kent – information supplied by the EA

A7.1 Leigh Flood Storage Area (FSA)

- The EA is working hard to communicate better the purpose of the Leigh FSA and its operation³. On 24th December, 5.5million cubic metres of water were stored at the Leigh FSA. By operating the Leigh FSA the EA was able to reduce the 342m³ / second of water entering the FSA reservoir down to 160m³ / second flowing downstream and continued to moderate the persistently high water levels during 25th and 26th December.

A7.2 East Peckham

- The EA will use its analysis of the event to test the proposed River Medway and Bourne East Peckham Flood Alleviation Scheme (FAS). It discussed this proposed scheme with East Peckham Parish Council in summer 2012 and, if constructed, it would protect all developed areas of East Peckham and Little Mill. The EA hopes to start the scheme design in November 2014.
- The EA's review of the event will also cover the operation of its existing assets (including the Coult Stream FSA), to see if there is anything more can be done to maximise their performance.

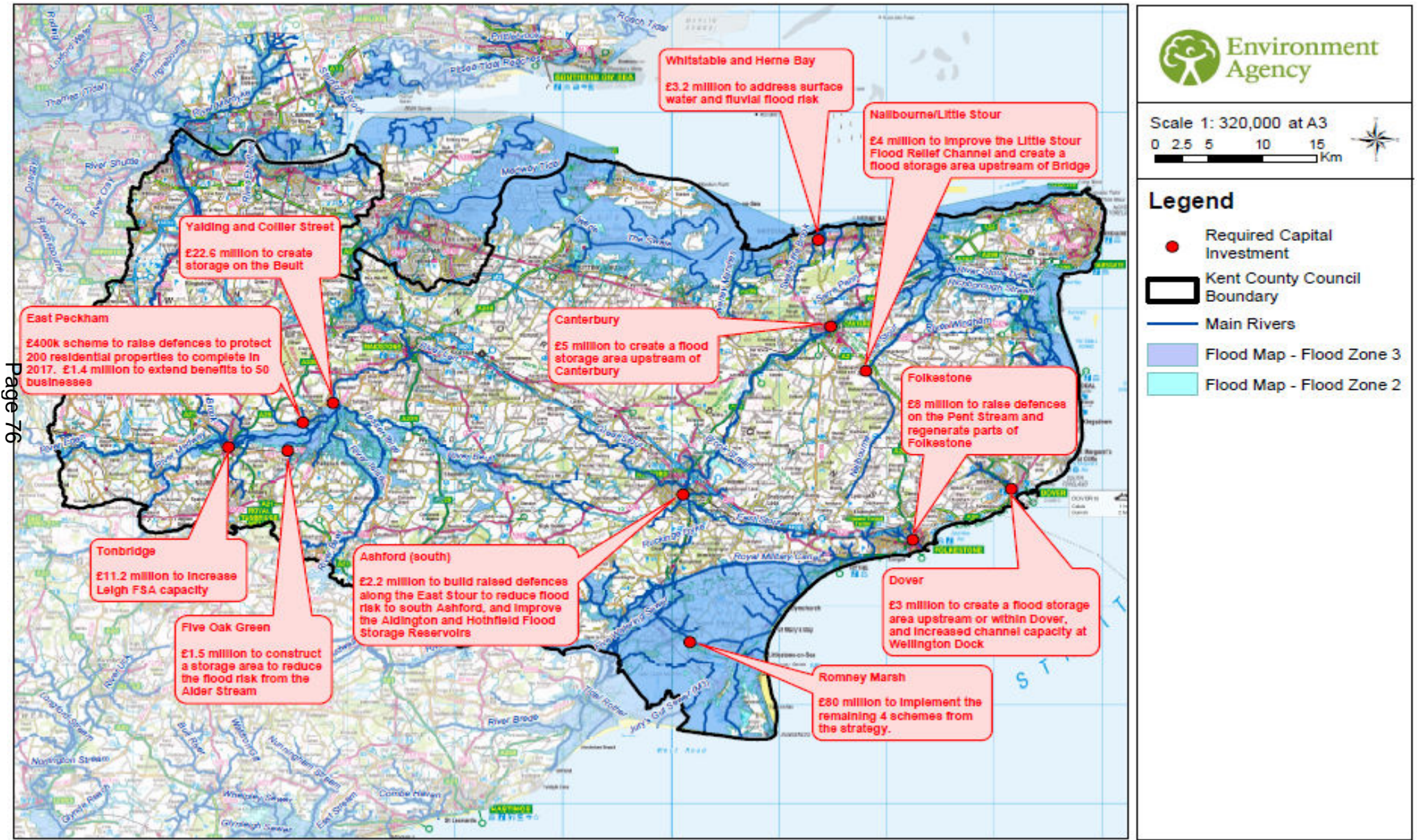
A7.3 Yalding

- Yalding is a particularly vulnerable location. 197 properties were flooded when river levels peaked on 24th December 2013. This flooding was comparable to the 1968 flood and worse than in 2000, when 119 properties flooded.
- The EA is urgently investigating whether it can accelerate projects to reduce the risk of flooding in Yalding. There is no single solution that will benefit the whole community because of the way the homes and businesses are spread out. It is using the data it has collected from the recent flooding to review our understanding of the way floods happen in the catchment. This will help present the best case to gain funding for future schemes.
- The EA is investigating if it can further localise the current Floodline Warnings Direct (FWD) Service for Yalding. The data it is currently collecting from a project to improve the flood risk modelling for the River Medway will help the EA to improve further its forecasting and flood warning.
- Future works to reduce the risk of flooding are set out in the Middle Medway Strategy which was developed in 2005 and updated in 2010. The EA has considered a number of potential schemes to reduce flooding in Yalding.
- An option that residents are keen to progress is to find a suitable location to store water on the lower reaches of the River Beult.

³ <http://m.youtube.com/watch?v=336-6IN-J2I>

- The Middle Medway Strategy also recommended that the Leigh FSA be raised by 1m giving an additional 30 per cent storage capacity.
- However, under Government funding rules, most of the schemes will need substantial contributions from external partners in order to proceed – see A6.4 and A6.5 for details.
- The EA has secured funding to progress a feasibility study into both options. It is anticipated this work will be completed by summer 2015. KCC has offered to part fund an additional FSA on the River Beult at Stile Bridge and an increase in the capacity at the Leigh FSA. The EA has submitted its funding bid to secure the additional £17.6m needed to complete both schemes. If this is successful, the earliest construction could start would be in the financial year 2017-2018.
- The EA will continue to work with KCC, Maidstone Borough Council (MBC), Tonbridge & Malling Borough Council (TMBC) and other professional partners to identify partnership funding opportunities which will increase the likelihood of the above works going ahead.

A7.4 Future Capital Investment Requirements for Potential Future Flood Defence Schemes



Environment Agency

Scale 1: 320,000 at A3
 0 2.5 5 10 15 Km

Legend

- Required Capital Investment
- ▭ Kent County Council Boundary
- Main Rivers
- ▭ Flood Map - Flood Zone 3
- ▭ Flood Map - Flood Zone 2

A7.5 Priority Schemes Currently Not Qualifying for FDGiA Without Partnership Contributions

Scheme	Estimated cost	Nos. of properties to which flood risk would be reduced	Raw partnership funding score	Required partnership contribution	Final partnership funding score (including contribution)	Planned completion
Lower Beult Storage	£22.6m	1,151	36%	£16m	125%	2020
Increased Storage at Leigh	£11.2m	2,151	74%	£5m	130%	2019
Five Oak Green Flood Alleviation Scheme	£1.5m	266	46%	£900k	100%	2018 (only achievable with contributions)
South Ashford Flood Alleviation Scheme	£2.2m	282	24%	£1.7m	100%	2019 (only achievable with contributions)
Canterbury	£5m	1364	144%	N/A	N/A	2020 (dependant on investigations and consultations)
Romney Marsh	£80m	14,500	119%	£3m	N/A	2022
Whitstable & Herne Bay	£3.2m	Projects in early stages of development				
Dover	£3m					
Folkestone	£8m					
East Peckham	£400k					
	£1.4m	50 businesses	50%	£1m	100%	This scheme will currently only defend homes in East Peckham. Additional funding required for an extension of the protection to businesses.

A8. Other Flood Risk Management Options – information supplied by EA and KCC

A8.1 Summary of Ongoing EA Work

- The EA is keen to learn with communities, and gain a clearer understanding of the impacts of these events on people, its assets and the environment. Also to discuss how, collectively, it can improve its preparations for and response to future events.
- The EA has worked with partners to visit affected communities and attended public meetings across the County. These meetings were an opportunity for people to learn about the risks associated with flooding, to share their experiences and to find out what they can do to better prepare themselves for flooding.
- It was also an opportunity to discuss how flood protection assets, such as the Leigh Flood Storage Area (FSA), are operated to reduce the impact of flooding.
- Attending community events, including flood fairs, hosted by Parish and District / Borough Councils taking place in communities impacted by the recent flooding.
- Holding one-to-one meetings with residents.
- Planning to give residents the opportunity to visit the Leigh FSA.
- A review of the Flood Warnings issued will help the EA to understand if their warnings were timely, appropriate and relevant to those who were affected.
- Identify that new or improved warning areas are required in Hildenborough and Yalding and are investigate how the EA can localise the current Flood Warning Service.
- Work with partners to set up and support a number of Flood Warden schemes.
- Distribute questionnaires to affected communities to find out more about the extent and impact of the flooding to improve EA flood maps and Flood Warning areas.

A8.2 Spatial & Land-Use Planning & Drainage

- The EA's role as a statutory planning consultee is to provide advice to local planning authorities to manage flood and environmental risks and enable sustainable growth. We do not receive government funding to protect development built after 2012. It is therefore vital that flood risk is managed within the planning system. The EA works with partners to seek solutions to overcome these risks. Where risks cannot be overcome and development is contrary to the National Planning Policy Framework (NPPF), the EA recommends planning authorities refuse applications.
- In line with the NPPF we recommend that development is outside the flood plain. If this is not feasible the EA provides advice to Local Planning Authorities (LPAs) to ensure that people are not put at risk and that flood risk is not passed downstream.
- LPAs must ensure that Emergency Plans are fit for purpose to ensure that access and egress is still possible in flood conditions. In all circumstances where warning and emergency response is fundamental to managing flood risk, the EA advise LPAs to formally consider the emergency planning and search & rescue implications of new development in making their decisions.

- It is Local authority responsibility to ensure that flood resilience measures are incorporated into building design. The EA still advise on surface drainage at sites over 1 hectare. The future implementation of Sustainable Drainage Systems (SuDS) Approving Bodies (SABs) will mean that KCC and Local authorities will need to manage surface water risks, groundwater flooding and access and egress within the planning process.

A8.3 Personal Flood Resilience

- A 'Property-Level Protection Scheme' is already in place in Lamberhurst. In response to Flood Warnings these measures were deployed by residents, and greatly reduced the flood impact. Funding is also now in place to adopt similar measures in Aylesford.
- District / Borough Councils have been proactively promoting the Central Government 'Repair & Renew Grant'⁴ but take-up across the County has been patchy. However, as at 10th April 2014, T&MBC had received 49 requests for further information, 20% from businesses.
- The EA and KCC have also been supporting flood fairs in various locations around the County (see **section A3 of this appendix** for further details) where residents have been investigating their personal flood resilience options.

A8.4 Investigating & Improving Support to Communities with High / Complex Flood Risk Profiles

- The EA has heard from affected communities that there are often multiple sources of flooding and that the appropriate flood risk management options required are complex to determine.
 - The EA has therefore promoted the formation of Multi-Agency Flood Alleviation Technical Working Groups across the County to explore future options.
 - Groups that have already met (including existing groups):
 - Tonbridge & Malling (Hildenborough, Tonbridge & East Peckham)
 - Forest Row
 - Lamberhurst
 - Five Oak Green
 - Staplehurst
 - Aylesford
 - Headcorn
 - Edenbridge
 - Faversham
 - Yalding
 - Westerham
 - Collier Street
 - Sundridge & Brasted
 - Canterbury – Nailbourne
 - New groups still to meet:
 - Maidstone
 - Eynsford*
 - South Darent & Horton Kirby*
- Key:**
* Still to be established if wider group needed

A8.5 Surface Water Management Plans (SWMPs)

- In order to understand the risks from local flooding KCC has undertaken a number of studies across the county to collect and map data on these floods. These studies are known as Surface Water Management Plans (SWMPs). These documents vary in their nature, some are high-level assessments of the risks, while others are in-depth studies of the causes and potential solutions to local flooding. SWMPs can be found on the KCC website.
- During 2014-15 KCC will continue to develop SWMPs, and will undertake studies in Marden, Staplehurst, Headcorn and Paddock Wood (all areas impacted by varying degrees of local flooding during the winter). KCC will also be exploring the opportunities to manage

⁴ A scheme providing up to £5,000 per flood-affected home or business to contribute to the costs of additional flood resilience or resistance measures.

local flooding identified by the recently completed SWMPs in Folkestone, Margate and Dartford. SWMPs include an Action Plan of measures that can be used to manage local flooding identified by the study. However, many options require funding in order to be delivered, this funding is drawn from the same Defra fund, which is administered by the EA, as all other flood risk management investment, and each scheme must compete for funding.

- Additionally, KCC is currently co-ordinating the development of local flood risk documents that provide local communities with a simple overview of the range of flood risks in their area. KCC is working with the EA, Internal Drainage Boards (IDBs), Local authorities and water companies to prepare a pilot document. The document will show what the main flood risks are, where significant assets are, which authorities exercise risk management functions in the area, any plans or strategies they may have in hand to manage flood risks in the future and who to get in touch with for more information. Initially, the pilot will focus on the Canterbury City Council (CCC) area. If this proves successful it will be rolled out across the County, with TMBC and MBC areas likely to be considered next.

A8.6 Little Stour, Nailbourne & Petham Bourne Flood Management Group

- The EA, KCC, CCC, Shepway District Council, Southern Water, and representatives from key Parish Councils are investigating the causes and effects of the flooding experienced during the winter of 2013/14 in the Nailbourne, Little Stour and Petham Bourne valleys. These partners are working together to assess the options to manage this winter's flooding, and are seeking to reduce the potential for disruption in the future.
- The Nailbourne, Petham Bourne and parts of the Little Stour are groundwater fed watercourses. This means that they are dry for long periods of time. However, following periods of prolonged rainfall groundwater levels in the underlying aquifers rise to a point where water emerges through springs throughout the length of these valleys, and the streams begin to flow.
- The Nailbourne has been flowing since mid-January and has approached near-record levels. There has been extensive flooding of farmland, with internal property flooding reported in Bridge, Patribourne, Bishopsbourne and Barham. The Petham Bourne, which typically flows less frequently than the Nailbourne, has also been active over the winter causing flooding and disruption. The Little Stour has burst its banks in a number of locations, also flooding farmland properties and roads.
- Owing to the high flows experienced this winter, many culverts have been overwhelmed in these valleys. At its peak, portable pumps were used to help move water over the culverts in some places, and sandbags were used extensively to protect many properties.
- The group will be undertaking three main activities:
 1. Survey the measures put in place over the course of this winter to manage and reduce flooding. This will provide a blueprint for future events, and will help enable us to mobilise and deploy necessary equipment in time if the groundwater levels rise again.
 2. Identify any opportunities that can be delivered as quickly as possible to reduce the impact of flooding should these watercourses flow again next winter.
 3. Identify opportunities to reduce the impact of flooding that can be delivered over a longer timeframe. These measures will require further investigation, more detailed design work and an application for additional funding.

