

**GROWTH ECONOMIC DEVELOPMENT AND
COMMUNITIES CABINET COMMITTEE**

Tuesday, 2nd December, 2014

10.00 am

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



AGENDA

GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Tuesday, 2 December 2014 at 10.00 am

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

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

Telephone: **01622 694334**

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

Webcasting Notice

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By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately

UNRESTRICTED ITEMS

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

A - Committee Business

A1 Introduction/Webcast announcements

A2 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A3 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

A4 Future Meeting Dates - 2015

The Growth, Economic Development and Communities Cabinet Committee is asked to note the meeting dates for 2015 as follows:

Thursday, 22 January

Tuesday, 14 April

Tuesday, 7 July

Tuesday, 15 September

Tuesday, 1 December

(Meetings to be held in the Darent room and will commence at 10.00am)

A5 Minutes of the meeting held on 16 September 2014 (Pages 7 - 14)

To consider and approve the minutes as a correct record

A6 Verbal updates

To receive a verbal updates from the Cabinet Members for Economic Development and Community Services and the Corporate Director for Growth, Environment and Transport on topics including the following:

- Regeneration Growth Fund

A7 PRESENTATIONS:

Discovery Park Enterprise Zone - Mr D Smith, Director of Economic Development accompanied by representatives from the Discovery Park

Growth and Infrastructure – Mr M Dance, Cabinet Member for Economic Development

B - Key or Significant Cabinet/Cabinet Member Decision(s) for Recommendation or Endorsement

B1 Discovery Park Enterprise Zone: Growing Places Fund (Pages 15 - 22)

To receive the report from the Cabinet Member for Economic Development and Corporate Director for Economic Development that sets out the process through which it is anticipated that Growing Places Fund will be drawn down and managed.

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

C1 Manston Update (Pages 23 - 24)

To receive a presentation from Mr Paul Carter CBE, Leader, Kent County Council and David Smith, Director of Economic Development

C2 Christmas New Year 2013-14 Storms & Floods – Progress Report (Pages 25 - 36)

To receive a report from the Cabinet Member for Community Services and the

Director of Environment, Planning & Enforcement that provides the Growth, an update on progress being made to deliver the 17 recommendations in the Christmas / New Year 2013-14 Storms & Floods – Lessons Learnt report that was endorsed by Cabinet on 7th July 2014; a further update was reported to Cabinet on 13th October.

C3 London Paramount (Pages 37 - 44)

To receive a report from the Cabinet Member for Economic Development and Corporate Director for Growth, Environment & Transport that provides a summary of the proposals for the London Paramount leisure resort at Swanscombe and highlights the potential economic benefits.

C4 Work Programme 2014/15 (Pages 45 - 50)

To receive a report from the Head of Democratic Services that gives details of the proposed Work Programme 2014/15 for the Growth, Economic Development and Communities Cabinet Committee.

D - Monitoring of Performance

D1 Performance Dashboard (Pages 51 - 62)

To receive a report from the Cabinet Members for Economic Development and Community Services; and the Corporate Director for Growth Environment and Transport that shows progress made against target set for Key Performance Indicators.

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, 25 November 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 Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 16 September 2014.

PRESENT: Mr M A Wickham (Chairman), Mr S Holden (Vice-Chairman), Mr M Baldock, Mr M A C Balfour, Mr A H T Bowles, Miss S J Carey, Mr B E Clark, Mr G Lymer, Mr F McKenna, Mrs E D Rowbotham, Mrs P A V Stockell (Substitute for Mr C Simkins) and Mr R Truelove

ALSO PRESENT: Mr M C Dance, Mr P M Hill, OBE, Mr J Bunnett and Ms A McNulty, Chief Executive, Education Business Partnership, Kent

IN ATTENDANCE: Ms B Cooper (Corporate Director of Growth, Environment and Transport), Mrs T Bruton (Head of Regeneration Projects), Mr R Gill (Economic Policy and Strategy Manager), Mr R Fitzgerald (Performance Manager), Mr M Scrivener (Corporate Risk Manager), Ms A Agyepong (Equalities and Diversity Manager) and Ms C A Singh (Democratic Services Officer)

UNRESTRICTED ITEMS**28. Apologies and Substitutes**
(Item A2)

Apologies were received from Mr Simkins. Mrs P Stockell attended as substitute for Mr Simkins.

29. Declarations of Interest by Members in items on the Agenda
(Item A3)

1. Mr Balfour made a declaration regarding Item C4 as he is a Trustee of Alms Houses in the area.
2. Mr Wickham made a declaration regarding Item B1 advising that he was formally on the Leader Panel.
3. Mr Baldock advised that he had an employment role with the European Parliament.

30. Minutes of the meeting held on 8 July 2014
(Item A4)

RESOLVED that the Minutes of the meeting held on 8 July 2014 are correctly recorded and that they be signed by the Chairman.

31. Verbal updates

(Item A5)

(Verbal Updates by Mr M Dance, Cabinet Member for Economic Development and Mr M Hill, Cabinet Member for Community Services)

1. The Cabinet Member for Economic Development, Mr Dance, gave his verbal update advising on the following:
 - TIGER and ESCALATE had improved their RAG rating and £17.3 million funds being awarded to the schemes had been confirmed. Progress was being made to acquire a share of £10 million of unallocated funds.
 - The option of the Estuary Airport has been withdrawn as an option by the Davis Commission
 - Discussions continued to be held with Paramount Park owners on the prospective volume of visitors and the infrastructure and public transport required to accommodate them and the finance to achieve this.
2. The Cabinet Member for Community Services, Mr Hill, gave his verbal update advising that an event in the format of the “X Factor” was held in Tunbridge Wells on 7 September. Eighty acts applied from which eighteen acts were selected to take part. Those acts included dance groups, bands and a group of nursery children. The 4 judges awarded prizes of £1000 and £500 to the winners. Mr Hill had been impressed with the organisation of the event which attracted 800 people to attend.
3. Mr Hill responded to a comment advising that he would look into whether filmed footage of the event was available to be put online.
4. RESOLVED that the information in the verbal updates be noted and that Mr Hill look into whether filmed footage of the event is available to be put online.

32. PRESENTATIONS:

(Item A6)

Mr John Bunnett, Chief Executive, Ashford Borough Council

1. The Chief Executive, Ashford Borough Council, Mr Bunnett, gave a presentation using overheads entitled the “Ashford/Kent Delivery Deal - The Big 8 – The Proposition”. This outlined how Ashford Borough Council was working with Kent County Council to maximise the regeneration output through pooling investment and responsibilities to create jobs, homes and maximising Ashford’s potential.
2. Mr Bunnett responded to questions by Members which included the following:
 - Part of the measures Ashford Borough Council was undertaking to secure businesses into the area included piloting free parking in the town centre, redeveloping the dilapidated parts of town centre; ensuring flowerbeds were planted and repairs carried out.
 - Ashford Borough Council was ensuring that the existing residents of Ashford were not disadvantaged by the new development by putting in facilities that were priorities to local residence, as a result of carrying out local surveys, such as good links with jobs, housing, a good recycling policy and a good range of leisure facilities.

Ms Ann McNulty, Chief Executive

3. The Chief Executive of Education Business Partnership Kent, (EBP Kent), Ms Ann McNulty, gave a presentation on the functions of EBP Kent. She explained that EBP Kent was a charitable organisation that had been in existence for 25 years. EBP Kent was active with eleven thousand companies. EBP Kent's main aim was to fuse schools and employers together to encourage opportunities for work experience in business; and literacy projects.

4. Ms McNulty responded to questions by Members as follows:

- Young People need to be able to move on where they want to therefore it was critical for adults to act impartially when giving advice. The information they received from EBP Kent would give them a pathway to achieve their goals.
- A comment was made that the EBP Kent was of great value to Kent young people.
- Ms McNulty advised that EBP welcomed strategic support from the local authority. Ms McNulty sought support with finding venues to hold events and volunteers to talk to pupils about their "pathways".

5. RESOLVED that the Cabinet Committee thanked Mr Bunnett and Ms McNulty for attending the meeting and giving informative presentations.

33. Support for Kent Downs and East Kent LEADER Programmes 2015- 2020

(Item B1)

(Report by Mr M Austerberry, Corporate Director for Growth Environment and Transport)

(Mrs T Bruton, Head of Regeneration Projects, was present for this item)

1. The Head of Regeneration Projects, Mrs Bruton, introduced a report that gave a background to the activity undertaken to develop a Kent Downs and Marshes LEADER Programme bid for funding from the Rural Development Programme for England 2014-2020. The report also dealt with the opportunity that had arisen to create a new LEADER area in East Kent as part of the process which will enable more of the rural parts of the county to benefit from the opportunities provided by external funding.

2. Mr Holden commented that he welcomed the East Kent Programme and the opportunity to cover as much of the existing "white space" as possible. Mrs Bruton advised that if all Kent LEADER bids were successful a wider area would be covered leaving a much smaller percentage excluded due to the density and population barrier which was capped at 150,000.

3. RESOLVED that the Growth, Economic Development and Communities Cabinet Committee endorses the decision to be taken by the Cabinet Member, Economic Development for KCC to remain the accountable body for Kent Downs and Marshes Leader for the new Programme period ending in 2020 and also takes on this function for East Kent Leader. This would enable both Leader groups to have one administrative team looking after both and a

sharing of back office functions, resulting in efficiencies and reduced staff costs.

34. Planned consultation on the structural options to deliver Kent County Council's Libraries, Registration and Archive Services
(Item C1)

(Report by Mr M Hill, Cabinet Member for Community Services and Mr M Austerberry, Corporate Director, Growth Environment and Transport Directorate)

(Ms C White, Review Team Manager, Mr J Burr, Principal Director of Transformation and Mr James Pearson, Service Improvement Manager were present for this item)

1. The Cabinet Member for Community Services, Mr Hill, introduced a report that summaries the steps taken so far in the review of Libraries, Registration and Archives as part of phase one of the Facing the Challenge Transformation Programme. The report also outlined the plans to consult with the public, staff, unions and elected Members and other stakeholders about all the option including the preferred option of a Charitable Trust which had been endorsed by the County Council on 15 May 2014.

2. Mr Hill and officers present noted comments and responded to questions by Members which included the following:

- Mr Hill stated that he wanted to protect small libraries but had concerns that they were under used and efficient ways in delivering the library service needed to be found.
- Members would continue to have involvement in the decisions to be made regarding the future of the Library Service.
- There had already been work carried out to look at digitising the Registration Services as genealogy was identified as a key market and forming partnerships with other Archives would enhance the experience. If the option for a Charitable Trust was the preferred option further income streams to be looked into.
- The specification for employees would be laid down by the Charitable Trust on which Members would be represented as Trustees.

3. The Chairman agreed to a request for a vote on the recommendation. The vote was as follows:

5 for, 3 against and 1 abstention
Carried

4. RESOLVED that the Growth, Economic Development and Communities Cabinet Committee agreed to the proposal to complete further stakeholder engagement and subsequent to this, initiate consultation on the options for the future delivery of Libraries, Registration and Archive services including the preferred option to establish a charitable trust.

35. Kent and Medway Growth Strategy

(Item C2)

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

(Mr R Gill, Economic Strategy and Policy Manager, was present for this item)

1. The Economic Strategy and Policy Manager, Mr Gill, introduced the report that explained the process through which it was proposed that the Kent and Medway Growth Strategy would be revised and finalised following recent funding decisions and the wider policy landscape. He advised that the revised strategy would be submitted to the 2 December meeting of this Cabinet Committee. The final draft Strategy would then be submitted to the Kent and Medway Group and adoption of the strategy by the KMEP and the Cabinet would be in March 2015.

2. Mr Gill responded to comments and questions by Members as follows:-

- A comment was made that education, in particular further education, should be included in the Strategy. It was advised that Locate in Kent was looking at setting up a science sector group to look at innovation in science.
- Mr Baldock advised that he could not endorse the report. He considered that the growth referred to catered for people coming from outside of the area. He considered that the government should be looking at what it was doing to Kent.
- A request was made for land based industries to be considered.

3. Mr Baldock requested his decision not to support the recommendations be noted.

4. RESOLVED that:-

- a) the responses to comments and questions by Members be noted; and
- b) the report be noted and a further draft of the revised Kent and Medway Growth Strategy be submitted to the 2 December meeting of this Cabinet Committee.

36. Local Growth Fund: Outcomes for Kent

(Item C3)

(Report by Mr M Dance, Cabinet Member for Economic Development and Mr M Austerberry, Interim Corporate Director for Growth, Economic Development and Communities Cabinet Committee)

(Mr R Gill, Economic Strategy and Policy Manager was present for this item)

1. The Economic Strategy and Policy Manager, Mr Gill, introduced the report that sets out the allocation of the Local Growth Fund in the form of a single 'Growth Deal' with each LEP. The South East LEP had been allocated £442.1 million, of which £272.3 million was committed and a further £164.4 million that was provisionally allocated to projects that would start in 2016/17 or later.

2. Mr Gill responded to comments and questions by Members as follows:
 - Comments were made by Members that the focus on the skills agenda was vital as there were skill gaps. The workforce needed to be equipped with the necessary skills.
 - A comment was made on the delivery of the Bean and Ebbsfleet junction project on the A2 that the capital needed to be secured and a skilled workforce needed to be ready.
 - It was advised that only projects given tangible funding were those in 2016/17 any other projects were on a provisional list.
3. RESOLVED that the responses to questions by Members and the report be noted.

37. Ebbsfleet Garden City UDC
(Item C4)

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

(Mr N Smith, Head of Development, was present for this item)

1. The Head of Development, Mr Smith, introduced a report providing an update on the progress of the Ebbsfleet Garden City and UDC advising that Mr Cassidy had been appointed as Chairman designate of the Ebbsfleet Development Corporation and the consultation launched by the government in August was due to end on 6 October. The report would also be considered at the Environment and Transport Cabinet Committee meeting held on 17 September 2014.
2. Mr Smith responded to questions by Members as follows:
 - Mr Smith responded to concerns about the consultation process advising that the public consultation was not about the mix of development it was about process and was a golden opportunity to flag up issues.
 - Mr Smith agreed to forward to details of the Member briefing proposed for 9 October.
3. RESOLVED that the responses to questions by Members and the progress to date and the immediate next steps outlined in the report be noted.

38. Risk Management - Strategic Risks
(Item D1)

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

(Mr M Scrivener, Corporate Risk Manager, was present for this item)

1. The Corporate Risk Manager, Mr Scrivener, introduced a report that gave an overview of the strategic risks of relevance to the portfolio of the Growth Economic

Development Cabinet Committee advising that the targets set needed to be realistic and what was being done to mitigate risk.

2. In response to a comment, Mr Scrivener advised that the Social Care elements which indicated in the high risk rating would be looked at closely.

3. RESOLVED that the report be noted.

39. Performance Dashboard

(Item D2)

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

(Mr R Fitzgerald, Performance Manager, was present for this item)

1. The Performance Manger, Mr Fitzgerald, introduced a report that showed the progress made against targets set for Key Performance targets from data up to the end of June 2014. He highlighted the additional information that had been included in the report on pages 71 to 73 following a requested by Members to include; online contacts to the Libraries, Registration and Archives and volunteers involvement in libraries.

2. The Director of Economic Development, Ms Cooper, responded to a comment, advising that she needed to be made aware of any difficulties there were with KCC's website so that the issues could be dealt with.

3. A suggestion was made that if a performance indicator for Libraries, Registration and Archives was red the issue needed to be captured as this would be need to be addressed as part of the Libraries, Registration and Archives Service consultation on the structural options to deliver the service.

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

40. Equality Annual Report

(Item D3)

(Report by Mr M Dance, Cabinet Member for Economic Development and Mr M Hill, Cabinet Member for Community Services)

(Mrs A Agyepong, Corporate Lead, Equality and Diversity, was present for this item)

1. The Corporate Lead, Equality and Diversity, Mrs Agyepong, introduced a report that sets out a position statement for services within the Growth, Environment and Transport Directorate regarding equality and diversity work and progress on KCC equality objectives for 2013/14. Mrs Agyepong highlighted examples of delivery of core services.