By: Mark Dance, Cabinet Member Economic Development
Barbara Cooper, Director, Economic Development

To: Growth, Economic Development and Communities Committee –
8 July 2014

Subject: Update on Regional Growth Funds

- Expansion East Kent
- Tiger (North Kent and Thurrock)
- Escalate (West Kent and East Sussex)

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Divisions: All except Ashford

Summary and background information

In November 2011 KCC were awarded £35m of grant funding from the Department of Business, Innovation and Skills (BIS) for businesses in the East Kent area. The Expansion East Kent programme was launched in April 2012 and the funding is available until March 2016.

The Expansion East Kent programme offers 0% loans to SMEs wanting to start up or expand their businesses in Canterbury, Dover, Shepway and Thanet. The programme has a target of creating and safeguarding 5,000 jobs. The programme also has the opportunity to offer grant and equity investment to businesses in exceptional circumstances.

In March 2013 the Tiger Fund was launched after £20million was made available from BIS for North Kent and Thurrock businesses. The Tiger Programme offers 0% loans to SMEs to start up or expand their business in Dartford, Gravesham, Medway, Swale and Thurrock.

In December 2013 the Escalate Fund was launched and offers 0% loans to SMEs to start up or expand their business in Maidstone, Sevenoaks, Tonbridge & Malling, Tunbridge Wells and East Sussex districts of Hastings, Rother and Wealden. This fund offers up to £5.5million and is available until March 2015.

Recommendation

Members of Growth, Economic Development and Communities Cabinet are requested to consider this report and NOTE progress to date in delivering the three RGF schemes

1. Update on Expansion East Kent Fund

- 1.1. As of 13th June 2014, 65 companies have been awarded funding with a further 4 companies awaiting a decision by the Investment Advisory Board at its meeting on 23rd June 2014.
- 1.2. The 65 companies who have already been approved for funding will during the lifetime of their start up or expansion plans have received just over £21.4 million of RGF funding and will create nearly 1,700 jobs. In addition the companies will generate private sector leverage of over £51 million.
- 1.3. The Expansion East Kent programme has been operating for two years as a recyclable fund and companies have, as of September 2013, begun to make repayments to the programme. As of end of March 201 these repayments total £328,290.00.
- 1.4. There are currently 45 applications in the pipeline and these applications, if approved, total £16.4 million.
- 1.5. At the Investment Advisory Board (IAB) meeting held on 10th June it was agreed to include the district of Ashford and to set up two additional financial support products within the programme. These products are:-

Small Business Boost Fund - a loan scheme specifically to support small businesses and will cover Ashford, Canterbury, Dover, Shepway and Thanet. The scheme will offer 0% interest free loans of up to £50,000 to help start-ups, small businesses and social enterprises develop new or expand existing products or services. The loans must lead to providing employment.

The Discovery Park Incubator Scheme - an equity scheme to help attract new technology based companies to the Discovery Park Enterprise Zone with a particular focus on sustainable energy and life sciences businesses.

- 1.6. The launch of the new products will be held on 23rd July 2014.

2. Tiger Fund

- 2.1. As of 13th June 2014, 33 companies have been awarded funding with a further 4 companies awaiting a decision by the Approval Panel at its meeting on 3rd July 2014.
- 2.2. The 33 companies will during the lifetime of their start up or expansion plans have received just over £8.8 million of RGF funding and will create over 1,000 jobs. In addition the companies will generate private sector leverage of over £18.4 million.
- 2.3. There are 45 applications in the pipeline and these applications, if approved, total £14.5 million.

3. Escalate Fund

- 3.1 As of 13th June 2014, 5 companies have been awarded funding with a further 6 companies awaiting a decision by the Approval Panel at its meeting on 25th June 2014.
- 3.2 The 5 companies who have already been approved for funding will during the lifetime of their start up or expansion plans will receive just over £400k of RGF funding and will create over 27 jobs.
- 3.3 There are 36 applications in the pipeline and these applications, if approved, total £3.7 million.
- 3.4 As of 13th June there are two companies at full contract stage as follows:-

DotImpact Ltd Ms Amanda Robinson

*Total Escalate funding approved: 40000 Total Jobs: 4.5
Total Jobs Created; 3.5 (3 and 0.5 Part Time)
Total Jobs Safeguarded: 1 (1 Full Time and 0 Part Time)*

DotImpact are a digital marketing agency that work primarily with SMEs in Kent to accelerate commercial growth through the effective use of best practice digital practices. The Escalate Fund will be used to aid DotImpact Ltd to move to larger offices.

The Imaging Centre (South East) Ltd Mr Bob Short

*Total Escalate funding approved: 58500 Total Jobs: 2
Total Jobs Created; 2 (2 and 0 Part Time)*

The Imaging Centre (South East Ltd) specialise in printing short run greetings cards. The Escalate Fund will be used to buy a new piece of equipment.

- 3.5 There are 3 other companies at contract negotiation stage. Full details will be available once contracts have been signed.

4. Decision Making and Monitoring

- 4.1. There is common approach to decision making, management and monitoring of all RGF schemes operated by KCC.
- 4.2. An independent appraiser (PwC) has been appointed by KCC to work with KCC staff to assess the viability of applications, to raise questions with the applicant to clarify issues or request additional information across all RGF schemes.
- 4.3. Each RGF scheme has established an independent Board or Panel consisting of representatives of KCC, Districts and the private sector e.g. the Expansion East Kent Independent Advisory Board is chaired by the Leader Paul Carter. These boards make recommendations for funding decisions but the ultimate

accountability for the decision to approve funding lies with KCC. However, all decisions are made with the input from the private sector representatives who provide valuable insight, experience and expertise from a business prospective.

- 4.4. As part of the monitoring requirements for the RGF programmes a full and comprehensive MIS system provides details on funds committed, and defrayed, private sector leverage, both direct and indirect, and jobs created and safeguarded. See Appendices 1(a) and 1(b).
- 4.5. Further analysis is available from the MIS reports. These reports provide information on all proposals both those committed to and those in the pipeline, See Appendices 2(a) and 2(b) for information of investment at district level, number of jobs created and safeguarded and specific sectors.
- 4.6. As part of the legally binding contract each company will complete a quarterly monitoring return. In addition to the return the company must produce evidence of job created and expenditure as specified in their business plans.
- 4.7. As part of the contractual agreement with BIS, KCC is required to report and provide case studies on every company who have received funding. These can be viewed on the KCC or BIS website by potential applicants to the programme

Recommendations

Members of the Growth, Economic Development and Communities Cabinet
Members are requested to consider this report and NOTE the progress to date in delivering the three RGF schemes.

Report author:

Jacqui Ward
Regional Growth Fund Programme Manager
Growth, Environment and Transport
Jacqui.ward@kent.gov.uk
Tel: 01622-223252

EXPANSION EAST KENT – BIS OVERALL TARGETS

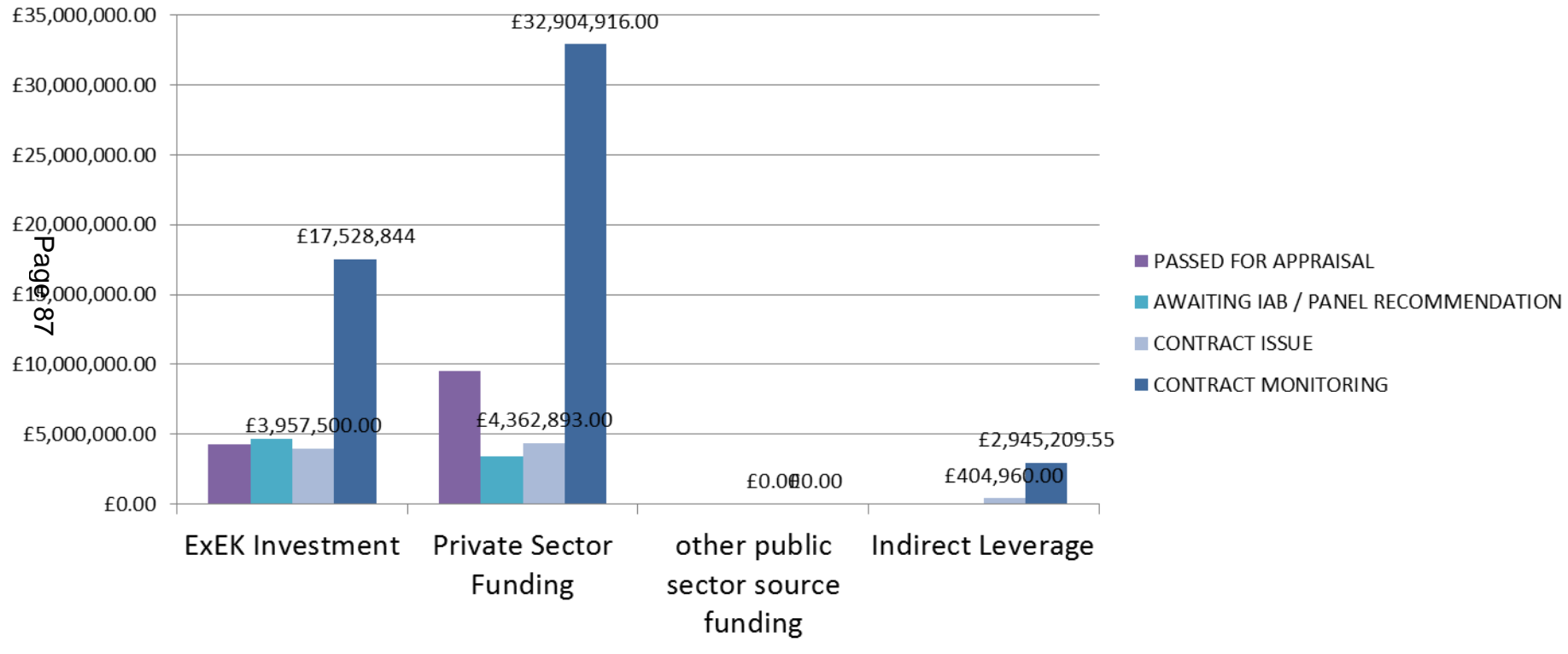
	ExEK Actual	Overall Proposals in the Pipeline up to 6/9/2014	Target – March 2014	Total Targets - March 2016
Funds Committed	£21.4m	£16.4m	£14.9m	£35m
Funds Defrayed	£14.8m	N/A	N/A	£35m
Private Sector Leverage (direct)	£46.3m	£23.6m	N/A	£70m
Private Sector Leverage (Indirect)	£3.3m	N/A	N/A	N/A
Jobs Created/Safeguarded	1,657 Created: 1,206 Safeguarded: 451	1,940	786 Created: 418 Safeguarded: 368	1,250

TIGER/ESCALATE – BIS OVERALL TARGETS

	Tiger Actual	Escalate Actual (2/6/2014)	Total (Actual)	Tiger Target – March 2014	Overall Proposals in the Pipeline up to 2/9/2014 (Tiger & Escalate)	Total Targets March 2015
Funds Committed	£8.8m	£1.06m	£9.8m	£2.7m	£15.6m	£20m
Funds Defrayed	£2.66m	£30k	£2.69m	N/A	N/A	£20m
Private Sector Leverage	£13.98m	£882k	£14.8m	N/A	£63m	£40m
Jobs Created/Safeguarded	1,020 Created: 646 Safeguarded: 374	60 Created: 41 Safeguarded: 17	1,080	224 Created: 64 Safeguarded: 160	1,502	910