2. Mrs Agyepong responded to comments and questions by Members which included the following:

- A Member commented that this was an excellent report.

- A Member questioned the cost of collecting data and considered whether it was necessary. Mrs Agyepong advised that if the question was irrelevant the question should not be asked if there is no reason to collect the data.
- It was questioned why pregnancy was not considered in adaptations to services. Mrs Agyepong explained that pregnancy would only need to be relevant at the point the person came into contact with a service.
- It was suggested that it was important that people who received a bad service were confident to report it.
- A request was made that the services of Black Minority Ethnic groups' contribution in the World Wars I and II commemorations be recognised.
- A Member requested that the issues of Equality and diversity be included when commissioning services.
- It was suggested that nationally surveys did not include "Jew" as a category. Mrs Agyepong agreed look into this.

3. RESOLVED that:-

- a) the responses to questions by Members be noted;
- b) the current performance be noted;
- c) agreement was given by this Cabinet Committee to ensure that equality governance is observed in relation to decision making;
- d) the proposed changes to Equality Objectives be noted; and
- e) agreement was given by this Cabinet Committee to receive future reports annually in order to comply with the Public Sector Equality Duty be agreed.

By: Mark Dance, Cabinet Member for Economic Development
 Barbara Cooper, Corporate Director – Growth Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee - 2 December 2014

Subject: Decision Number: 13/00034 - Discovery Park Enterprise Zone: Growing Places Fund

Classification: Unrestricted

Past pathway of paper: None

Future pathway of paper: None

Electoral Division: Sandwich

Summary

Last year, the South East Local Enterprise Partnership Board provisionally allocated £4.6 million from the Growing Places Fund to support the development of Discovery Park Enterprise Zone. It was intended that this should be made available to Kent County Council as a loan. This will then enable KCC to offer loan finance to the private sector.

This paper sets out the process through which it is anticipated that Growing Places Fund will be drawn down and managed.

Recommendations:

The Growth, Economic Development and Communities Cabinet Committee is asked to CONSIDER and ENDORSE or make recommendations to the Cabinet Member for Economic Development on:

- a) the proposed arrangements for managing the Growing Places Fund loan money; and
- b) the proposed decision that Kent County Council shall;
 - i. Draw down capital funds of up to £4.6 million from the Growing Places Fund;
 - ii. Make available loan finance of up to £4.6 million to one or more third party organisations to support the development of Discovery Park Enterprise Zone.

Provided that this is subject to:

- i. The conclusion of a satisfactory loan agreement from Essex County Council, as the Accountable Body for Growing Places Fund; and
- ii. The receipt of a satisfactory application for loan finance from one or more third party organisations.

1. Background

The Growing Places Fund

- 1.1. The Growing Places Fund (GPF) is a capital fund that has been distributed by central Government to Local Enterprise Partnerships so that it can be used to provide repayable finance for schemes that will lead to the delivery of jobs and housing. In the South East LEP area, the Fund has a value of £49 million.
- 1.2. Essex County Council acts as the Accountable Body for the South East LEP GPF fund. Essex CC manages the Fund by entering into loan agreements with county and unitary councils for projects that are supported by the South East LEP Board. The local county or unitary councils then enter into subsidiary loan agreements with third party borrowers. These final borrowers may be in the public or private sectors.

Discovery Park Enterprise Zone

- 1.3. Discovery Park was designated as an Enterprise Zone in 2011, following Pfizer's decision to partially exit from its major research and development facility at Sandwich. Since then, the Park has successfully grown as a centre for high-value businesses, especially in the life science and pharmaceutical sectors. At present, there are around 1,900 people employed on the site, working in 100 companies. The site is in the private ownership of Discovery Park Ltd.
- 1.4. Discovery Park Enterprise Zone is recognised as an economic priority for Kent and for the South East LEP as a whole. However, it is understood that the reconfiguration of the site from a facility designed for a single user to a diverse science park will impose significant costs on the site owner or its occupiers.

The Growing Places Fund allocation

- 1.5. Recognising the strategic importance of Discovery Park Enterprise Zone, and the potential requirement for financial assistance, the South East LEP Board agreed in 2013 to allocate a maximum of £4.6 million from the Growing Places Fund to support capital investment within the Zone boundaries. However, this allocation is not legally committed; rather, it is a ringfenced sum that may be secured in the event that a full project proposal comes forward.

2. Securing the Growing Places Fund allocation

- 2.1. In order to secure the GPF allocation and ensure that it is used effectively, it is proposed that:

- a) Kent County Council shall invite applications for loan finance of up to £4.6 million for infrastructure at Discovery Park.
- b) Applications shall then be appraised and considered through the same process as that which is currently used to determine applications for loans from the Expansion East Kent programme. This means that any application will be required to submit a full business plan, be subject to independent appraisal and be considered by the Expansion East Kent Investment Advisory Board before a decision is made by KCC. The owners of the Discovery Park site are aware of this proposed process and we anticipate that an application will be forthcoming when the process is launched.
- c) In parallel with this process, KCC shall seek to enter into a loan agreement with Essex County Council as the Accountable Body for GPF which shall mean that, subject to the approval of the loan application:
 - KCC will receive funds quarterly in advance of need;
 - KCC shall be responsible for the allocation, use and monitoring of funds;
 - KCC shall seek to secure repayment of the loan from the final beneficiary. However, in the event that repayment cannot be secured, the Fund shall bear any loss;
 - KCC shall repay the Fund according to an agreed schedule (subject to funds being recovered from the final beneficiary);
 - KCC shall repay Fund all income derived from the loan (i.e. any interest gained on the loan to the final borrower), minus management costs incurred.

2.2. These terms have been discussed with Essex County Council and have received in-principle agreement. However, they will need to be formalised when an agreement to lend to a final borrower has been reached.

3. Decision requirement

- 3.1. KCC has already called for applications against the £4.6 million allocation for Discovery Park. However, to enter into a loan agreement, a Key Decision will need to be taken. This is because it will result in expenditure of over £1 million.
- 3.2. A draft Record of Decision is attached at Annex 1. This proposes that the Cabinet Member for Regeneration and Economic Development agrees that Kent County Council shall:

- a) Draw down capital funds of up to £4.6 million from the Growing Places Fund;
- b) Make available loan finance of up to £4.6 million to one or more third party organisations to support the development of Discovery Park Enterprise Zone.

This shall be subject to:

- a) The conclusion of a satisfactory loan agreement from Essex County Council, as the Accountable Body for Growing Places Fund; and
- b) The receipt of a satisfactory application for loan finance from one or more third party organisations

4. Risks

- 4.1. The key risk is that the final borrower fails to repay the loan. Within the original design of the management of Growing Places Fund, county and unitary authorities acting as intermediary bodies remained liable for repayments in the event of default by the third party final borrower. This was considered unacceptable to KCC; consequently, the revised agreement between the Accountable Body and KCC places the risk of repayment on the Fund, as set out in para. 2.1(c) above.
- 4.2. As the GPF allocation to Discovery Park Enterprise Zone is only an indicative ring fence, there is also a risk that a specific project may not come forward. In the event that an application for funding does not come forward (or that such an application is not considered suitable following the appraisal and approval process), the ring-fenced sum for Discovery Park will be returned to the main GPF fund, and will be available for wider competition across the South East LEP area.
- 4.3. Other project risks (such as those associated with state aid compliance or scheme deliverability) will be considered in any project application through the process described in 2.1(b).

5. Recommendations

The Growth, Economic Development and Communities Cabinet Committee is asked to CONSIDER and ENDORSE or make recommendations to the Cabinet Member for Economic Development on:

- a) the proposed arrangements for managing the Growing Places Fund loan money; and
- b) the proposed decision that Kent County Council shall;
 - i. Draw down capital funds of up to £4.6 million from the Growing Places Fund;

- ii. Make available loan finance of up to £4.6 million to one or more third party organisations to support the development of Discovery Park Enterprise Zone.