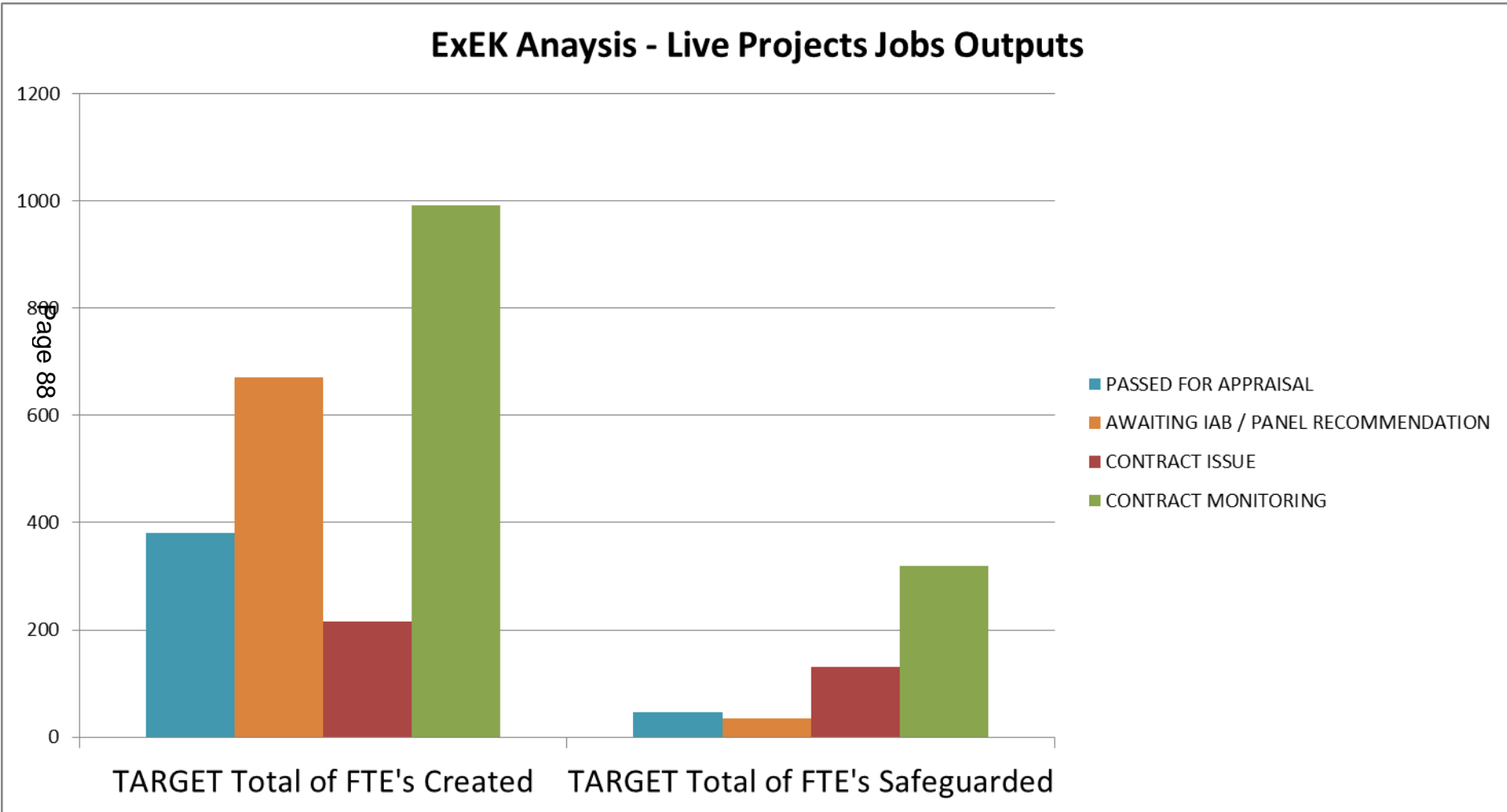
EXPANSION EAST KENT

ExEK - Live Projects Investment



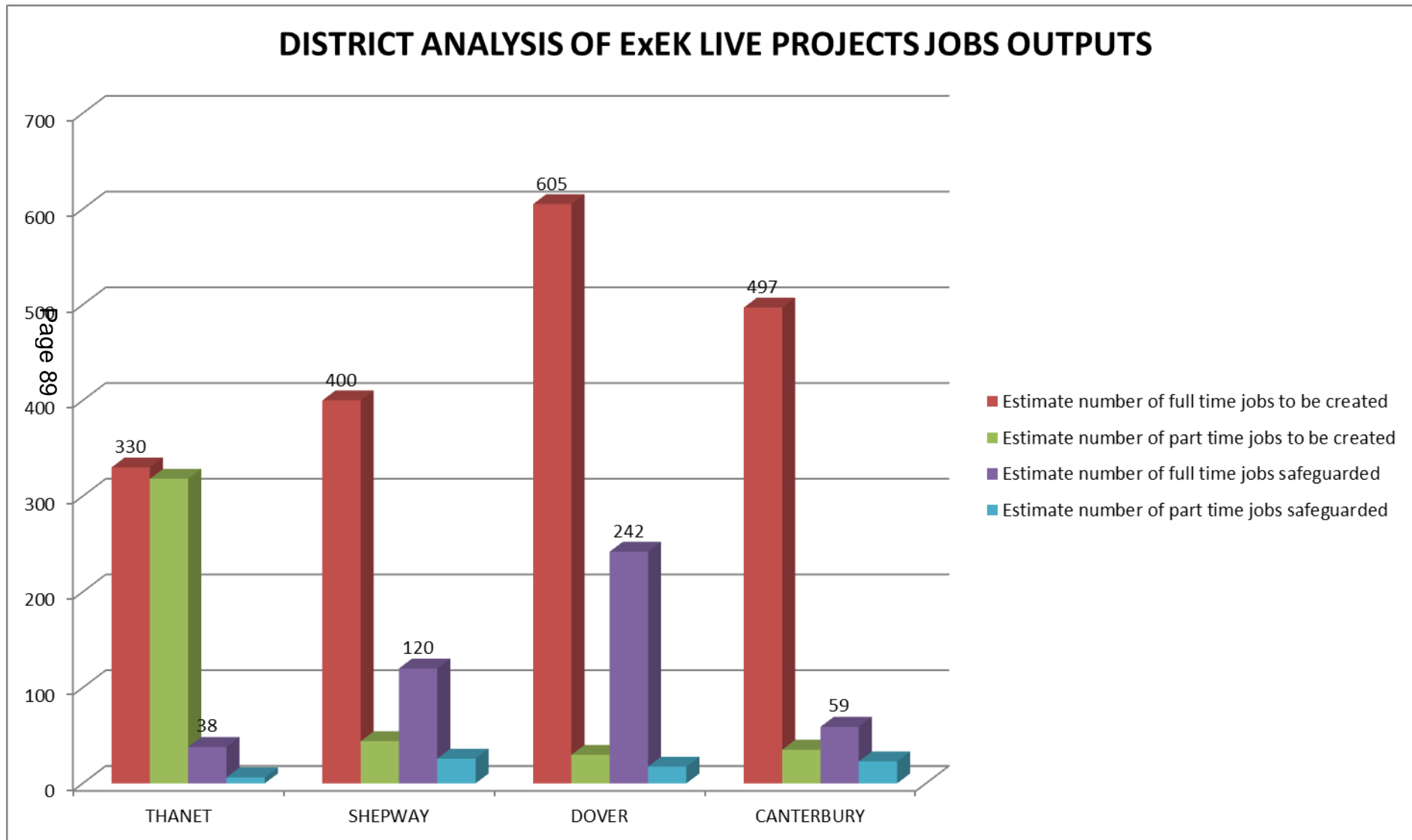
EXPANSION EAST KENT

ExEK Anaysis - Live Projects Jobs Outputs



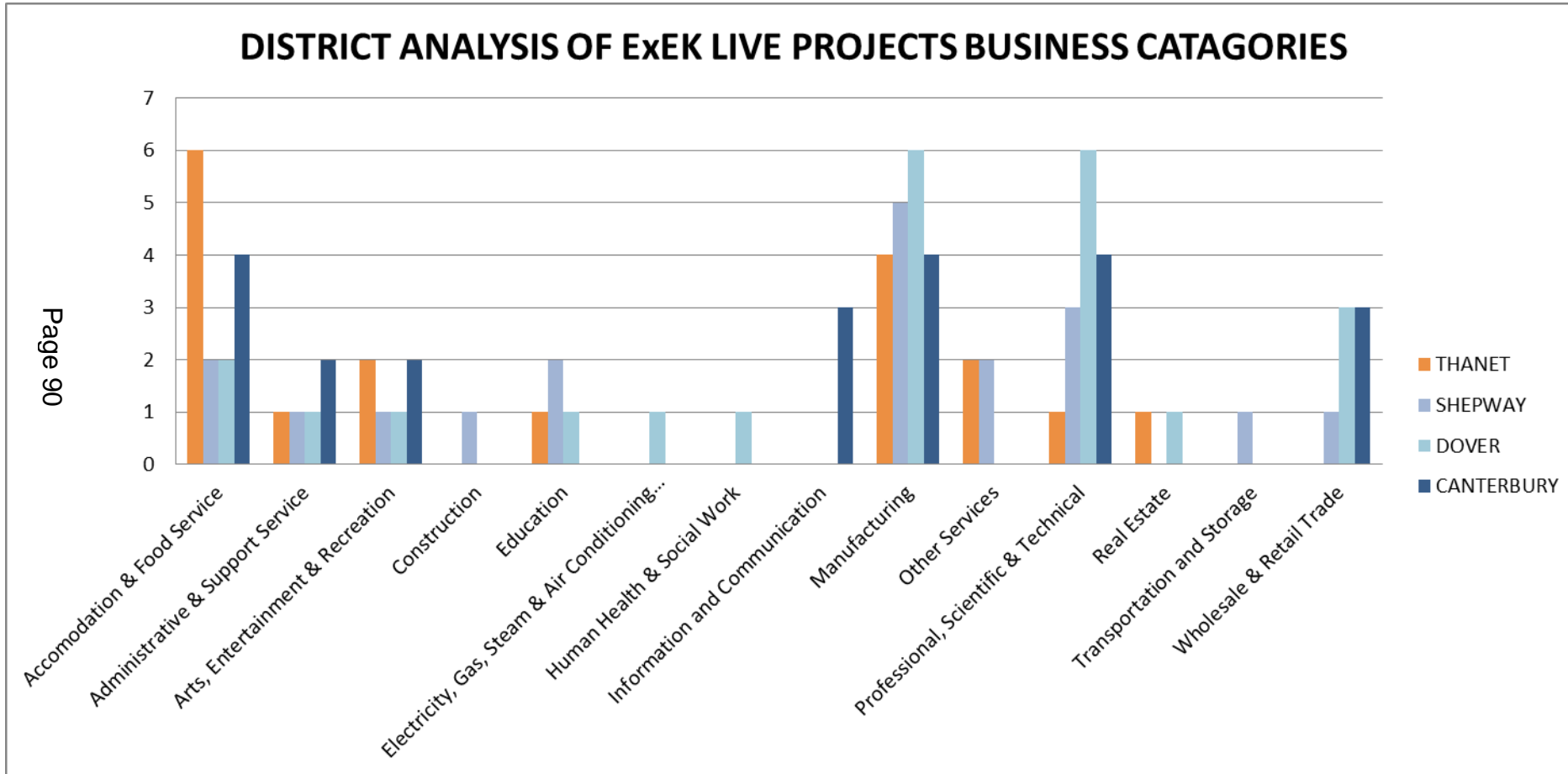
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EXPANSION EAST KENT



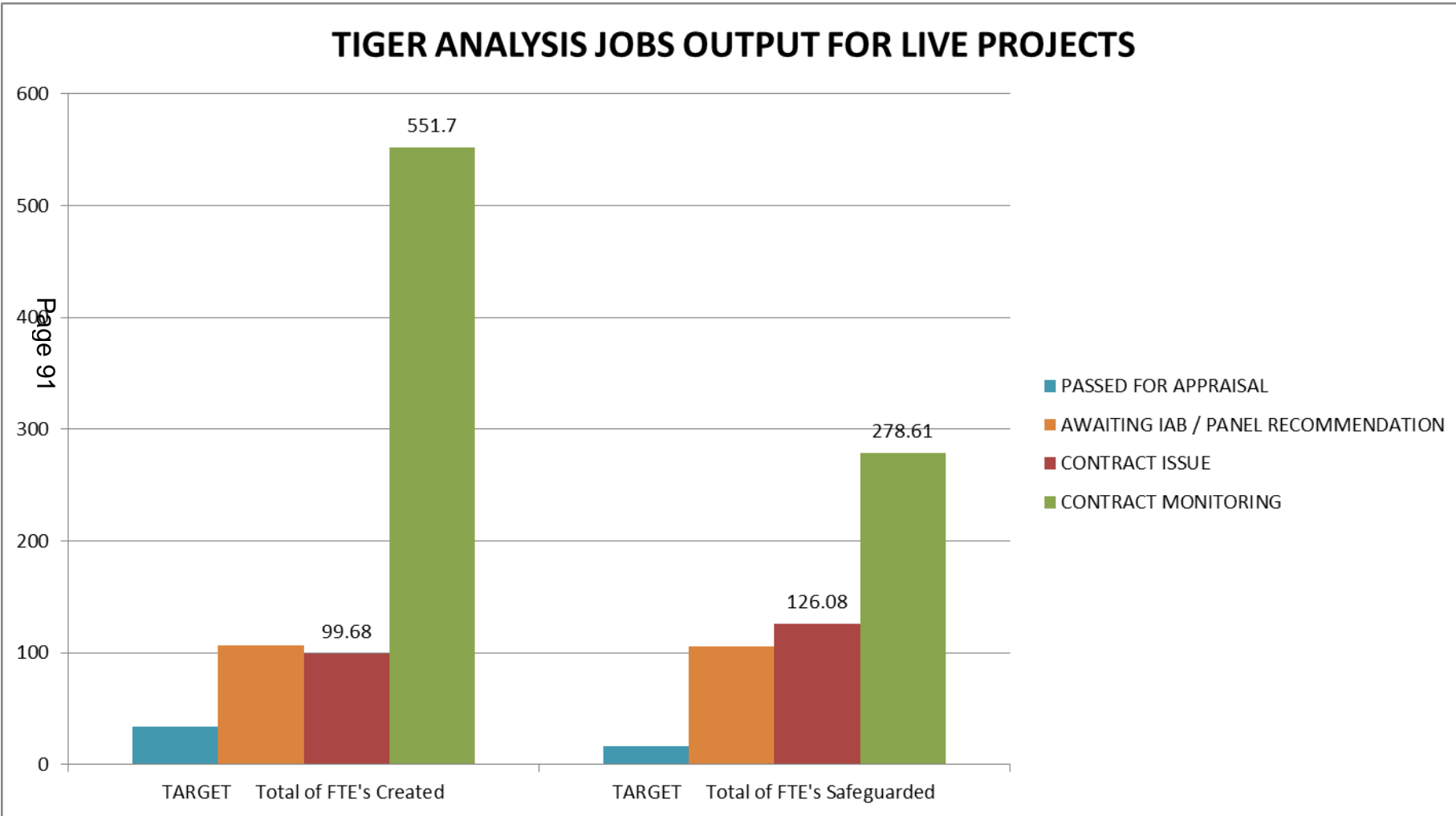
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EXPANSION EAST KENT



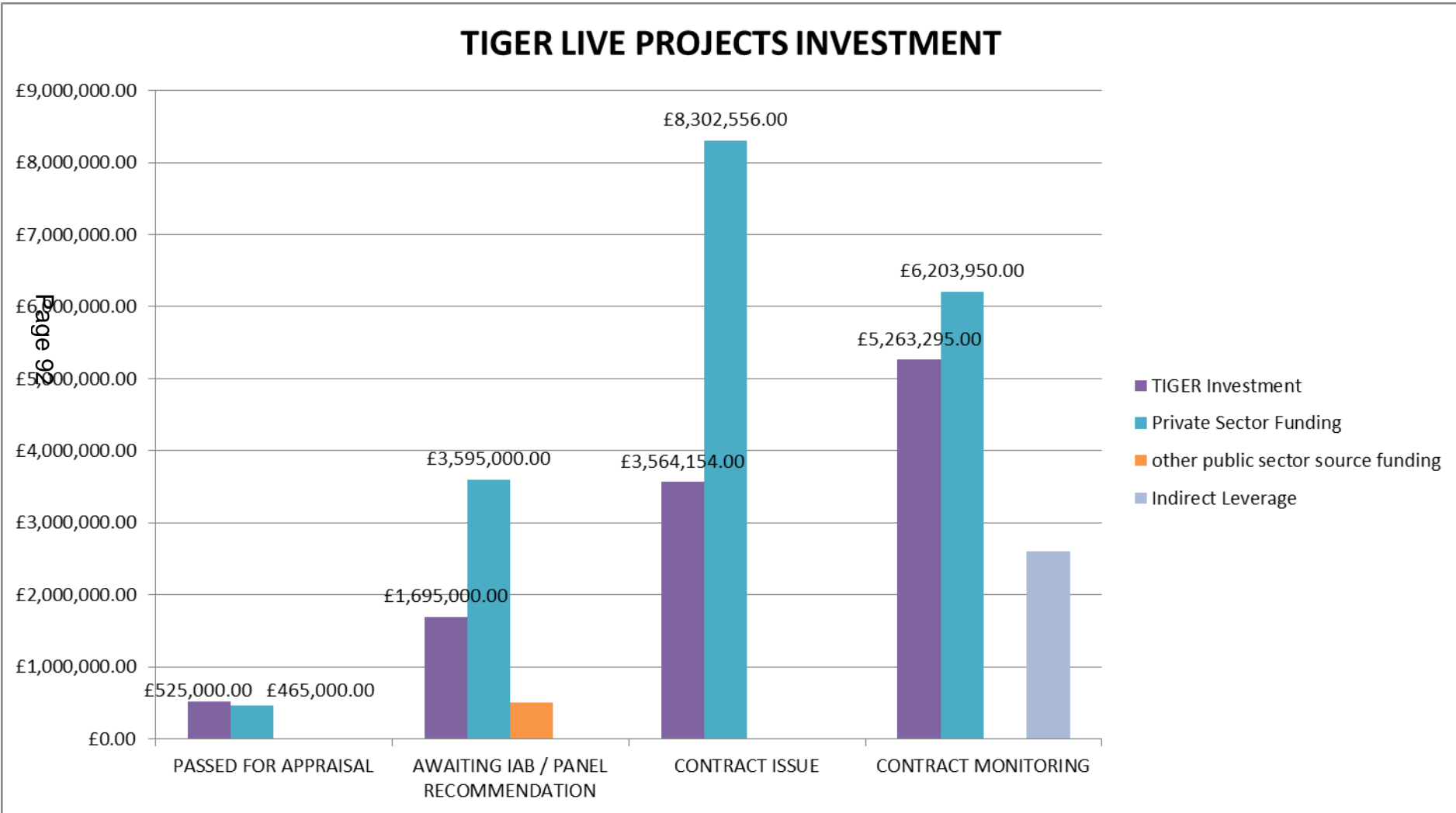
TIGER

TIGER ANALYSIS JOBS OUTPUT FOR LIVE PROJECTS



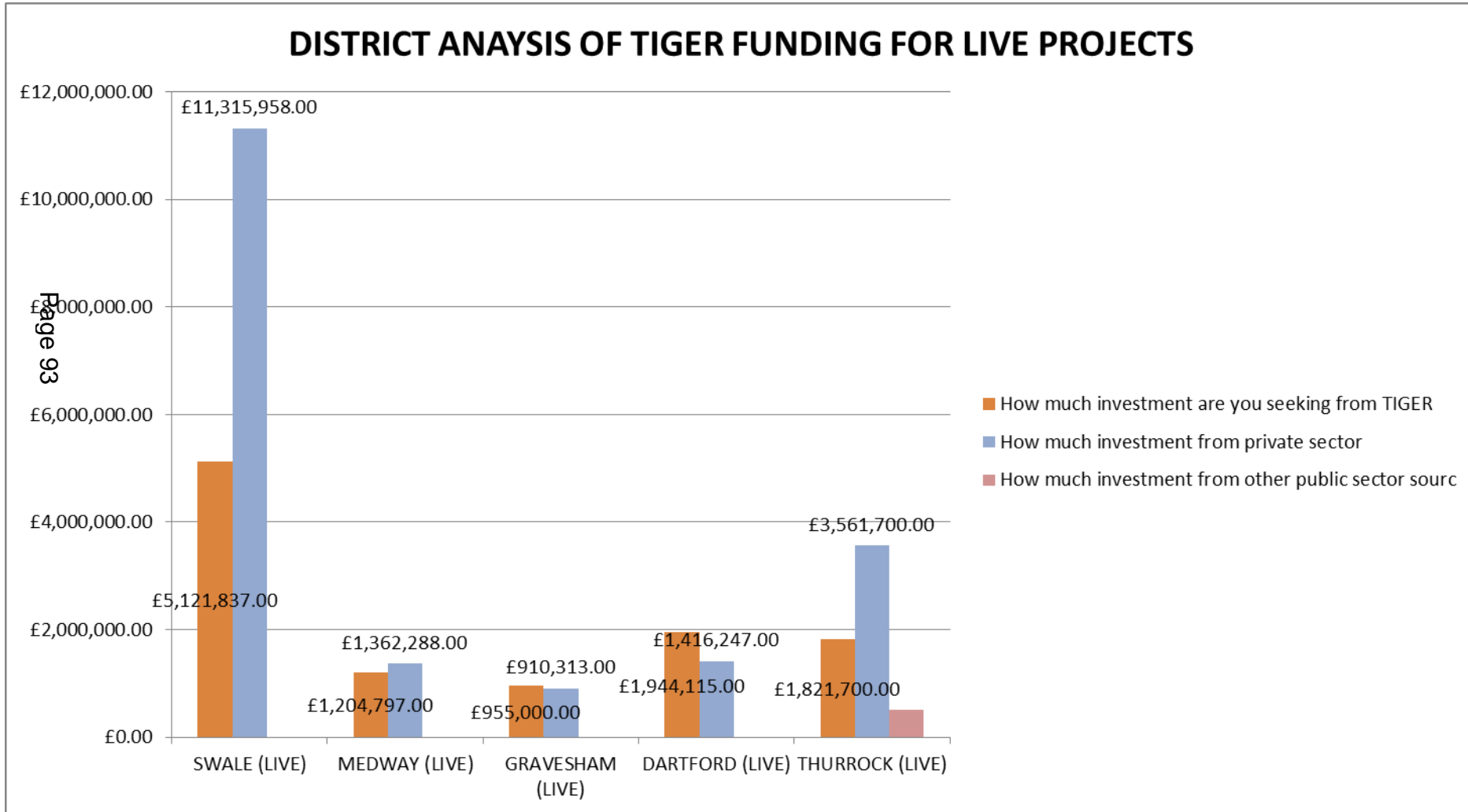
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TIGER LIVE PROJECTS INVESTMENT

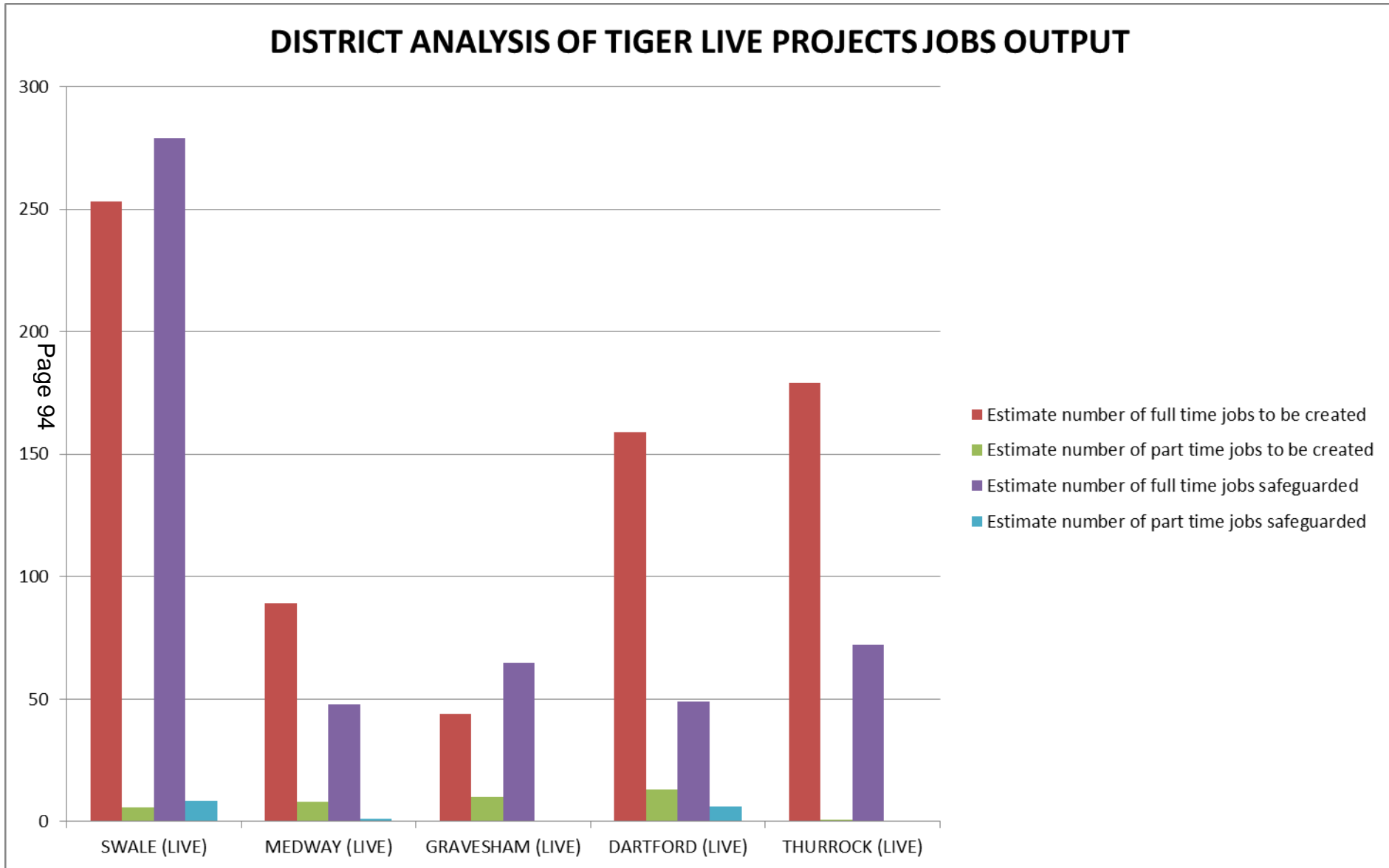


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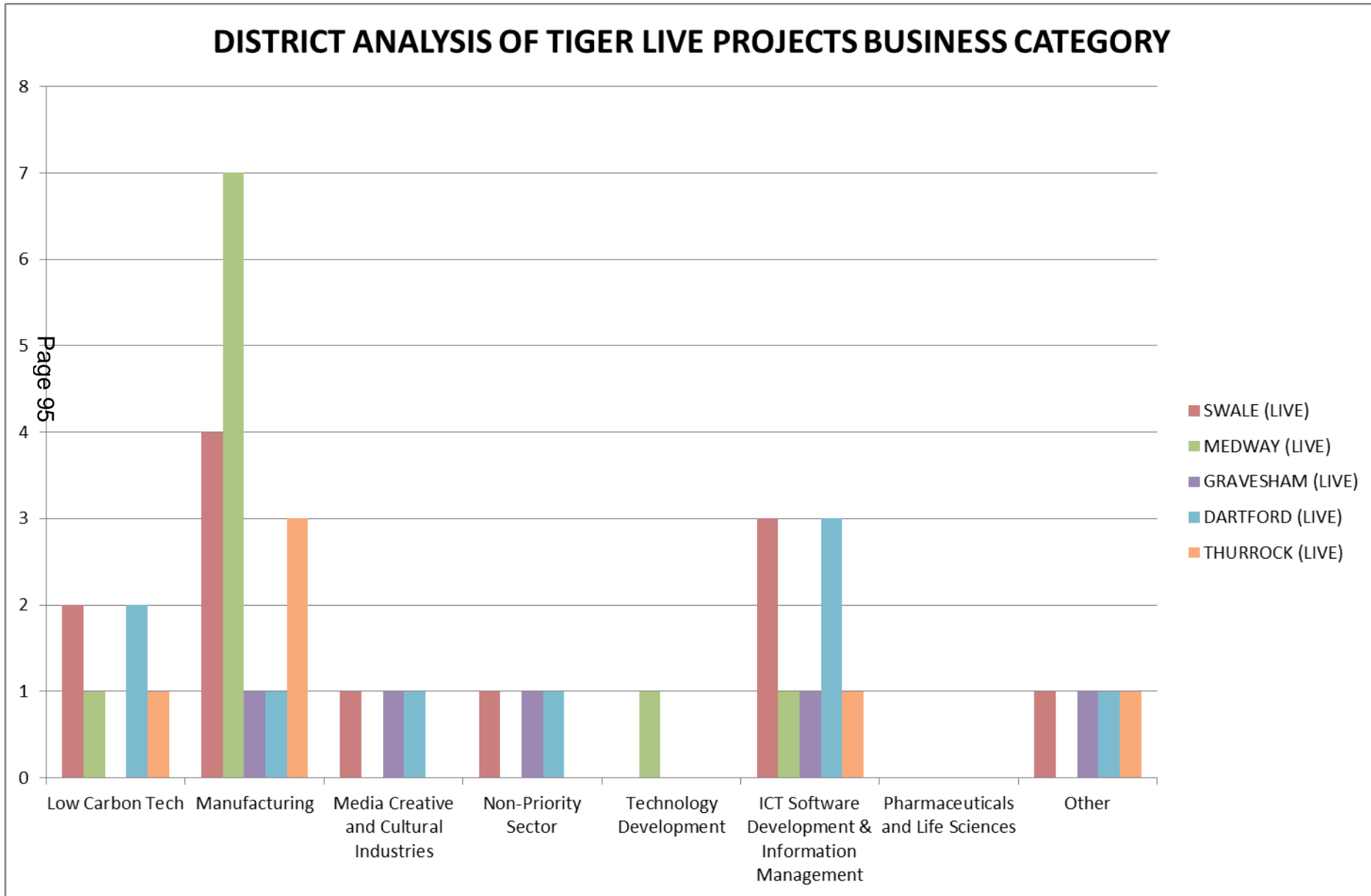
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By: Mark Dance, Cabinet Member for Economic Development

To: Growth, Economic Development and Communities Cabinet Committee - 8 July 2014

Subject: Unlocking the Potential and Strategic Economic Plan: Update

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Divisions: All

Summary:

Earlier this year, the South East Local Enterprise Partnership submitted two documents to Government: the Strategic Economic Plan and a European Structural and Investment Funds Strategy. These strategies could potentially unlock significant future funding for economic growth, and since their submission, further work has been underway to prioritise projects and funding requests.

This report updates the Board on progress since the submission of the Strategic Economic Plan and the European Structural and Investment Funds Strategy. It explains the next steps in the potential allocation of funding, recognising the 'federated' model operating in the South East LEP area. It also sets out a proposal for the final revision of *Unlocking the Potential*, the economic strategy for Kent and Medway, in the light of anticipated funding announcements.

Recommendation:

Members of the Growth, Economic Development and Communities are recommended to NOTE this report and the anticipated next steps.

1. The Strategic Economic Plan and the Local Growth FundBackground

- 1.1. Following Lord Heseltine's review of growth policy in 2012, the Government asked each Local Enterprise Partnership to prepare a six-year Strategic Economic Plan, setting out a local vision for growth and priorities to unlock employment and housing. At the same time, the Government established the Local Growth Fund, a capital fund worth £2.4 billion nationally in 2015/16 (and potentially into future years) into which LEPs could bid to deliver the priorities set out in their Strategic Economic Plans.

Progress to date

- 1.2. The South East LEP submitted its final Strategic Economic Plan to Government on 31st March, following initial feedback on a draft Plan submitted at Christmas. The Plan included a specific chapter for Kent and Medway – *Unlocking the Potential* – the draft contents of which have previously been discussed by the Regeneration Board, Cabinet Committee and Cabinet.
- 1.3. The Strategic Economic Plan set out proposals for £1.1 billion in Local Growth Fund support over six years, with a request for £501.4 million for Kent and Medway. Around 70% of this request was for transport projects (primarily highways schemes that will unlock sites for housing and employment), with additional requests for access to finance for business (building on the Expansion East Kent, TIGER and Escalate schemes), the creation of a recyclable land development fund and investment in the further education capital estate.
- 1.4. The Government has since indicated that the Local Growth Fund is likely to be initially restricted to capital investment in transport infrastructure and direct measures to unlock sites, and a strong emphasis is being placed on spend in 2015/16. We have therefore been asked to prioritise all those transport and site-based schemes that will start in 2015/16 and to prepare high-level business cases for each. Following discussions at Kent and Medway Economic Partnership Board, this work has been done and the prioritised list of schemes is set out in Annex 1. In summary, this yields a total funding request for projects starting in 2015/16 as follows:

Local Growth Fund request for 15/16 start (£m)¹		
	Total scheme value	LGF requested
Transport	350.64	197.93
Non-transport	850.45	61.00
Total	1,201.09	258.93

- 1.5. In addition to these projects, around £330 million will be available nationally from the Local Growth Fund in 2015/16 to support capital investment in the further education estate. Full guidance is awaited from the Skills Funding Agency setting out how this will be administered. However, in the meantime, the Strategic Economic Plan identifies projects to the value of £10.75 million in Kent and Medway which can spend in 2015/16, the largest of which is the development of the new further education campus at Ashford.

Next steps

- 1.6. It is anticipated that the allocation of Local Growth Fund to transport and site-based schemes will be announced in mid-July. However, the allocation process is competitive and the Government has indicated that the Fund is around three

¹ Note that these figures relate to total project spend, not just to spend in 2015/16 (i.e. some projects starting in 2015/16 will also require funding in subsequent years).

times oversubscribed, based on the proposals set out in LEPs' Strategic Economic Plans. Lobbying therefore remains important, and the LEP, KCC and the Kent and Medway Business Advisory Board are active in making the case for the county's priority schemes. A meeting of the business members of the LEP Board took place on 16 June, resulting in a further letter to Greg Clark MP emphasising the scale and significance of the South East's funding request and the importance of retaining local flexibility within any funding allocation.

- 1.7. Following the allocation announcement in July, funds will become available in April 2015. It is unclear at present how funding will be allocated and how much flexibility will be available locally to re-prioritise schemes or operate a revolving fund. However, in any case, substantial work will need to take place later this year (potentially with cost implications) to ensure projects are ready to start next year.