Provided that this is subject to:

- i. The conclusion of a satisfactory loan agreement from Essex County Council, as the Accountable Body for Growing Places Fund; and
- ii. The receipt of a satisfactory application for loan finance from one or more third party organisations.

Contact details

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Relevant Director:

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Director of Economic Development

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

Mark Dance – Cabinet Member for Regeneration and Economic Development

DECISION NO.

13/00034

Unrestricted

Subject: Discovery Park Enterprise Zone – Growing Places Fund

Decision:

As Cabinet Member for Regeneration and Economic Development, I agree that Kent County Council shall:

- a) Draw down capital funds of up to £4.6 million from the Growing Places Fund;
- b) Make available loan finance of up to £4.6 million to one or more third party organisations to support the development of Discovery Park Enterprise Zone.

This shall be subject to:

- a) The conclusion of a satisfactory loan agreement from Essex County Council, as the Accountable Body for Growing Places Fund; and
- b) The receipt of a satisfactory application for loan finance from one or more third party organisations

Reason(s) for decision

The decision is required so that Kent County Council can draw down Growing Places Fund in order that this can be made available to support development at Discovery Park Enterprise Zone. A key decision is required as the County Council will incur expenditure of over £1 million for a project not included within the 2014/15 Business Plan.

Cabinet Committee recommendations and other consultation

Cabinet Committee recommendations

The Growth, Economic Development and Communities Cabinet Committee considered a report on this decision on 2 December 2014. Recommendation of the Cabinet Committee to be added following the meeting.

Other consultation

Consultation on this proposal has taken place with the South East Local Enterprise Partnership Board, which has endorsed the provisional allocation of £4.6 million from the Growing Places Fund for use at Discovery Park. Consultation has also taken place with Dover District Council.

Any alternatives considered:

Two alternatives have been explored:

- a) For third party organisations to borrow direct from Essex County Council as the Accountable

Body for Growing Places Fund; and
b) For an alternative local authority (e.g. Dover District Council) to act as the intermediary body.

Neither of these two options are viable within the current management arrangements for the Growing Places Fund. This is because within the current arrangements, the Accountable Body will only issue GPF funding to county and unitary authorities.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None

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signed

.....
date

By: David Smith, Director of Economic Development

To: Growth, Economic Development and
Communities Cabinet Committee – 2nd December 2014

Subject: Manston Update

Classification: Unrestricted

Summary: This paper summarises the presentation which will be made by Paul Carter CBE, Leader, Kent County Council, and David Smith, Director, Economic Development.

The presentation will cover the following topics:

1. Kent County Council's investment in transport infrastructure in East Kent.
2. The announcement of the closure of Manston Airport.
3. The change in ownership.
4. Kent County Council's support for regeneration, business investment and job creation in Thanet and the prospect for jobs and new investment.

Author Contact Details:

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Background Documents:
None

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From: Mike Hill, Cabinet Member for Community Services
Paul Crick, Director of Environment, Planning & Enforcement

To: Growth, Economic Development and Communities Cabinet Committee – 2 December 2014

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

Classification: Unrestricted

Electoral Division: All

Past Pathway of Paper: Cabinet – 13th October 2014

Future Pathway of Paper: Environment and Transport Cabinet Committee – 5 December 2014

Summary:

This report provides the Growth, Economic Development and Communities Cabinet Committee with an update on progress being made to deliver the 17 recommendations in the Christmas / New Year 2013-14 Storms & Floods – Lessons Learnt report that was endorsed by Cabinet on 7th July 2014; a further update was reported to Cabinet on 13th October.

Recommendation:

The Growth, Economic Development and Communities Cabinet Committee is asked to **NOTE** the progress being made against the 17 lessons learnt recommendations.

1. Introduction

- 1.1 Following the severe weather experienced over Christmas and New Year 2013-14, and based on a wide range of public consultations and internal and external debriefs, a comprehensive lessons learnt report was presented to, and approved by, Cabinet on 7th July 2014 and again on 13th October.
- 1.2 The report included 17 recommendations, and this report provides the Environment & Transport Cabinet Committee with an update on progress made to date against these recommendations.
- 1.3 It also provides an update on recent developments relating to the implementation of sustainable urban drainage policy and practice.

2. Progress Report

- 2.1 Significant progress has been made by KCC and our multi-agency partners in implementing all of the recommendations in the 'lessons learnt' report. A detailed summary against each of these is provided at **Annex 1**. Key highlights can be summarised as follows:

- 2.2 Management action: A series of internal and partnership debriefs have been carried out and management structures established to deliver the recommendations identified in these reports. Within KCC, a cross-directorate Corporate Resilience Steering Group has been established, with Director-level representation. Similarly, the Kent Resilience Forum (KRF) has established a multi-agency Pan-Kent Flood Group, chaired by the Environment Agency. Terms of reference for both groups have been agreed, action plans drawn-up and are being implemented. Internal and external governance / reporting lines have been established to ensure appropriate member and senior officer oversight. Additionally, the multi-agency Strategic Recovery Coordination Group, chaired by the Director of Environment, Planning and Enforcement, was reconvened on 23rd September, to review lessons learnt, current progress and preparations for winter 2014-15. Furthermore, the KRF used its annual seminar at the East Malling Conference Centre on 14th November to provide a further health check on partners' preparations to all agencies engaged with civil protection, including appropriate elected members.
- 2.3 Plans: Comprehensive reviews of existing single and multi-agency emergency plans have been carried out, including generic plans and those specific for dealing with flooding and severe weather. The KCC Major Emergency and Flood Response Plans have been reviewed and re-published and the suite of multi-agency flood plans will be re-published in the coming months. Additional new plans have also been drawn-up as a result of lessons learnt e.g. KCC Highways, Transportation & Waste have developed new Severe Weather plans and a specific flood plan has been developed for Little Venice Caravan Park, which flooded several times over Christmas / New Year.
- 2.4 Training & exercising: Since January 2014, 76 multi-agency training sessions and exercises have been / will be run in Kent, to familiarise many hundreds of staff from across the KRF partnership in a variety of emergency response roles (from senior officers to front-line staff) and scenarios. The Environment Agency, with support from the Kent Resilience Team has also trained over 140 flood wardens across the county. Internally within KCC a fundamental review of key emergency response roles has been undertaken and training needs identified. The cross-directorate Corporate Resilience Steering Group have identified staff to be trained and a series of training & exercising sessions (supported by e-learning and briefings) are now in place. This includes Gold (strategic) level training for Corporate Directors (to include the development of an on-call rota) and Silver (tactical) training for Heads of Service and senior managers (40 delegates identified with 20 in the initial tranche of training). An initial emergency planning awareness training pilot ran in September, with 37 managers participating from across KCC and this has now been developed into an e-learning module which will be rolled out shortly. Additionally, all KCC Community Wardens are now trained as Incident Liaison Officers with 12 vans and 2 4x4 vehicles equipped with emergency response equipment for deployment to affected communities in the event of an emergency. Eighty-five KCC officers have also signed up to further refresher training in preparation for winter and there are a further 53 officers in KCC who have been put forward for incident liaison officer training and these will be incorporated into the Kent Resilience Team annual training programme.
- 2.5 Community engagement: A long-standing programme of multi-agency work to develop community-level emergency plans and flood plans has continued apace, with many local plans now in place or under development in key communities at risk of flooding. This approach has been complemented by a range of other activities to

encourage greater awareness and preparedness for flooding and other emergencies, including a series of 'flood fairs' held across the county and the establishment of Multi-Agency Flood Alleviation Technical Working Groups to understand and tackle complex flood risk issues. 42 volunteers from Yalding, East Peckham, Tonbridge & Hildenborough have also been trained and equipped and further sessions are planned for other parts of the county. Additionally, 15,000 copies of a newly-published booklet 'What should I do in an emergency?' have been distributed through a variety channels and access points. A wider awareness campaign is on-going, linked to the national 'Get Ready for Winter' campaign.

2.6 Financial investment & flood risk management: £8.6m central government grant received by KCC in tranche 1 of the 'Severe Weather Recovery Scheme' to help repair damaged highways infrastructure. A further £499,000 has been received in tranche 2. KCC Highways & Transportation is investing an additional £3m to enable the delivery of 120 drainage improvement schemes in 2014/15. KCC is working with the EA, to identify strategic schemes in Kent that require partnership funding. River Medway and Beult Flood Defence Schemes are being taken through to feasibility stage, with KCC investment of £205,000 and Maidstone Borough Council and Tonbridge and Malling Borough Council providing £100,000 in partnership funding each. KCC are also supporting Tonbridge and Malling Borough Council in applying for round 2 of the Local Growth Fund for the Leigh and East Peckham schemes.

4. Recommendation

- 4.1 The Growth, Economic Development and Communities Cabinet Committee is asked to **NOTE** the progress being made against the 17 lessons learnt recommendations.

5. Background Documents

Christmas / New Year 2013-14 Storms & Floods - Final Report (7th July 2014)

Report: <https://democracy.kent.gov.uk/documents/s47250/Item%20-%20Flooding.pdf>

Appendix: <https://democracy.kent.gov.uk/documents/s47251/Item%20-%20Appendix.pdf>

6. Contact Details

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Christmas & New Year 2013-14 Storms & Floods – Lessons Learnt Progress Report

Current Progress	Next Steps	RAG Status
Recommendation 1: Undertake a fundamental review and update of key KCC and partnership plans to ensure that they are fit for purpose for even the most complex and protracted of incidents		
<ul style="list-style-type: none"> • KCC Corporate Resilience Steering Group established to oversee implementation of Cabinet recommendations. • Kent Resilience Forum (KRF) Pan-Kent Flooding Group established to oversee implementation of multi-agency recommendations. • KCC Flood Response and Major Emergency Plans and Emergency Contacts Directory have been reviewed, updated & re-issued to key contacts • KCC Highways, Transportation & Waste have developed new Severe Weather plans, informed by experiences and lessons learned from winter 2013-14 and previous cold winter weather. • Social Care, Health and Wellbeing have also undertaken a full review of their plans and have in place a programme of work and priorities for Social Care, Health and Wellbeing in Business Continuity, Emergency Response, and Capacity Management, incorporating Public Health. • Kent Resilience Team (KRT) is working with the Pan-Kent Flood Group to review & update the KRF Pan-Kent Strategic Emergency Framework, Pan-Kent Flood Plan and 13 x Medway / District / Borough level plans. • Ongoing programme of work to develop community-level flood plans (see Recommendation 4). 	<ul style="list-style-type: none"> • Suite of multi-agency plans to be finalised and circulated to key partners. • Further review to simplify plans to align to key roles and training • Series of KCC and multi-agency awareness-raising & briefing sessions, training and exercises continue to be run • Development of an annual training programme led by the Kent Resilience Team and incorporating on-going training needs across KCC 	GREEN

Recommendation 2: 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

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| <ul style="list-style-type: none"> • A review of professional and generic roles across KCC in relation to emergency response has been carried out and training needs identified • Training is now in place including Gold (strategic) level training for Corporate Directors (to include the development of an on-call rota) and Silver (tactical) training for Heads of Service and senior managers (40 delegates identified with 20 in the initial tranche of training). • An initial emergency planning awareness training pilot ran in September, with 37 managers participating from across KCC and this has now been developed into an e-learning module which will be rolled out shortly. • Additionally, all KCC Community Wardens are now trained as Incident Liaison Officers with 12 vans and 2 4x4 vehicles equipped with emergency response equipment for deployment to affected communities in the event of an emergency. Eighty-five KCC officers have also signed up to further refresher training in preparation for winter and there are a further 53 officers in KCC who have been put forward for incident liaison officer training and these will be incorporated into the Kent Resilience Team annual training programme. • HR have been working to establish more effective out-of-hours processes and integration into job roles as appropriate as well as key considerations for deployment of emergency reservists such as overtime payments and health and safety. • Since January 2014, 76 multi-agency training sessions and exercises have been / will be run in Kent, to familiarise many hundreds of staff from across the KRF partnership in a variety of emergency response roles and scenarios. | <ul style="list-style-type: none"> • Paper to CMT to establish potential for on-call system for Corporate Directors as well as key HR considerations of emergency reservists in event of a major emergency • On-going training for key emergency response roles and reservists • KCC staff to be identified and enrolled to attend multi-agency training in the coming months. • Roll out of e-learning Introduction to Emergency Planning module |
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AMBER

Recommendation 3: Develop a consistent countywide policy & plans for maintaining & providing sandbags and other practical support to individuals & communities at risk of flooding.		
<ul style="list-style-type: none"> • KCC, Medway and Districts / Boroughs working together to review each agency's current stocks of sandbags (or equivalent products), policies and plans for deployments. • Work also underway to review / enhance arrangements for provision of other practical support e.g. key accounts with hotels / B&Bs, provision of dehumidifiers, pumps, access to contractors for gas / electric / water safety checks etc. • Review and gap analysis of policy and resources across KCC and partner organisations was undertaken in September and additional stocks / arrangements put in place by individual agencies. 	<ul style="list-style-type: none"> • Discussions to be held with KCC and partners to work towards a joined-up a countywide policy. There is an ongoing process of data capture and information sharing regarding sandbag / flood sack status across the county, held and maintained by the Kent Resilience Team. DCLG are aware that there is not a 'one size fits all' policy for sandbags at District level due to different physical geography and community needs, but there is a clear understanding as to what is required in terms of mutual aid and support. • Work with Association of British Insurers, KCC Kent Support & Assistance Service, Finance, Legal & Insurance to develop a robust policy for provision of support to individuals / communities affected by flooding or other emergencies. 	AMBER
Recommendation 4: 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.		
<ul style="list-style-type: none"> • KRF Resilient Communities is currently developing a strategy to bring together work around key themes, to focus the wide range of work being undertaken by individual agencies and in partnerships. • This will include the Community Emergency Planning programme run by KCC in association with Kent Association of Local Councils. Currently 10% of Parish / Town Councils have a plan. Strategy to be developed to significantly enhance take-up countywide, with a particular focus on communities at risk of flooding. Further training sessions are scheduled for October / November. • There are now over 140 flood wardens trained across the county through a programme involving the EA, KFRS, Districts and Boroughs and supported by the KRT. • Work also underway to provide caravan, camping, gypsy & traveller 	<ul style="list-style-type: none"> • Work with KRF Pan-Kent Flood Group and KRF Public Warning & Informing Group to develop and implement a countywide strategy. • Scope opportunities to apply for funding to take forward severe weather community resilience projects e.g. Interreg VA 2-Seas programme. 	GREEN

<p>sites with guidance and templates to develop their own emergency / flood plans. Flood plan Little Venice Caravan Park has now been completed.</p> <ul style="list-style-type: none"> The KRF 'What should I do in an Emergency' Handbook has been widely distributed and is being E - hosted by KCC and other KRF partner agencies; 15000 hard copies have been distributed and another 20000 are being printed. 		
<p>Recommendation 5: Undertake a fundamental review & update of the Floodline Warnings Direct (FWD) Service for communities with high / complex flood risk.</p>		
<ul style="list-style-type: none"> Following consultations with communities and partners during the summer, the EA has refined its flood warning areas for the Rivers Medway, Bourne, Beult and Teise catchments and these went live in late October / early November These will allow the EA to provide more targeted and locally-specific warnings to particular at risk communities. 	<ul style="list-style-type: none"> Final update of single- and multi-agency plans to reflect new arrangements, supported by awareness-raising, briefings and training sessions 	GREEN
<p>Recommendation 6: 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.</p>		
<ul style="list-style-type: none"> KRF Public Warning & Informing meetings, chaired by a senior Kent Police Media and Comms specialist, have ensured a Media and Comms strategy will be in place and tested at a Strategic Multi Agency Exercise (Wade) on the 9th December in advance of, during and after flooding / severe weather events. 15,000 copies of newly-published KRF booklet 'What should I do in an emergency?' have been distributed through a variety channels and access points. e.g. all Parish / Town Councils, Gateways and is available electronically via partner websites and www.kentprepared.org.uk. A wider awareness campaign will be undertaken as part of the above strategy. 20000 further copies have been ordered. 	<ul style="list-style-type: none"> Work with the KRF Pan-Kent Flood Group to develop and implement the strategy, linking-in with outputs from other linked recommendations and initiatives e.g. national 'Get Ready for Winter' campaign which commenced on 20th October. Explore provision of loudhailers, universal mobile chargers and deployment of on-scene communications in the event of power outages. 	GREEN
<p>Recommendation 7: Develop arrangements to provide critical 'on scene' liaison & support to affected communities e.g. via multi-agency 'Bronze' / Operational teams.</p>		
<ul style="list-style-type: none"> KRF Pan-Kent Flood Group currently undertaking review and gap analysis of key on-scene liaison / support roles (e.g. Incident Liaison 	<ul style="list-style-type: none"> Enhancements to multi-agency on-scene response capability to be developed and rolled-out over coming 	AMBER