2. The European Structural and Investment Funds Strategy and associated funding

- 2.1. Following the recommendations of the Heseltine Review, the Government asked LEPs to prepare European Structural and Investment Fund (ESIF) strategies, for submission earlier this year. These are intended to set out priorities for the use of:

- a) The **European Regional Development Fund (ERDF)**, which is generally used for business support and innovation activities;
- b) The **European Social Fund (ESF)**, which supports employment and skills activities; and
- c) The **European Agricultural Fund for Rural Guarantee (EAFRG)**, which supports economic development in rural areas.

- 2.2. Unlike the Local Growth Fund, the Government has already announced allocations of funding to each LEP area over a seven year period. For the South East LEP (and approximately for Kent and Medway), these are as follows:

European Structural Fund allocations (£m)			
	Total LEP (total)	Kent & Medway	
		(approx. total)	(approx. annual)
ERDF	82.5	35.9	5.1
ESF	82.5	35.9	5.1
EAFRG	14.5	6.3	0.9
Total	179.5	78.1	11.1

- 2.3. Although the Government will retain a substantial role in the allocation of these funds, there will be significant local scope to shape the priorities for funding. So far, the LEP has submitted its strategy and received feedback from Government. Subject to European Commission approval of the overall UK programme, it is anticipated that funds will become available in early 2015.

- 2.4. Over the coming months there is therefore substantial work that needs to be done to set out Kent and Medway's priorities for the use of the funding, linked with our broader economic growth strategy and it is anticipated that this will be the dominant item for discussion at Kent and Medway Economic Partnership Board on 30th June.

3. Making the LEP work: The 'federated' model

- 3.1. Recognising clear economic geography, the South East LEP Board decided last year to adopt a federated model, within which most decisions on the prioritisation and allocation of funding will be devolved to Kent and Medway Economic Partnership and its equivalents in Essex and East Sussex.
- 3.2. As a result of this, KMEP has established a strong role as the primary business-local government partnership for Kent and the Government has recognised that most LEP business in Kent and Medway will run via KMEP, with the central LEP remaining an important vehicle in making the case for issues of shared importance.
- 3.3. At this stage, both the South East LEP and KMEP are constituted as informal partnerships. However, depending on the allocation of the Local Growth Fund and the accountability that this will require, there may be a need for more formal governance arrangements. To ensure that KMEP is fully transparent, it has been agreed that KCC Democratic Services will be responsible for clerking KMEP meetings, with all agendas and minutes appearing on the KCC website (as well as on the separate KMEP site). As both KMEP and the South East LEP develop, advice from the Governance and Law Unit is being taken regarding options for appropriate future governance structures.

4. Taking forward *Unlocking the Potential*

- 4.1. Last year, a draft of the Kent and Medway Growth Plan, *Unlocking the Potential*, was prepared alongside the first draft of the LEP's Strategic Economic Plan. This was subsequently revised as the Kent and Medway chapter of the final Strategic Economic Plan submitted in March.
- 4.2. However, KMEP has previously approved the preparation of a full and final version of *Unlocking the Potential*, to act as a successor document to the previous Kent Regeneration Framework adopted in 2009. It is envisaged that *Unlocking the Potential* will be a further iteration of the work completed as part of the Strategic Economic Plan, although it will obviously be less focused on bidding for Local Growth Fund resources.
- 4.3. It is envisaged that a final version of *Unlocking the Potential* will be prepared following the Local Growth Fund allocation announcement in July, for consultation in the autumn and adoption by KMEP (and by KCC) before Christmas. It is anticipated that work in preparing and consulting on the draft will run in parallel with the finalisation of *Growth without Gridlock*, the revised Kent and Medway transport strategy.

5. Recommendation

Members of Growth, Economic Development and Communities Committee are recommended to NOTE this report and the anticipated next steps in securing Local Growth Fund and European Structural Fund resources and in taking forward *Unlocking the Potential*.

Report author:

Ross Gill
Economic Strategy and Policy Manager
Growth, Environment and Transport
ross.gill@kent.gov.uk
[mailto: 01622 221312 | 07837 872705](mailto:01622%20221312%20|%2007837%20872705)

Background Documents:

South East Local Enterprise Partnership Strategic Economic Plan
[http://southeastlep.com/pdf/South East LEP %E2%80%93 Growth Deal and Strategic Economic Plan.pdf](http://southeastlep.com/pdf/South_East_LEP_%E2%80%93_Growth_Deal_and_Strategic_Economic_Plan.pdf)

South East Local Enterprise Partnership European Structural and Investment Funds Strategy
<http://www.southeastlep.com/about-us/activities/300-european-structural-and-investment-fund-strategy>

Annex 1

Kent and Medway priority Local Growth Fund projects

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**Local Growth Fund
Kent and Medway transport schemes summary**

			Project Summary Description	Full cost (£m)	LGF funding requirement	External Contribution	
K & M Ranking	2015/16 Start	Scheme	why, where and how, what does it deliver, impact, problems does it tackle	Full cost	LGF total	Matchtotal	Percentage Match funding contribution
Highways Agency scheme critical to delivery of Kent and Medway growth	No	A2 Bean Junction	This junction is over capacity and frequently experiences queuing on the A2. The scheme will consist of enlarging the roundabout (north and south of the present junction), an improved eastbound exit slip road, and improved eastbound entry slip road. It is critical for supporting delivery of 14,000 homes and 36,000 jobs across the Thames Gateway and will be integral to serving the Paramount Park development and Ebbsfleet Garden City.	50.00	10.00	40.00	80%
Highways Agency scheme critical to delivery of Kent and Medway growth	No	A2 Ebbsfleet Junction	These capacity improvements consist of modification of access junctions and changes to merge and diverge lanes, to improve access between the A2 and Ebbsfleet, Eastern Quarry and Northfleet Embankment. They are vital to help support the delivery of 14,000 homes and 36,000 jobs across the Thames Gateway and will be integral to serving the Paramount Park development and Ebbsfleet Garden City.	30.00	6.00	24.00	80%
Highways Agency scheme critical to delivery of Kent and Medway growth	No	M2 Junction 5 Improvement	M2 Junction 5 currently suffers from congestion and safety issues with the A249 link to this junction having one of the highest levels of delay and collisions across the Highways Agency network in Kent. Minor improvement have been implemented however now more fundamental capacity improvements are required if the growth set out in the Swale and Maidstone local plans is to be delivered. The scheme will facilitate the delivery of 12,500 houses and 800 jobs.	100.00	15.00	85.00	85%

3	Yes	M20 Junction 10a	<p>M20 Junction 10 is over capacity, leading to substantial delays at this junction, particularly during peak hours. The delivery of significant residential and commercial development, including 1.9 million square feet of commercial development at Sevington, needs additional junction capacity before it can be brought forward. M20 Junction 10A scheme has been developed to address this and includes a new link to create additional capacity and unlock development sites in South and East Ashford, delivering 11000 new jobs and 9500 houses.</p> <p>Approved LTB funded scheme</p>	35.900	19.700	16.200	45%
6	Yes	A28 Chart Road, Ashford	<p>The scheme involves dualling part of A28 Chart Road and the widening of two roundabouts. This will create the highway capacity required to support the delivery of Chilmington Green development and other commercial and residential developments in the strategic growth of Ashford. The scheme will reduce travel times along the A28 Chart Road, an important strategic corridor, unlocking 510 jobs and 2848 houses.</p>	31.200	10.230	20.970	67%
8	Yes	A289 Four Elms roundabout to Medway Tunnel journey time & network improvements	<p>A congestion reduction scheme including improved access/ servicing to businesses on the Medway City Estate and improving bus journey times on this route.</p>	18.600	11.100	7.500	40%
9	Yes	Maidstone Gyratory Bypass	<p>Maidstone Gyratory Bypass is a congestion and air quality hotspot within Maidstone Town Centre, lying at the point where the A20, A26, A229 and A249 primary routes converge and cross the River Medway. The scheme is to construct two additional northbound lanes, enabling northbound traffic on the A229 to bypass the existing Gyratory system, thereby reducing journey distances, travel time and congestion and enabling the regeneration of the western riverside.</p>	5.700	4.560	1.140	20%
9	Yes	Chatham Town Centre	<p>A package of place making & accessibility improvements to improve the link between Chatham Railway Station and the town centre, including a new Civic Square in the heart of Chatham. The scheme will include improved walking and cycling routes, hard and soft landscaping, traffic management measures, directional signage, way-marking and public art.</p>	6.900	4.000	2.900	42%
12	No	Sturry Link Road, Canterbury	<p>Sturry Level Crossing causes severe congestion, being closed for around 21min / hour, causing delays to the 20,000 vehicles per day along the A28 and congestion to the village of Broad Oak. The scheme is to construct a new bypass of the level crossing including bridges over railway line and river. The project delivers development in Sturry, Hersden and Herne Bay, unlocking 1700 houses and 4220 jobs.</p>	28.600	5.900	22.700	79%

12	No	Newingreen Junction Improvement, Shepway	Newingreen junction currently experiences capacity constraints and safety issues. The scheme involves the signalisation of the existing junction providing additional highway capacity and improving safety. The scheme will release development at Nickolls Quarry and enable the delivery of 450 houses and 600 jobs.	0.700	0.410	0.290	41%
12	Yes	Tonbridge Town Centre Regeneration	Tonbridge Town Centre lower High Street is struggling to maintain an attractive retail offer, with a growing number of empty properties and a lack of private sector investment. The scheme involves the delivery of public realm measures to provide a safer and more pleasant pedestrian and cycle environment, including footpath widening, provision of loading bays and other measures to reduce disruption to through traffic and improve walkability of the area. This joint venture with the private sector will support the delivery of 450 jobs and 1000 houses, as part of a wider redevelopment project.	3.870	2.370	1.500	39%
17	Yes	Operation Stack and Overnight Lorry park	Kent currently experiences the negative impacts of inappropriate Lorry Parking in residential and industrial areas as well as from Operation Stack which sees the closure of the M20 to park the stacked HGVs when they cannot cross the Channel. The delivery of an Overnight Lorry Park will help to alleviate these challenges and overcome the negative perception of the East Kent as closed for business, encourage private sector investment in East Kent and facilitate the delivery of 1000 jobs and 1500 houses.	20.000	10.000	10.000	50%
18	Yes	M20 Junction 4 Eastern Overbridge	The capacity constraints of the Eastern Overbridge of M20 Junction 4 currently causes congestion during peak hours and is a barrier to the delivery of 4068 houses and 1785 jobs. The scheme will widen the Eastern Overbridge from two lanes to three; improving safety, journey times and facilitating additional trips created by new commercial and residential development served by the junction.	4.440	2.190	2.250	51%
19	Yes	Dover Western Docks Revival	This scheme will see the relocation of an existing marina and improved highway connections which will allow the cargo handling facility at Dover to expand as well as facilitating the regeneration of the Waterfront. The scheme will deliver 500 houses and 1,685 jobs.	30.000	10.000	20.000	67%
19	Yes	Rathmore Road Link, Gravesend	The principal aim of the scheme is to remove traffic from a section of the existing one-way system in Gravesend, enabling a new public transport interchange to be developed, as part of the wider Gravesend Transport Quarter Project. This will be achieved through re-aligning Rathmore Road to enable two-way traffic flow and improve connectivity for pedestrians and cyclists between the station and the town centre; unlocking 890 houses and 700 jobs.	8.000	4.100	3.900	49%

19	Yes	Maidstone Integrated Transport Package	The aim of this project is to deliver two Park and Ride sites in Maidstone (Linton Road Park and Ride and M20 Junction 7 Sittingbourne Road Park and Ride) required to reduce substantial town centre congestion currently experienced in Maidstone, particularly in the peak hours. The delivery of Park and Ride sites on two of the main routes into Maidstone will reduce congestion and support the delivery of new commercial and residential development, delivering 4455 houses and 5000 jobs.	15.800	8.900	6.900	44%
19	Yes	Thanet Parkway	The aim of this project is to deliver a new railway station in Thanet (Thanet Parkway), along the existing railway line between Ramsgate and Ashford. This project will boost the economy of East Kent delivering 2000 houses and 5000 jobs by improving rail accessibility to key employment sites such as Discovery Park Enterprise Zone and a number of other business parks, improving accessibility to London and widening the labour catchment for Thanet residents and so boosting a particularly deprived area of Kent.	14.000	10.000	4.000	29%
19	Yes	Kent Thameside LSTF: Integrated Door to Door Journeys	The substantial amount of development which is planned for Thames Gateway, Kent along with the recent Government recent announcement of an Ebbsfleet Garden City, will put substantial strain on the existing road network. This scheme is for a package of measures to reduce congestion and improve accessibility through the delivery of a fully integrated sustainable transport network; supporting the delivery of 657 houses and 963 jobs.	7.541	4.511	3.030	40%
28	Yes	A226 London Road/ B255 St Clements Way Junction	Approved LTB funded scheme	8.700	4.200	4.500	52%
28	No	Cheriton High Street/A20 Cheriton High Street (towards M20 J12), Shepway	The Cheriton High Street/A20 Cheriton High Street junction is currently operating above capacity, causing network delays and acting as a barrier to major housing development at Shorncliffe Garrison. The capacity of the junction will be increased through signalisation and a package of junction improvements and will support the delivery of 1200 houses and 120 jobs.	0.570	0.300	0.270	47%
28	Yes	A26 London Rd/ Speldhurst Rd/ Yew Tree Rd Junction Improvement, Tunbridge Wells	The capacity constraints of this junction causes congestion along this main arterial route into Tunbridge Wells. The scheme will increase the capacity of the junction by converting the existing signal operation to two priority roundabouts.	2.000	1.750	0.250	13%

28	No	Chatham Station improvements: Network Rail/Southeastern scheme	A joint project with Southeastern and Network Rail to improve the Railway Station building, forecourt and local environs. The scheme will remove an existing constraint for pedestrians thereby improving connectivity with the bus interchange. It will also include traffic calming on Railway Street adjacent to the Station and an improved arrangement for taxis.	1.400	0.700	0.700	50%
28	Yes	Medway City Estate connectivity improvements: measures to improve connectivity incl a new river taxi & connecting pedestrian and cycle routes.	The scheme includes infrastructure improvements to address the existing barriers to movement to and from and within the Medway City Estate including links to Chatham town centre. The scheme also includes improvements for pedestrians and cyclists with new and improved routes through the MCE, cycle parking, benches and improved connectivity from Sun Pier to Chatham town centre via a riverside walk.	2.000	2.000	0.000	0%
33	Yes	Ashford Spurs Signalling project	Rail infrastructure constraints at Ashford International Railway Station mean that the new international rollingstock to be introduced after 2016 will no longer be able to serve Ashford without alterations made to the signalling system. This scheme will deliver a modern European rail signalling system (either ETCS or KVB) on the Ashford Spurs, while retaining the existing AWS / TPWS system. This will safeguard international services to Ashford International railway station and will deliver 350 new houses and 71 jobs.	1.500	0.750	0.750	50%
33	Yes	Duke of York rbt and structural maintenance A256	Duke of York roundabout suffers from congestion at peak times causing a bottleneck on both the strategic and local road networks. Through undertaking maintenance works and capacity enhancements to the junction, this will improve journey time and help maintain free flow traffic. The scheme is required to support the growth of the Port of Dover and the Whitfield Urban Expansion residential development; delivering 2660 houses and 250 jobs.	5.500	5.000	0.500	9%
33	No	Westwood Relief Strategy, Thanet	Westwood Roundabout is a major pinch point on the road network which currently suffers from severe delays due to traffic movements to Westwood Cross shopping area and to the coastal towns of Broadstairs and Ramsgate . This congestion is a major barrier to the delivery of commercial and residential sites in the area. Though creating a new bypass around Westwood Roundabout and creating a new local centre, this will unlock development sites; delivering 4000 houses and 3500 houses.	9.000	7.000	2.000	22%

33	Yes	Strood town centre journey time and accessibility enhancements	A package of local capacity measures and accessibility and public realm improvements to enable improved pedestrian and cycle access to aid regeneration in the town.	10.000	9.000	1.000	10%
33	No	Strood station improvement: Network Rail/Southeastern scheme	A joint project with South-eastern and Network Rail to improve the Railway Station building and the forecourt. South-eastern have prepared a GRIP 3 report setting out the detailed project plans, risks and costs.	2.500	1.250	1.250	50%
39	Yes	A289 Medway Tunnel Maintenance	Maintaining this significantly important tunnel that provides key employment access. This would include the upgrading of current lighting system to LEDs, new cross passage doors, replacement fire detection and extinguishing systems.	9.200	5.000	4.200	46%
41	Yes	Dartford Town Centre Improvements	Package of congestion relief and improvement measures that will support delivery of 3070 houses and 1500 jobs. The works will consist of improvements to a number of junctions around the town centre, improved pedestrian and cycle connections to the railway station, bus priority measures (including Fastrack routes) and the introduction of Urban Traffic Management & Control systems.	9.000	2.300	6.700	74%
41	No	A249 Grovehurst junction, Sittingbourne	This project remodels the congested A249 Grovehurst junction providing additional capacity that will unlock development potential in Sittingbourne delivering 1300 houses and 2500 jobs.	2.000	1.000	1.000	50%
41	No	M2 Junction 5a (Access to Kent Science Park)	Access to Kent Science Park (a high skilled and high wage employment site) currently suffers due to the convoluted route to the site via residential streets and small country lane. This is deterring new businesses from locating and investing in the site. Through delivering a new partial junction from the M2 and 1km link to the Science Park, in a joint venture with the site owners, this will unlock the site for the delivery of 1,800 new highly skilled jobs.	20.000	12.000	8.000	40%
41	Yes	East Kent LSTF: A Network for Growth	A Network for Growth will deliver an attractive, integrated and accessible sustainable transport system in East Kent, providing access to employment and reducing the need to travel by private car by offering realistic alternatives such as improvements for travel by bus, improved and easier to access travel information and initiatives working with businesses to support more sustainable travel. The scheme will deliver decongestion benefits and will support the delivery 2260 new houses and 1712 jobs.	16.140	9.780	6.360	39%
46	Yes	North Deal Improvements	The scheme will create a new link road to enable help facilitate the free flow movement of traffic in the North Deal area, addressing safety concerns at existing junctions and improved access to residential development site. The delivery of the scheme will create 150 new jobs and facilitate the delivery of 150 new houses.	1.500	0.750	0.750	50%

46	Yes	Kent Strategic congestion management to address congestion across growth areas	Population growth, increasing car ownership and the delivery of new houses and jobs in Kent will continue to add strain on the Kent's road network. This package of schemes will relieve congestion through identifying existing and future congestion hotspots, investing in highway improvements and use new technologies to provide journey time information to enable free flow movement of traffic. This will support the delivery of 2292 houses, 2003 jobs and deliver decongestion benefits across Kent.	4.800	4.800	0.000	0%
49	Yes	Sittingbourne Town Centre Regeneration	This scheme will deliver public realm improvements in the vicinity of the railway station to improve walkability between the station and the town centre. By converting Dover Street from one-way to two-way traffic, this will enable the station forecourt (Dover Street/St Michael's Road) highway to be reallocated as pedestrian space and improve connections to the town centre. This initiative will support the regeneration of Sittingbourne Town Centre and the delivery of 500 houses and 950 jobs.	4.500	2.500	2.000	44%
49	Yes	Sustainable Access to Education and Employment (Delivering Kent's Right of Way Improvement Plan)	The scheme will deliver targeted improvement to public rights of way network requested by local education facilities and residents, that will provide traffic free links to schools and other community facilities. Investment in walking and cycling routes will overcome issues of safety, security, and will improve access for employment and tourism purposes, delivering 150 new jobs.	1.200	0.900	0.300	25%
55	Yes	A28 Sturry Rd Integrated Transport Package, Canterbury	Access into Canterbury Town Centre from North East Canterbury is currently constrained due to severe congestion and capacity constraints of the A28 Sturry Road. This scheme will deliver an extension of the existing Sturry Road bus lane to become a 2km continuous bus lane on one of the main arterial approaches to Canterbury city centre. This will deliver decongestion benefits and facilitate development in North East Canterbury; delivering 300 houses and 110 jobs.	0.500	0.250	0.250	50%
55	Yes	A226 Thames Way Dualling	The proposed scheme involves the upgrading of a 1.6km length of the A226 Thames Way from single carriageway to dual. This help cater for the substantial level of development planned in the Kent Thames Gateway, and support the delivery of 4500 houses and 2440 jobs at major development sites including the recently announced Ebbsfleet Garden City.	8.900	3.500	5.400	61%
55	Yes	North Farm Relief Strategy, Tunbridge Wells	Highway capacity constraints in the North Farm area are a cause of substantial congestion, as a key route into Tunbridge Wells, deterring trips to Tunbridge Wells and acting as a barrier to development and the delivery of the local plan. This scheme will improve journey time, and cycle/ pedestrian connectivity through widening the existing highway, supporting the delivery of 440 houses and 555 jobs.	10.500	8.500	2.000	19%

55	Yes	Kent Sustainable interventions supporting growth Delivery	The primary of aim of this initiative is to implement a programme of smaller sustainable transport intervention schemes to compliment the larger major schemes, where issues arise. In doing so the scheme will facilitate the delivery of 1528 houses and 1440 jobs across Kent.	3.000	3.000	0.000	0%
63	No	A2/A28 off slip and link road, Canterbury	This scheme comprises new slip road from the A2 and link road to the Wincheap retail area (including the well used Park and Ride site) so enabling trips to avoid Canterbury City Centre. The provision of the link road will remove trips from the existing A28 into Canterbury and so enable bus priority measures to be introduced along this route. Though creating additional highway capacity and improving journey times into Canterbury City Centre this will deliver 500 houses and 760 new jobs in Canterbury.	12.000	2.000	10.000	83%
64	Yes	Sustainable Access to Maidstone Employment areas (River Medway Cycle Path East Farleigh - Aylesford)	This scheme delivers a high quality cycle route from residential development sites on the outskirts of Maidstone into the Town Centre and will support the delivery of 475 houses and 760 jobs. This dedicated cycle and pedestrian route will encourage a modal shift to walking and cycling, reducing vehicle trips along main access route into Maidstone; delivering decongestion benefits and improving journey time reliability.	3.000	2.000	1.000	33%
66	No	Dover Bus Rapid Transit (BRT)	This scheme will deliver a new BRT system linking residential development sites at Whitfield, commercial development at the Whitecliffs Business Park and Dover Town Centre. The delivery of this scheme including bus priority measures will reduce the number of vehicle trips by private car and mitigate against the unacceptable level of congestion along the A2 spine road which would result if the scheme was not delivered. This scheme will facilitate the delivery of 3260 houses and 250 jobs.	6.000	2.000	4.000	67%
67	No	A228 Grain level crossing removal	Removal of manually operated Level Crossing on A228 and bridge construction over the existing freight railway line to Thamesport.	15.000	15.000	0.000	0%
70	Yes	West Kent LSTF: Tackling Congestion	This scheme will deliver an attractive, integrated and accessible sustainable transport system in West Kent, providing access to employment and reducing the need and desire to travel by the private car. It includes improvement for travel by walking, cycling and public transport as well as initiatives to make choosing these options easier and more convenient. The scheme will deliver decongestion benefits and will support the delivery 443 new houses and 405 jobs.	9.050	4.890	4.160	46%
70	Yes	Medway Cycling Action Plan	A series of interventions relating to cycling in Medway that will contribute to the regeneration and future growth of cycling (and mode shift).	3.000	2.500	0.500	17%

72	Yes	Medway Towns Integrated transport package	A package of local capacity improvements at key junctions and corridors in Medway will contribute to all growth areas in Medway including the five towns and the A2 Corridor, which is highlighted as a significant growth corridor in the South East LEP.	12.000	6.000	6.000	50%
73	No	Ashford Public transport priority	Public transport measures including high quality infrastructure such as shelters and real time information will be introduced to link new large scale residential and commercial development sites and Ashford Town Centre, creating 502 houses and 90 jobs. The scheme will encourage a high modal share of public transport use, reducing the number of private vehicle trips and therefore mitigating against the severe congestion which would result without the scheme.	3.000	3.000	0.000	0%
74	Yes	Northfleet station and link	This scheme will improve accessibility to and within Northfleet Station through the provision of a lift for access to the station platforms and new cycle/pedestrian links with Ebbsfleet Station, residential and employment sites. The scheme will support modal shift to sustainable means of transport, maximising the benefits of HS1 services and facilitate the delivery of 510 houses and 1300 jobs.	10.700	6.400	4.300	40%
74	No	Margate junction improvements	A package of junction improvements aimed primarily to relieve congestion through capacity enhancements such as signal optimisation and junction realignment to enable delivery of 5885 homes and 1900 jobs in Thanet.	10.000	6.500	3.500	35%
74	No	A228 Colts Hill Relief Scheme	The A228 link which connects the urban areas of Maidstone, Tonbridge and Tunbridge Wells is substandard and suffers from poor road safety. The delivery of Colts Hill Bypass has been identified as a requirement to meet the needs of development and improve safety and will facilitate the delivery of 1500 houses and 2000 jobs.	35.000	35.000	0.000	0%
74	Yes	A2 Corridor journey time improvements	Package of measures to improve journey times along the A2 corridor between Rainham and Strood which experiences high level peak hour flows and delays. Specifically looking at existing traffic signal and pedestrian crossing systems.	2.000	2.000	0.000	0%
74	No	Additional Operation Stack and overnight lorry park	Kent currently experiences the negative impacts of inappropriate Lorry Parking in residential and industrial areas as well as from Operation Stack which sees the closure of the M20 to park the stacked HGVs when they cannot cross the Channel. The delivery of an Overnight Lorry Park will help to alleviate these challenges and overcome the negative perception of the East Kent as closed for business and encourage private sector investment in East Kent. This scheme to deliver a second Overnight Lorry Park is expected to facilitate the delivery 1220 houses and 928 jobs in East Kent, along with social and decongestion benefits.	18.000	15.000	3.000	17%

80	No	Sittingbourne Northern Relief Road - Bapchild Link Road	This scheme will deliver the final link of the Sittingbourne Northern Relief Road, enabling vehicles travelling to the northern industrial and business areas to bypass Sittingbourne Town Centre. The scheme will support the delivery of 2000 houses and 1000 jobs.	28.600	23.100	5.500	19%
84	Yes	Tunbridge Wells P&R	The delivery of this park and ride project will capture vehicle trips travelling along the main route into Tunbridge Wells and reducing vehicle-km travelled within the congested urban area. The scheme will improving journey time into the town centre, delivery decongestion benefits and support the delivery of 725 houses and 1160 jobs,	10.000	8.500	1.500	15%

**Local Growth Fund
Kent and Medway transport schemes summary**

			Project Summary Description	Full cost (£m)	LGF funding requirement	External Contribution	
K & M Ranking	2015/16 Start	Scheme	why, where and how, what does it deliver, impact, problems does it tackle	Full cost	LGF total	Matchtotal	Percentage Match funding contribution
Highways Agency scheme critical to delivery of Kent and Medway growth	No	A2 Bean Junction	This junction is over capacity and frequently experiences queuing on the A2. The scheme will consist of enlarging the roundabout (north and south of the present junction), an improved eastbound exit slip road, and improved eastbound entry slip road. It is critical for supporting delivery of 14,000 homes and 36,000 jobs across the Thames Gateway and will be integral to serving the Paramount Park development and Ebbsfleet Garden City.	50.00	10.00	40.00	80%
Highways Agency scheme critical to delivery of Kent and Medway growth	No	A2 Ebbsfleet Junction	These capacity improvements consist of modification of access junctions and changes to merge and diverge lanes, to improve access between the A2 and Ebbsfleet, Eastern Quarry and Northfleet Embankment. They are vital to help support the delivery of 14,000 homes and 36,000 jobs across the Thames Gateway and will be integral to serving the Paramount Park development and Ebbsfleet Garden City.	30.00	6.00	24.00	80%
Highways Agency scheme critical to delivery of Kent and Medway growth	No	M2 Junction 5 Improvement	M2 Junction 5 currently suffers from congestion and safety issues with the A249 link to this junction having one of the highest levels of delay and collisions across the Highways Agency network in Kent. Minor improvement have been implemented however now more fundamental capacity improvements are required if the growth set out in the Swale and Maidstone local plans is to be delivered. The scheme will facilitate the delivery of 12,500 houses and 800 jobs.	100.00	15.00	85.00	85%

3	Yes	M20 Junction 10a	M20 Junction 10 is over capacity, leading to substantial delays at this junction, particularly during peak hours. The delivery of significant residential and commercial development, including 1.9 million square feet of commercial development at Sevington, needs additional junction capacity before it can be brought forward. M20 Junction 10A scheme has been developed to address this and includes a new link to create additional capacity and unlock development sites in South and East Ashford, delivering 11000 new jobs and 9500 houses. Approved LTB funded scheme	35.900	19.700	16.200	45%
6	Yes	A28 Chart Road, Ashford	The scheme involves dualling part of A28 Chart Road and the widening of two roundabouts. This will create the highway capacity required to support the delivery of Chilmington Green development and other commercial and residential developments in the strategic growth of Ashford. The scheme will reduce travel times along the A28 Chart Road, an important strategic corridor, unlocking 510 jobs and 2848 houses.	31.200	10.230	20.970	67%
8	Yes	A289 Four Elms roundabout to Medway Tunnel journey time & network improvements	A congestion reduction scheme including improved access/ servicing to businesses on the Medway City Estate and improving bus journey times on this route.	18.600	11.100	7.500	40%
9	Yes	Maidstone Gyratory Bypass	Maidstone Gyratory Bypass is a congestion and air quality hotspot within Maidstone Town Centre, lying at the point where the A20, A26, A229 and A249 primary routes converge and cross the River Medway. The scheme is to construct two additional northbound lanes, enabling northbound traffic on the A229 to bypass the existing Gyratory system, thereby reducing journey distances, travel time and congestion and enabling the regeneration of the western riverside.	5.700	4.560	1.140	20%
9	Yes	Chatham Town Centre	A package of place making & accessibility improvements to improve the link between Chatham Railway Station and the town centre, including a new Civic Square in the heart of Chatham. The scheme will include improved walking and cycling routes, hard and soft landscaping, traffic management measures, directional signage, way-marking and public art.	6.900	4.000	2.900	42%
12	No	Sturry Link Road, Canterbury	Sturry Level Crossing causes severe congestion, being closed for around 21min / hour, causing delays to the 20,000 vehicles per day along the A28 and congestion to the village of Broad Oak. The scheme is to construct a new bypass of the level crossing including bridges over railway line and river. The project delivers development in Sturry, Hersden and Herne Bay, unlocking 1700 houses and 4220 jobs.	28.600	5.900	22.700	79%