<p>Officers, door-knocking, evacuation & shelter, provision of information, welfare checks and sandbagging) and supporting training, guidance and resources.</p> <ul style="list-style-type: none"> • All Community Wardens now trained as Incident Liaison Officers, with 12 x vans and 2 x 4x4s equipped with emergency response equipment, with 85 undergoing further refresher training in preparation for winter. • KRT is currently working with the Kent Voluntary Sector Emergencies Group to put in place new or enhanced MOUs to formalise support provided by voluntary sector partners. • See also Flood Warden and Community Emergency Plan training under Recommendation 4. • 140 Volunteer Community Flood Wardens have been trained to date 	<p>months.</p> <ul style="list-style-type: none"> • Need to continue promotion of KCC staff to attend Local Authority-specific and multi-agency training, as well as providing additional training / awareness sessions on specific roles. • Formalise MOUs with voluntary sector partners ready for winter. 	
<p>Recommendation 8: 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.</p>		
<ul style="list-style-type: none"> • Flood Recovery Minister (Greg Clark MP) met with UK Power Networks (14th June) to address concerns raised by Kent partners. • DCLG and Flood Recovery Minister actively engaged as part of the multi-agency recovery management structures chaired by KCC, as were UK Power Networks. • Although these have now been formally stood-down, linkages with both DCLG and the Flood Recovery Minister are being maintained and will be kept regularly apprised of progress and any blockages. 	<ul style="list-style-type: none"> • Continued representation from utilities on Kent Resilience Forum to ensure lessons learnt are integrated into planning and progress and issues fed back to DCLG as appropriate. 	GREEN
<p>Recommendation 9: Streamline & enhance existing multi-agency information management protocols & systems for sharing critical data in the planning for & management of emergencies.</p>		
<ul style="list-style-type: none"> • Work underway led by KRT to explore a number of enhancements to multi-agency communications and information management, including automated alerting systems, web-based logging, extranet and GIS systems. • EA is reviewing availability / provision of flood mapping at multi-agency control centres and on-scene response locations. • KCC, Medway and Districts / Boroughs working together to enhance protocols for Local Authority coordination, feeding into the multi- 	<ul style="list-style-type: none"> • Work to be progressed over the coming months, linking into the KRF Pan-Kent Flood Group. • A Bespoke project has been undertaken by the KRT to pull together multi agency data regarding flooded properties, by way of a SPOC, so that there is unambiguous intelligence that is not duplicated across agencies. 	AMBER

agency response.		
Recommendation 10: Formalise the recovery management structures developed during Operation Sunrise 4 and adopt these as good practice.		
<ul style="list-style-type: none"> • KCC-led Strategic Recovery Coordinating Group met 23rd September to review lessons learned, current status and preparedness going into winter 2014-15 and continues to meet. • Recovery management structures, processes, good practice & lessons learned to be incorporated into single- and multi-agency plans, supported by appropriate awareness / training sessions. • 20 staff from KCC and multi-agency partners attended locally-delivered Emergency Planning College 'Recovering from Emergencies' course 2nd-3rd October. 	<ul style="list-style-type: none"> • KRT currently leading a review of the multi-agency Pan-Kent Emergency Recovery Framework and associated plans to be completed early 2015. 	AMBER
Recommendation 11: Develop protocols to support emergency responders in deciding when to escalate / de-escalate to / from the 'emergency response' & 'recovery' phases.		
<ul style="list-style-type: none"> • Plans, guidance and training have been reviewed and updated in line with new national doctrine (the 'Joint Decision Model') to foster more effective multi-agency working. • >30 multi-agency training sessions to support this initiative have been run in Kent over last 12 months, training hundreds of staff from senior officers down to front line staff. • Role of the KRT to provide professional advice and support to multi-agency partners, from first alerting, through to the emergency response and recovery phase is currently being scoped with multi-agency partners. 	<ul style="list-style-type: none"> • Further multi-agency training opportunities, briefings and awareness raising sessions planned over the coming months. 	AMBER
Recommendation 12: Influence Central Government to secure additional financial support in recognition of the severe burden that these incidents have placed on KCC.		
<ul style="list-style-type: none"> • £8.6m central government grant received from the 'Severe Weather Recovery Scheme' in Tranche 1 to help repair damaged highways infrastructure. Further £499,000 received in Tranche 2. • £982.7k received under the Bellwin Scheme will be used to replenish the 'Emergency Conditions' reserve, which is currently at 	<ul style="list-style-type: none"> • DCLG will shortly to be launching a public information website will provide a breakdown by Local Authority area of data, including expenditure, relating to the winter storms and floods. 	GREEN

<p>zero.</p> <ul style="list-style-type: none"> KCC Sustainability & Climate Change team published its final report detailing multi-agency expenditure captured in the Severe Weather Impact Monitoring System (SWIMS) for winter 2013-14 (www.kent.gov.uk/swims) 		
<p>Recommendation 13: EA / Southern Water to respond to queries / concerns regarding the perceived lack of / effectiveness of their rivers & flood management systems / assets</p>		
<ul style="list-style-type: none"> Andrew Pearce (EA) attended KCC Cabinet on 7th July and Mark Douch (EA) attended on 13th October and assured members that assets, such as critical locks, were maintained to the highest operational standards and to support this, this year an additional £1million of funding for revenue and maintenance activities had been secured and enhanced programmes would be in place before the winter. Southern Water provided evidence to the Kent Flood Risk Management Committee on 17th November on their asset maintenance and improvement programme, community engagement and ongoing work across the county. The letter from Matthew Wright, CEO, is available with the papers from the meeting. 		GREEN
<p>Recommendation 14: 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.</p>		
<ul style="list-style-type: none"> Working with the EA, strategic schemes in Kent have been identified that require partnership funding Medway and Beult River Flood Defence Scheme being taken through to feasibility stage with KCC investment of £205,000. Other partnership contributions in place through Tonbridge & Malling and Maidstone Borough Councils (£100,000 each) and KCC are supporting TMBC in applying for Round 2 of the Local Growth Fund 	<ul style="list-style-type: none"> Agree KCC long term approach to partnership contributions for other priority flood defence schemes. 	AMBER
<p>Recommendation 15: 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.</p>		
<ul style="list-style-type: none"> Initial meeting held between KCC Resilience & Emergencies Unit, 	<ul style="list-style-type: none"> Draft guidance document in preparation, expanding 	AMBER