12	No	Newingreen Junction Improvement, Shepway	Newingreen junction currently experiences capacity constraints and safety issues. The scheme involves the signalisation of the existing junction providing additional highway capacity and improving safety. The scheme will release development at Nickolls Quarry and enable the delivery of 450 houses and 600 jobs.	0.700	0.410	0.290	41%
12	Yes	Tonbridge Town Centre Regeneration	Tonbridge Town Centre lower High Street is struggling to maintain an attractive retail offer, with a growing number of empty properties and a lack of private sector investment. The scheme involves the delivery of public realm measures to provide a safer and more pleasant pedestrian and cycle environment, including footpath widening, provision of loading bays and other measures to reduce disruption to through traffic and improve walkability of the area. This joint venture with the private sector will support the delivery of 450 jobs and 1000 houses, as part of a wider redevelopment project.	3.870	2.370	1.500	39%
17	Yes	Operation Stack and Overnight Lorry park	Kent currently experiences the negative impacts of inappropriate Lorry Parking in residential and industrial areas as well as from Operation Stack which sees the closure of the M20 to park the stacked HGVs when they cannot cross the Channel. The delivery of an Overnight Lorry Park will help to alleviate these challenges and overcome the negative perception of the East Kent as closed for business, encourage private sector investment in East Kent and facilitate the delivery of 1000 jobs and 1500 houses.	20.000	10.000	10.000	50%
18	Yes	M20 Junction 4 Eastern Overbridge	The capacity constraints of the Eastern Overbridge of M20 Junction 4 currently causes congestion during peak hours and is a barrier to the delivery of 4068 houses and 1785 jobs. The scheme will widen the Eastern Overbridge from two lanes to three; improving safety, journey times and facilitating additional trips created by new commercial and residential development served by the junction.	4.440	2.190	2.250	51%
19	Yes	Dover Western Docks Revival	This scheme will see the relocation of an existing marina and improved highway connections which will allow the cargo handling facility at Dover to expand as well as facilitating the regeneration of the Waterfront. The scheme will deliver 500 houses and 1,685 jobs.	30.000	10.000	20.000	67%
19	Yes	Rathmore Road Link, Gravesend	The principal aim of the scheme is to remove traffic from a section of the existing one-way system in Gravesend, enabling a new public transport interchange to be developed, as part of the wider Gravesend Transport Quarter Project. This will be achieved through re-aligning Rathmore Road to enable two-way traffic flow and improve connectivity for pedestrians and cyclists between the station and the town centre; unlocking 890 houses and 700 jobs.	8.000	4.100	3.900	49%

19	Yes	Maidstone Integrated Transport Package	The aim of this project is to deliver two Park and Ride sites in Maidstone (Linton Road Park and Ride and M20 Junction 7 Sittingbourne Road Park and Ride) required to reduce substantial town centre congestion currently experienced in Maidstone, particularly in the peak hours. The delivery of Park and Ride sites on two of the main routes into Maidstone will reduce congestion and support the delivery of new commercial and residential development, delivering 4455 houses and 5000 jobs.	15.800	8.900	6.900	44%
19	Yes	Thanet Parkway	The aim of this project is to deliver a new railway station in Thanet (Thanet Parkway), along the existing railway line between Ramsgate and Ashford. This project will boost the economy of East Kent delivering 2000 houses and 5000 jobs by improving rail accessibility to key employment sites such as Discovery Park Enterprise Zone and a number of other business parks, improving accessibility to London and widening the labour catchment for Thanet residents and so boosting a particularly deprived area of Kent.	14.000	10.000	4.000	29%
19	Yes	Kent Thameside LSTF: Integrated Door to Door Journeys	The substantial amount of development which is planned for Thames Gateway, Kent along with the recent Government recent announcement of an Ebbsfleet Garden City, will put substantial strain on the existing road network. This scheme is for a package of measures to reduce congestion and improve accessibility through the delivery of a fully integrated sustainable transport network; supporting the delivery of 657 houses and 963 jobs.	7.541	4.511	3.030	40%
28	Yes	A226 London Road/ B255 St Clements Way Junction	Approved LTB funded scheme	8.700	4.200	4.500	52%
28	No	Cheriton High Street/A20 Cheriton High Street (towards M20 J12), Shepway	The Cheriton High Street/A20 Cheriton High Street junction is currently operating above capacity, causing network delays and acting as a barrier to major housing development at Shorncliffe Garrison. The capacity of the junction will be increased through signalisation and a package of junction improvements and will support the delivery of 1200 houses and 120 jobs.	0.570	0.300	0.270	47%
28	Yes	A26 London Rd/ Speldhurst Rd/ Yew Tree Rd Junction Improvement, Tunbridge Wells	The capacity constraints of this junction causes congestion along this main arterial route into Tunbridge Wells. The scheme will increase the capacity of the junction by converting the existing signal operation to two priority roundabouts.	2.000	1.750	0.250	13%

28	No	Chatham Station improvements: Network Rail/Southeastern scheme	A joint project with Southeastern and Network Rail to improve the Railway Station building, forecourt and local environs. The scheme will remove an existing constraint for pedestrians thereby improving connectivity with the bus interchange. It will also include traffic calming on Railway Street adjacent to the Station and an improved arrangement for taxis.	1.400	0.700	0.700	50%
28	Yes	Medway City Estate connectivity improvements: measures to improve connectivity incl a new river taxi & connecting pedestrian and cycle routes.	The scheme includes infrastructure improvements to address the existing barriers to movement to and from and within the Medway City Estate including links to Chatham town centre. The scheme also includes improvements for pedestrians and cyclists with new and improved routes through the MCE, cycle parking, benches and improved connectivity from Sun Pier to Chatham town centre via a riverside walk.	2.000	2.000	0.000	0%
33	Yes	Ashford Spurs Signalling project	Rail infrastructure constraints at Ashford International Railway Station mean that the new international rollingstock to be introduced after 2016 will no longer be able to serve Ashford without alterations made to the signalling system. This scheme will deliver a modern European rail signalling system (either ETCS or KVB) on the Ashford Spurs, while retaining the existing AWS / TPWS system. This will safeguard international services to Ashford International railway station and will deliver 350 new houses and 71 jobs.	1.500	0.750	0.750	50%
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39	Yes	A289 Medway Tunnel Maintenance	Maintaining this significantly important tunnel that provides key employment access. This would include the upgrading of current lighting system to LEDs, new cross passage doors, replacement fire detection and extinguishing systems.	9.200	5.000	4.200	46%
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41	No	A249 Grovehurst junction, Sittingbourne	This project remodels the congested A249 Grovehurst junction providing additional capacity that will unlock development potential in Sittingbourne delivering 1300 houses and 2500 jobs.	2.000	1.000	1.000	50%
41	No	M2 Junction 5a (Access to Kent Science Park)	Access to Kent Science Park (a high skilled and high wage employment site) currently suffers due to the convoluted route to the site via residential streets and small country lane. This is deterring new businesses from locating and investing in the site. Through delivering a new partial junction from the M2 and 1km link to the Science Park, in a joint venture with the site owners, this will unlock the site for the delivery of 1,800 new highly skilled jobs.	20.000	12.000	8.000	40%
41	Yes	East Kent LSTF: A Network for Growth	A Network for Growth will deliver an attractive, integrated and accessible sustainable transport system in East Kent, providing access to employment and reducing the need to travel by private car by offering realistic alternatives such as improvements for travel by bus, improved and easier to access travel information and initiatives working with businesses to support more sustainable travel. The scheme will deliver decongestion benefits and will support the delivery 2260 new houses and 1712 jobs.	16.140	9.780	6.360	39%
46	Yes	North Deal Improvements	The scheme will create a new link road to enable help facilitate the free flow movement of traffic in the North Deal area, addressing safety concerns at existing junctions and improved access to residential development site. The delivery of the scheme will create 150 new jobs and facilitate the delivery of 150 new houses.	1.500	0.750	0.750	50%

46	Yes	Kent Strategic congestion management to address congestion across growth areas	Population growth, increasing car ownership and the delivery of new houses and jobs in Kent will continue to add strain on the Kent's road network. This package of schemes will relieve congestion through identifying existing and future congestion hotspots, investing in highway improvements and use new technologies to provide journey time information to enable free flow movement of traffic. This will support the delivery of 2292 houses, 2003 jobs and deliver decongestion benefits across Kent.	4.800	4.800	0.000	0%
49	Yes	Sittingbourne Town Centre Regeneration	This scheme will deliver public realm improvements in the vicinity of the railway station to improve walkability between the station and the town centre. By converting Dover Street from one-way to two-way traffic, this will enable the station forecourt (Dover Street/St Michael's Road) highway to be reallocated as pedestrian space and improve connections to the town centre. This initiative will support the regeneration of Sittingbourne Town Centre and the delivery of 500 houses and 950 jobs.	4.500	2.500	2.000	44%
49	Yes	Sustainable Access to Education and Employment (Delivering Kent's Right of Way Improvement Plan)	The scheme will deliver targeted improvement to public rights of way network requested by local education facilities and residents, that will provide traffic free links to schools and other community facilities. Investment in walking and cycling routes will overcome issues of safety, security, and will improve access for employment and tourism purposes, delivering 150 new jobs.	1.200	0.900	0.300	25%
55	Yes	A28 Sturry Rd Integrated Transport Package, Canterbury	Access into Canterbury Town Centre from North East Canterbury is currently constrained due to severe congestion and capacity constraints of the A28 Sturry Road. This scheme will deliver an extension of the existing Sturry Road bus lane to become a 2km continuous bus lane on one of the main arterial approaches to Canterbury city centre. This will deliver decongestion benefits and facilitate development in North East Canterbury; delivering 300 houses and 110 jobs.	0.500	0.250	0.250	50%
55	Yes	A226 Thames Way Dualling	The proposed scheme involves the upgrading of a 1.6km length of the A226 Thames Way from single carriageway to dual. This help cater for the substantial level of development planned in the Kent Thames Gateway, and support the delivery of 4500 houses and 2440 jobs at major development sites including the recently announced Ebbsfleet Garden City.	8.900	3.500	5.400	61%
55	Yes	North Farm Relief Strategy, Tunbridge Wells	Highway capacity constraints in the North Farm area are a cause of substantial congestion, as a key route into Tunbridge Wells, deterring trips to Tunbridge Wells and acting as a barrier to development and the delivery of the local plan. This scheme will improve journey time, and cycle/ pedestrian connectivity through widening the existing highway, supporting the delivery of 440 houses and 555 jobs.	10.500	8.500	2.000	19%

55	Yes	Kent Sustainable interventions supporting growth Delivery	The primary of aim of this initiative is to implement a programme of smaller sustainable transport intervention schemes to compliment the larger major schemes, where issues arise. In doing so the scheme will facilitate the delivery of 1528 houses and 1440 jobs across Kent.	3.000	3.000	0.000	0%
63	No	A2/A28 off slip and link road, Canterbury	This scheme comprises new slip road from the A2 and link road to the Wincheap retail area (including the well used Park and Ride site) so enabling trips to avoid Canterbury City Centre. The provision of the link road will remove trips from the existing A28 into Canterbury and so enable bus priority measures to be introduced along this route. Though creating additional highway capacity and improving journey times into Canterbury City Centre this will deliver 500 houses and 760 new jobs in Canterbury.	12.000	2.000	10.000	83%
64	Yes	Sustainable Access to Maidstone Employment areas (River Medway Cycle Path East Farleigh - Aylesford)	This scheme delivers a high quality cycle route from residential development sites on the outskirts of Maidstone into the Town Centre and will support the delivery of 475 houses and 760 jobs. This dedicated cycle and pedestrian route will encourage a modal shift to walking and cycling, reducing vehicle trips along main access route into Maidstone; delivering decongestion benefits and improving journey time reliability.	3.000	2.000	1.000	33%
66	No	Dover Bus Rapid Transit (BRT)	This scheme will deliver a new BRT system linking residential development sites at Whitfield, commercial development at the Whitecliffs Business Park and Dover Town Centre. The delivery of this scheme including bus priority measures will reduce the number of vehicle trips by private car and mitigate against the unacceptable level of congestion along the A2 spine road which would result if the scheme was not delivered. This scheme will facilitate the delivery of 3260 houses and 250 jobs.	6.000	2.000	4.000	67%
67	No	A228 Grain level crossing removal	Removal of manually operated Level Crossing on A228 and bridge construction over the existing freight railway line to Thamesport.	15.000	15.000	0.000	0%
70	Yes	West Kent LSTF: Tackling Congestion	This scheme will deliver an attractive, integrated and accessible sustainable transport system in West Kent, providing access to employment and reducing the need and desire to travel by the private car. It includes improvement for travel by walking, cycling and public transport as well as initiatives to make choosing these options easier and more convenient. The scheme will deliver decongestion benefits and will support the delivery 443 new houses and 405 jobs.	9.050	4.890	4.160	46%
70	Yes	Medway Cycling Action Plan	A series of interventions relating to cycling in Medway that will contribute to the regeneration and future growth of cycling (and mode shift).	3.000	2.500	0.500	17%

72	Yes	Medway Towns Integrated transport package	A package of local capacity improvements at key junctions and corridors in Medway will contribute to all growth areas in Medway including the five towns and the A2 Corridor, which is highlighted as a significant growth corridor in the South East LEP.	12.000	6.000	6.000	50%
73	No	Ashford Public transport priority	Public transport measures including high quality infrastructure such as shelters and real time information will be introduced to link new large scale residential and commercial development sites and Ashford Town Centre, creating 502 houses and 90 jobs. The scheme will encourage a high modal share of public transport use, reducing the number of private vehicle trips and therefore mitigating against the severe congestion which would result without the scheme.	3.000	3.000	0.000	0%
74	Yes	Northfleet station and link	This scheme will improve accessibility to and within Northfleet Station through the provision of a lift for access to the station platforms and new cycle/pedestrian links with Ebbsfleet Station, residential and employment sites. The scheme will support modal shift to sustainable means of transport, maximising the benefits of HS1 services and facilitate the delivery of 510 houses and 1300 jobs.	10.700	6.400	4.300	40%
74	No	Margate junction improvements	A package of junction improvements aimed primarily to relieve congestion through capacity enhancements such as signal optimisation and junction realignment to enable delivery of 5885 homes and 1900 jobs in Thanet.	10.000	6.500	3.500	35%
74	No	A228 Colts Hill Relief Scheme	The A228 link which connects the urban areas of Maidstone, Tonbridge and Tunbridge Wells is substandard and suffers from poor road safety. The delivery of Colts Hill Bypass has been identified as a requirement to meet the needs of development and improve safety and will facilitate the delivery of 1500 houses and 2000 jobs.	35.000	35.000	0.000	0%
74	Yes	A2 Corridor journey time improvements	Package of measures to improve journey times along the A2 corridor between Rainham and Strood which experiences high level peak hour flows and delays. Specifically looking at existing traffic signal and pedestrian crossing systems.	2.000	2.000	0.000	0%
74	No	Additional Operation Stack and overnight lorry park	Kent currently experiences the negative impacts of inappropriate Lorry Parking in residential and industrial areas as well as from Operation Stack which sees the closure of the M20 to park the stacked HGVs when they cannot cross the Channel. The delivery of an Overnight Lorry Park will help to alleviate these challenges and overcome the negative perception of the East Kent as closed for business and encourage private sector investment in East Kent. This scheme to deliver a second Overnight Lorry Park is expected to facilitate the delivery 1220 houses and 928 jobs in East Kent, along with social and decongestion benefits.	18.000	15.000	3.000	17%

80	No	Sittingbourne Northern Relief Road - Bapchild Link Road	This scheme will deliver the final link of the Sittingbourne Northern Relief Road, enabling vehicles travelling to the northern industrial and business areas to bypass Sittingbourne Town Centre. The scheme will support the delivery of 2000 houses and 1000 jobs.	28.600	23.100	5.500	19%
84	Yes	Tunbridge Wells P&R	The delivery of this park and ride project will capture vehicle trips travelling along the main route into Tunbridge Wells and reducing vehicle-km travelled within the congested urban area. The scheme will improving journey time into the town centre, delivery decongestion benefits and support the delivery of 725 houses and 1160 jobs,	10.000	8.500	1.500	15%

From: Mark Dance, Cabinet Member for Economic Development
Mike Hill, Cabinet Member for Community Services
Mike Austerberry, Interim Corporate Director for Growth,
Environment and Transport

To: Growth, Economic Development and Communities Cabinet
Committee – 8 July 2014

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

The Growth, Economic Development and Communities Performance Dashboard shows progress made against targets set for Key Performance Indicators.

Recommendation(s):

The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE the report.

1. Introduction

- 1.1. Part of the role of the Committee is to review the performance of services which the Committee has oversight of.
- 1.2. Performance Dashboards are regularly reported to the Cabinet Committee throughout the year, and the current report includes data up to the end of May 2014.

2. Performance Dashboard

- 2.1. The Growth, Economic Development and Communities Performance Dashboard is attached at Appendix 1.
- 2.2. The Dashboard provides a progress report on performance against target up to the end of May 2014 for the Key Performance Indicators (KPIs) included in this year's Strategic Priority Statement.
- 2.3. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.
- 2.4. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

3. Recommendation(s):

The Growth, Economic Development and Communities Cabinet Committee is asked to Note this report.

4. Background Documents

The Council's Strategic Priority Statements

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/strategic-priority-statements>

5. Contact details

Report Author: Richard Fitzgerald
Performance Manager
Business Intelligence
01622 221985
richard.fitzgerald@kent.gov.uk

Growth, Economic Development and Communities Performance Dashboard

Financial Year 2014/15

May 2014

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Produced by Business Intelligence

Publication Date: 27 June 2014



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Guidance Notes	3
Economic Development	4
Libraries, Archives and Registrations	6
Sports	8

Guidance Notes

Data for indicators is provided with monthly frequency.

RAG RATINGS

GREEN	Performance has met or exceeded the current target
AMBER	Performance is below the target but above the floor standard
RED	Performance is below the floor standard

Floor standards are pre-defined minimum standards set in Strategic Priority Statements and represent levels of performance where management action should be taken.

DOT (Direction of Travel)

↑	Performance has improved in the latest month/quarter
↓	Performance has fallen in the latest month/quarter
↔	Performance is unchanged this month/quarter

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether they are in expected range or not. Results can either be in expected range (**Yes**) or they could be **High** or **Low**.

Division	Director	Cabinet Member
Economic Development	Barbara Cooper	Mark Dance

Data for all indicators are cumulative positions.

ED01 and ED04 are cumulative for the financial year and ED02 and ED03 are cumulative since the beginning of the schemes.

Ref	Performance Indicators	YTD	YTD RAG	DOT	YTD Target	YTD Floor	Pr. Yr. YTD
ED01	Number of jobs created/safeguarded through RGF and KCC projects	371	AMBER	↑	400	335	829
ED02	Expansion East Kent - Percentage funds committed at Board approval	56%	AMBER	↑	58%	53%	N/a
ED03	TIGER and Escalate - Percentage funds committed at Board approval	42%	AMBER	↑	44%	34%	N/a
ED04	Funding levered into Arts and Culture (£000's)	504	GREEN	↑	135	112	135

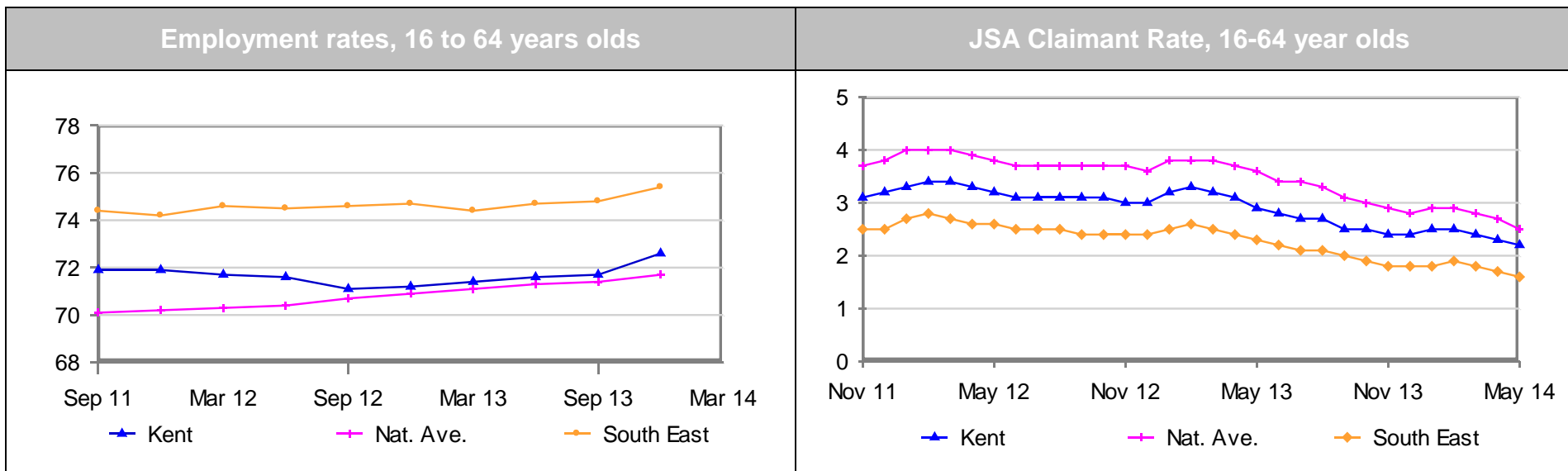
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ED01 represents committed jobs based on loans provided. Monitoring of delivery of these committed jobs will follow in future reports.

The Targets for ED02 and ED03 are from BIS. Achievement of the targets is dependent on receipt of good quality and robust applications.

Division	Director	Cabinet Member
Economic Development	Barbara Cooper	Mark Dance

The graphs below illustrate some general trends for the local economy.



Service Area	Head of Service	Cabinet Member
Libraries, Archives and Registrations	Cath Anley	Mike Hill

Results shown are for the month of May 2014.

Ref	Performance Indicators	Latest Month	Month RAG	DOT	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
LAR03	Average number of e-books issued per day	313	GREEN	↑	292	GREEN	242	212	206
LAR05	Number of ceremonies conducted by KCC officers	689	GREEN	↑	1,161	GREEN	933	800	1,003

Ref	Activity Indicators	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
LAR01	Number of visits to libraries per day (includes mobile libraries)	19,754	LOW	21,490	19,860	21,137
LAR02	Number of books issued per day (includes audio- and e-books)	18,167	YES	19,600	18,100	19,363

Indicators for satisfaction and online activity available on a quarterly basis will be added from June onwards.

Service Area	Head of Service	Cabinet Member																																																							
Libraries, Archives and Registrations	Cath Anley	Mike Hill																																																							
LAR01 - Number of visits to libraries per day		LAR03 - Average number of e-books issued per day																																																							
<table border="1"> <caption>Data for LAR01: Number of visits to libraries per day</caption> <thead> <tr> <th>Month</th> <th>Visits</th> </tr> </thead> <tbody> <tr><td>May 13</td><td>21,000</td></tr> <tr><td>Jun 13</td><td>19,800</td></tr> <tr><td>Jul 13</td><td>20,200</td></tr> <tr><td>Aug 13</td><td>21,500</td></tr> <tr><td>Sep 13</td><td>19,900</td></tr> <tr><td>Oct 13</td><td>19,800</td></tr> <tr><td>Nov 13</td><td>20,000</td></tr> <tr><td>Dec 13</td><td>17,600</td></tr> <tr><td>Jan 14</td><td>19,300</td></tr> <tr><td>Feb 14</td><td>19,400</td></tr> <tr><td>Mar 14</td><td>19,500</td></tr> <tr><td>Apr 14</td><td>19,800</td></tr> <tr><td>May 14</td><td>19,800</td></tr> </tbody> </table>	Month	Visits	May 13	21,000	Jun 13	19,800	Jul 13	20,200	Aug 13	21,500	Sep 13	19,900	Oct 13	19,800	Nov 13	20,000	Dec 13	17,600	Jan 14	19,300	Feb 14	19,400	Mar 14	19,500	Apr 14	19,800	May 14	19,800	<table border="1"> <caption>Data for LAR03: Average number of e-books issued per day</caption> <thead> <tr> <th>Month</th> <th>Average</th> </tr> </thead> <tbody> <tr><td>May 13</td><td>210</td></tr> <tr><td>Jun 13</td><td>225</td></tr> <tr><td>Jul 13</td><td>225</td></tr> <tr><td>Aug 13</td><td>240</td></tr> <tr><td>Sep 13</td><td>240</td></tr> <tr><td>Oct 13</td><td>240</td></tr> <tr><td>Nov 13</td><td>235</td></tr> <tr><td>Dec 13</td><td>230</td></tr> <tr><td>Jan 14</td><td>265</td></tr> <tr><td>Feb 14</td><td>275</td></tr> <tr><td>Mar 14</td><td>265</td></tr> <tr><td>Apr 14</td><td>270</td></tr> <tr><td>May 14</td><td>315</td></tr> </tbody> </table>	Month	Average	May 13	210	Jun 13	225	Jul 13	225	Aug 13	240	Sep 13	240	Oct 13	240	Nov 13	235	Dec 13	230	Jan 14	265	Feb 14	275	Mar 14	265	Apr 14	270	May 14	315
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LAR02 - Number of books issued per day		LAR05- Number of ceremonies conducted by KCC officers																																																							
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Division	Director	Cabinet Member
Sports	Paul Crick	Mike Hill

Data is for the month of May.

Ref	Performance Indicators	Latest Month	Month RAG	DOT	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE09	Sports – Income levered into Kent (£000s)	362.6	GREEN	↑	646.8	GREEN	415.5	250	423.4

From: Peter Sass, Head of Democratic Services

To: Growth, Economic Development and Communities Cabinet Committee – Tuesday, 8 July 2014

Subject: **Work Programme 2014/15**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: Standard item

Summary: This report gives details of the proposed work programme for the Growth, Economic Development and Communities Cabinet Committee.

Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its work programme for 2014/15.

1. Introduction

- 1.1 The proposed Work Programme has been compiled from items on the Forthcoming Executive Decision List; from actions arising from previous meetings, and from topics identified at agenda setting meetings, held 6 weeks before each Cabinet Committee meeting in accordance with the Constitution and attended by, by the Chairman, Mr Wickham, Mr Holden, Vice Chairman and 3 Group Spokesmen, Mr Clarke, Mr Truelove and Mr Baldock.
- 1.2 Whilst the Chairman, in consultation with the Cabinet Member, is responsible for the final selection of items for the agenda, this item gives all Members of the Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Terms of Reference

- 2.1 At its meeting held on 27 March 2014, the County Council agreed the following terms of reference for the Growth, Economic Development and Communities Cabinet Committee *'To be responsible for those functions that fall within the responsibilities of the Director of Economic Development as well as some functions transferred from the former Communities Directorate and now located within the Growth, Environment and Transport Directorate'*. The functions within the remit of this Cabinet Committee are:

Economic Development

Economic & Spatial Development

Strategy & Development

International Affairs

Regeneration Projects including Grant and Loan schemes and other 'bid for funded' projects

LEP reporting and monitoring

Kent Film Office

Communities

Arts
Sport
Libraries
Registration and Archives
Volunteering
Big Society

- 2.2 Further terms of reference can be found in the Constitution at Appendix 2 Part 4 paragraph 21 and these should also inform the suggestions made by members for appropriate matters for consideration.

3. Work Programme 2014/15

- 3.1 An agenda setting meeting was held on 19 May 2014, when Mr Wickham, Mr Holden and Mr Clarke were present and at which items for this meeting's agenda and future agenda items were agreed. The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics that they wish to be considered for inclusion to the agenda of future meetings.

- 3.3 When selecting future items the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' or briefing items will be sent to Members of the Cabinet Committee separately to the agenda or separate member briefings will be arranged where appropriate.

4. Conclusion

- 4.1 It is vital for the Cabinet Committee process that the Committee takes ownership of its work programme to help the Cabinet Member to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings for consideration.

5. Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its work programme for 2014/15.

6. Background Documents

None.

7. Contact details

Report Author:
Christine Singh
Democratic Services Officer
01622 694334
christine.singh@kent.gov.uk

Lead Officer:
Peter Sass
Head of Democratic Services
01622 694002
peter.sass@kent.gov.uk

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Members agreed in the past that the number of jobs, being created through the work being undertaken in the reports presented to the Cabinet Committee, should appear at the top of each Economic Development Cabinet Committee report where appropriate.

PROPOSED ITEMS

Agenda Item	Date requested	Purpose of item/requirements of the report	Report Author Contact	Cabinet Committee Submitted to	Further updates?
Paramount Theme Park project on Swanscombe Peninsular	29/07/2013			tba	
Update on Members' Visits	11/12/2013			Standard item on each agenda	

PRESENTATIONS

PRESENTATION - Kent Education Business Partnership – Ann McNulty	11/12/2013			Sept 2014	
PRESENTATION – “Thanet Earth” PRESENTATION: Brogdale	29/07/2013			tba	
PRESENTATION – Shipping in Kent Ports – (Marine diesel) <i>requested by the Cabinet Member</i>	22/10/2013			tba	

VISITS

VISIT: TIGER and Escalate - <i>Request by Chairman</i>	11/12/2013	Members to visit businesses in receipt of TIGER and Escalate		To be arranged	
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		funding			
VISITS: To Businesses in East Kent with the Investment Advisory Board	11/12/2013			To be arranged throughout 2014/15	

STANDARD ITEMS

Item	Purpose of item	Report author/main contact	Cabinet Committee to receive item?
Verbal updates by the Directors and Cabinet Members	To enable the Director and Cabinet Member the opportunity to update the Committee on current topics not on the agenda.	Directors and Cabinet Members	Each meeting
Portfolio Dashboard	To monitor progress against all the target set out in the business plans for key performance indicators targets	Richard Fitzpatrick	Each meeting
Budget Consultation	For the Cabinet Committee to comment on the forthcoming budget for the year ahead and find out details of planned expenditure	Dave Shipton	Annually (November/December meetings)
Business Plan Outturn Monitoring			Half yearly (November/June Meetings)
Final Draft Budget –	For the Cabinet Committee to comment on the forthcoming budget for		Annually (January meeting)

	the year ahead and find out details of planned expenditure		
Work Programme	For the Cabinet Committee to requested topics and make suggestions for future items		Each Meeting

Forthcoming Executive Decisions

Decision	Lead officer	Report to Meeting on
TIGER Loan application approval Decision Number: 14/00052	Jacqui Ward, Senior Partnership Officer 7000 - 3252 Email: Jacqui.Ward@kent.gov.uk .	
The Base, Phase 2, Dartford. Growing Places Fund investment Decision Number: 13/00032	Ross Gill, Economic Policy and Strategy Manager Tel: 01622 691131 e-mail: ross.gill@kent.gov.uk	
Southfleet Road, Ebbsfleet: Growing Places Fund investment Decision Number: 13/00035	Ross Gill, Economic Policy and Strategy Manager Tel: 01622 691131 e-mail: ross.gill@kent.gov.uk	
Sturry Road, Canterbury. Growing Places Fund investment Decision Number: 13/00036	Ross Gill, Economic Policy and Strategy Manager Tel: 01622 691131 e-mail: ross.gill@kent.gov.uk	
Discovery Park Enterprise Zone, Sandwich. Growing Places Fund investment Decision Number: 13/00034	Ross Gill, Economic Policy and Strategy Manager Tel: 01622 691131 e-mail: ross.gill@kent.gov.uk	

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