<p>KRT, KCC Flood Risk Manager and KCC Planning Applications team where a strategy was agreed to address interface between resilience and planning systems - strategy to be developed and agreed</p> <ul style="list-style-type: none"> • A draft digest of flood risk and wider resilience chapters within National Planning Policy Framework and National Planning Policy Guidance. • Online toolkit for planners developed with KCC Public Health and Sustainability & Climate Change team. 	<p>upon relevant flooding and wider resilience chapters of the National Planning Policy Framework / National Planning Policy Guidance with standing advice and practical examples.</p> <ul style="list-style-type: none"> • Host toolkit and guidance documents on relevant websites and access points and engage planners, developers and the general public to promote awareness and usage. 	
<p>Recommendation 16: Implement a strategy to encourage greater awareness & take-up of individual & community flood protection measures e.g. property level protection, sandbags.</p>		
<ul style="list-style-type: none"> • Series of community consultations and Flood Fairs held in Spring 2014 in the communities affected by flooding. • Working with communities where we are undertaking surface water management plans (SWMPs) to help them understand the risks identified and opportunities for them to help themselves. • 15,000 copies of newly-published KRF booklet 'What should I do in an emergency?' have been distributed through a variety channels and access points. e.g. all Parish / Town Councils, Gateways and is available electronically via partner websites and www.kentprepared.org.uk. A wider awareness campaign will be undertaken as part of the above strategy. 20,000 further copies have been ordered. 	<ul style="list-style-type: none"> • Development of European funding bid to further develop community resilience programmes (to be submitted end 2014) to help deliver the strategy. 	<p>AMBER</p>
<p>Recommendation 17: 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</p>		
<ul style="list-style-type: none"> • Series of Multi-Agency Flood Alleviation Technical Working Groups established across Kent, working with key stakeholders to understand and tackle complex flood risk issues. • Developing Flood Risk to Communities (working title) documents which give an overview of flood risk on a district basis and signpost to other documents. • Developing SWMPs across Kent 	<ul style="list-style-type: none"> • Further develop and embed these initiatives as part of our long-term flood risk management strategy. 	<p>AMBER</p>

By: Mark Dance, Cabinet Member for Economic Development
 Barbara Cooper, Corporate Director Growth, Environment & Transport

To: Growth, Economic Development and Communities Cabinet Committee – 2 December 2014

Subject: London Paramount

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Divisions: Dartford and Gravesham

Summary:

This report provides a summary of the proposals for the London Paramount leisure resort at Swanscombe and highlights the potential economic benefits.

Recommendation:

The Growth, Economic Development & Cabinet Committee is asked to CONSIDER the report and NOTE the actions set out under section 5 (Next Steps).

1. Introduction

- 1.1** The promoters of the proposed London Paramount leisure resort at Swanscombe Peninsula, London Resort Company Holdings (LRCH) launched a second round of consultation on the 5th November with the first of 12 events scheduled to take place between the 5th and 15th November. A list of these events is shown in Appendix A. The consultation has been organised by LRCH to provide an opportunity for the local community to find out more about the proposed leisure resort and seek the views from the local community to inform the emerging Master Plan.

2. The London Paramount Proposals

- 2.1** The emerging Master Plan that LRCH has on display at the consultation events presents a development that is unique to the UK and would create a major visitor attraction in Kent drawing people from a wide area. The proposed development would regenerate a major brown field site in North Kent and bring significant opportunities for employment and economic growth. These benefits would be felt not just in North Kent but across a wider region of Kent and there is the potential for spin-off benefits for local

traders and other leisure destinations in Kent.

- 2.2** The leisure resort could attract international as well as UK domestic visitors and LRCH estimate that, when it is fully operational, it could attract up to 15 million visitors a year. This number of visitors is not expected to occur from the day of opening. It is understood that LRCH plans to deliver the development in phases, probably over a 5-year period, with the number of attractions building up over this time.
- 2.3** The key features of the proposed leisure resort that have been highlighted by LRCH include: -
- A Core Entertainment Resort of around 45 hectares (111 acres) with over 50 rides and attractions; a 2,000 seat theatre, 11,000m² of exhibition space; 15,000m² of retail space; restaurants and a cinema/comedy venue.
 - A 20,000m² indoor Events Space to host conferences, exhibitions and musical/sporting events.
 - An indoor Water Park.
 - Hotels
 - A Creative Industry Hub providing flexible workspaces for small and medium sized businesses in the creative industry.
 - A Staff Training Academy
- 2.4** The traffic generated by the leisure resort will be one of the main impacts. LRCH expects that up to 60% of this traffic will arrive by private car and proposes a direct route between the resort and the A2 together with 10,000 visitor parking spaces. For the remaining 40%, LRCH has set mode share targets of 20% by rail, 15% by coach/bus and 5% by river.
- 2.5** In discussions with LRCH the County Council has been informed that they have agreed Heads of Terms with the major land owners but there are around 100 smaller properties to acquire mainly within the Manor Way Industrial Estate. It is expected that LRCH will seek Compulsory Purchase Order powers through the Nationally Significant Infrastructure Project process to secure the remaining land needed to develop the leisure resort.

3. Potential Economic Benefits

- 3.1** LRCH has estimated that the resort will create 27,000 jobs which it has broken down as follows: -
- Direct
 - 7,000 jobs at the leisure resort itself, and
 - 4,000 jobs at the hotels
 - Indirect
 - 6,000 jobs within the Creative Hub, and
 - 10,000 jobs in supporting development across the wider area
- LRCH has also estimated that some 6,000 jobs will be created during the construction period.

3.2 The employment opportunities created could cover a wide range of skills and LRCH has highlighted the following: -

- Hospitality & Catering
- Engineering & Manufacturing
- Technology
- Creative Arts & Culture
- Retail
- Finance & Human Resources

A focus on education and skills would be needed to ensure that the employment opportunities created can be largely met by local people. In this respect LRCH has identified a Staff Training Academy and expressed a willingness to work in partnership with local schools, colleges and education providers to develop and establish a suitable skills programme.

3.3 Both during its construction and operation the leisure resort is likely to require a significant supply chain. LRCH has identified the following sectors and further work should be carried out to identify how best Kent businesses can meet the demand created so that the economic benefits can be spread more widely.

- Construction
- Engineering & Manufacturing
- Food & Beverage
- Security
- Service providers
- Landscaping
- Telecommunications & ICT
- Utilities

4. Relationship with Ebbsfleet Garden City Development Corporation

4.1 The information displayed by LRCH at its consultation events shows a “red-line” boundary that encompasses the site for the leisure resort, a corridor for the proposed access road between the leisure resort and the A2 and the A2 junctions at Bean, Ebbsfleet and Pepperhill. LRCH has essentially covered an area over which it reasonably expects to have to carry out works which is normal for the submission of a planning application.

4.2 There is a degree of overlap between this “red-line” boundary and the proposed area for the Ebbsfleet Garden City Development Corporation that was included in the recent consultation carried out by the Department for Communities & Local Government (DCLG). With the London Paramount development being designated as a Nationally Significant Infrastructure Project (see below), the Development Corporation would not be the determining authority for the application. The inclusion of Swanscombe Peninsula in the area for the Development Corporation allows it to take account of London Paramount and covers the eventuality that the development might not proceed.

5. Background Information

- 5.1** Plans for a major theme park on Swanscombe Peninsula in North Kent were announced by LRCH on 8th October 2012. In the intervening period there have been a number of discussions with the County Council at both Member and officer level, with Dartford and Gravesham Borough Councils, with Central Government and with other key stakeholders.
- 5.2** The County Council has consistently advised LRCH on the work that needs to be undertaken to support a planning application particularly in the areas of transport, environmental impact, employment opportunities and skills development.
- 5.3** On 9th May 2014, the Secretary of State for Communities & Local Government gave a direction under s35 of the Planning Act 2008 for the London Paramount project to be treated as a Nationally Significant Infrastructure Project (NSIP). This designation means that LRCH will submit an application directly to the Planning Inspectorate and, following examination, the decision to grant permission would rest with the Secretary of State.
- 5.4** LRCH carried out an initial round of public consultation in July 2014, principally to ascertain how the local community wished to be consulted on the proposals for the leisure resort. LRCH has stated that over 2,000 local residents and businesses came along to the events that were held in July.
- 5.5** In discussions with LRCH the County Council has been informed that there is sufficient funding for LRCH to acquire the land it needs and progress the development through the planning process. Further investment is being sought for the design, enabling works and construction stages of the development which would follow the granting of planning permission.

6. Next Steps

- 6.1** It is currently anticipated that LRCH will be submitting its application to the Planning Inspectorate around August 2015. LRCH is aiming for a start of construction in 2016/17 with the leisure resort being opened in 2020.
- 6.2** LRCH is planning further consultation events and workshops in the Spring and Summer of 2015 before the submission of a planning application to the Planning Inspectorate. This should constitute the formal public consultation required by the NSIP process.
- 6.3** It is understood that the planned workshops would focus on issues of importance such as transport and the environment. The NSIP process requires LRCH to reach agreement with the County Council on a number of issues prior to the submission of its planning application to the Planning Inspectorate. Principal amongst these being the mitigation of the development's transport impacts.

- 6.4** It is proposed that the County Council continues to engage with LRCH and its consultants to influence the development of the Master Plan for the proposed leisure resort. This will include further discussions regarding the proposed workshops with the purpose of identifying and developing these into specific work streams covering transport, environmental impact, employment opportunities, skills development, supply chain and tourism.
- 6.5** Whilst there are other theme parks these provide a more limited offer and are not of the scale being proposed for London Paramount. There could be some benefit to carrying out independent research into the potential impacts and benefits that could result from the creation of a leisure resort of this scale. At this stage this could be limited to a desk top study utilising the expertise of Visit Kent where appropriate.
- 6.6** The County Council will continue to co-ordinate its response to the London Paramount proposals with both Dartford and Gravesham Borough Councils and Government departments and agencies where appropriate. An internal officer group has already been established and will continue to monitor the situation.
- 6.7** The County Council is already aware that the Highways Agency is discussing with LRCH the impact of the development on the A2 Bean and A2 Ebbsfleet improvements. The County Council is involved in the HA's work on the improvement of these two junctions and will continue to emphasise the importance of a co-ordinating the work of the HA and LRCH and use its influence as the local highway authority where appropriate.
- 6.8** The County Council has been formally consulted by the Planning Inspectorate regarding an Environmental Impact Assessment Scoping Report submitted by LRCH. Officers are currently compiling a response to this which needs to be submitted by 9th December.
- 6.9** Any further developments relating to the London Paramount proposal will be monitored and reported to Members. Briefings will be arranged where this would provide a more effective forum for the exchange of information and views.

7. Recommendation

The Growth, Economic Development & Cabinet Committee is asked to CONSIDER the report and NOTE the actions set out under section 5 (Next Steps) of this report.

Report Author:

Stephen Dukes
Economic Development Officer
Growth, Environment & Transport
stephen.dukes@kent.gov.uk
01622 417062

Background Documents:

[Direction by Secretary of State for Communities & Local Government, 9th May 2014.](#)

[London Paramount Exhibition Displays for November 2014 Events.](#)

Click on links to open

Appendix A: List of Consultation Events

Appendix A

List of Consultation Events

Wed 5 th November	British Legion Greenhithe London Road, Greenhithe DA9 9EJ	11am – 2pm
Wed 5 th November	Eastgate 141 Springhead Parkway DA11 8AD	4pm – 7:30pm
Thurs 6 th November	Northfleet School for Girls Hall Road Gravesend DA11 8AQ	4pm – 8pm
Fri 7 th November	Dartford Council Offices Civic Centre, Home Gardens, Dartford DA1 1DR	3:30pm – 7:30pm
Sat 8 th November	Swanscombe Leisure Centre Craylands Lane, Swanscombe DA10 0LP	2pm – 5pm
Mon 10 th November	Hazlitt Arts Centre (The Exchange Studio) Earl Street, Maidstone ME14 1PL	2pm – 6pm
Tues 11 th November	Bluewater (Lower Winter Garden) Greenhithe DA9 9ST	10am – 9pm
Wed 12 th November	Thurrock Civic Hall Blackshots Lane, Grays RM16 2JU	2pm – 6pm
Thurs 13 th November	The Woodville Halls Civic Centre, Windmill Street, Gravesend DA12 1AU	4pm – 8pm
Fri 14 th November	St Botolphs Church Hall The Hill, Northfleet DA11 9EU	3:30pm – 7:30pm
Sat 15 th November	Ebbsfleet United Football Club (Match ticket holders only)	1pm – 3pm
Sat 15 th November	Dartford Football Club (Match ticket holders only)	1pm – 3pm

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From: Peter Sass, Head of Democratic Services

To: Growth, Economic Development and Communities Cabinet
Committee – 2 December 2014

Subject: **Work Programme 2014/15**

Classification: **Unrestricted**

Past Pathway of Paper: Growth, Economic Development and Communities Cabinet
Committee meeting -16 September 2014

Future Pathway of Paper: Standard agenda 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, appended to the report, has been compiled from items in the Future Executive Decision List and from actions arising and from topics identified at the agenda setting meetings, held 6 weeks before a Cabinet Committee meeting in accordance with the Constitution, 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, are responsible for the programme's fine tuning, this item gives all Members of this 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

3. Work Programme 2014/15

- 3.1 The proposed Work Programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions, listed in paragraph 2.1 above, of this Cabinet Committee, identified at the agenda setting meetings [Agenda setting meetings are held 6 weeks before a Cabinet Committee meeting in accordance with the Constitution]. The attendees of the agenda setting meetings are; Mr Wickham, (Chairman), Mr Holden, (Vice Chairman) and 3 Group Spokesmen, Mr Clarke, Mr Truelove, Mr Baldock; and Mr Dance (Cabinet Member for Economic Development) and Mr Hill (Cabinet Member for Community Services).
- 3.2 An agenda setting meeting was held on 14 October 2014, when Mr Wickham, Mr Holden Mr Clarke, Mr Dance and Mr Hill were present when 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 to be considered at future meetings where appropriate.
- 3.3 Future agenda setting meetings are scheduled to be held on Thursday, 4 December 2014, Monday, 2 March 2015, Tuesday, 26 May 2015, Tuesday, 28 July 2015 and Tuesday, 13 October 2015.
- 3.4 When selecting future items the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' items will be sent to Members of the Cabinet Committee separately to the agenda and will not be discussed at the Cabinet Committee meetings.

4. Conclusion

- 4.1 It is vital for the Cabinet Committee process that the Committee takes ownership of its work programme 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.

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

6. Background Documents

None.

7. Contact details

Report Author:

Christine Singh

Democratic Services Officer

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Peter Sass

Head of Democratic Services

01622 694002

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GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 2014/2015

(Members agreed 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 report where appropriate)

FORTHCOMING EXECUTIVE DECISIONS		
Decision	Decision Maker	Lead officer
None at present		

STANDARD AGENDA ITEMS	
Item	Cabinet Committee to receive item
Verbal updates by the Directors and Cabinet Members	At each meeting
Portfolio Dashboard	At each meeting
Budget Consultation	Annually (November/December)
Final Draft Budget	Annually (January)
Annual Equality and Diversity Report	Annually (September)
Work Programme	At each Meeting

PROPOSED FUTURE ITEMS		
Agenda Item	Date requested	Cabinet Committee meeting
Paramount Theme Park project on Swanscombe Peninsular	29/07/2013	Regular updates
Shipping in Kent Ports –(Marine diesel) <i>Request by the Cabinet Member</i>		Part of Cabinet Members verbal update in Jan 2015
Ebbsfleet	14/10/2014 agenda setting meeting	tba
Urban Development Corporation	14/10/2014 agenda setting meeting	tba
Support for Start Ups and Entrepreneurs	14/10/2014 agenda setting meeting	tba
2020 Business Show	14/10/2014 agenda setting meeting	Members to be advise of date and time of show
Manston Airport	14/10/2014 agenda setting meeting	Regular updates
PRESENTATIONS		
Thanet Seafront	14/10/2014 agenda setting meeting	tba
Paramount Theme Park project on Swanscombe Peninsular	14/10/2014 agenda setting meeting	In 2015
VISITS		
VISIT: TIGER and Escalate - <i>Request by Chairman</i>	11/12/2013	Jacqui Ward to organise visits
VISITS: To Businesses in East Kent with the Investment Advisory Board	11/12/2013	tba
VISIT: Discovery Park	14/10/2014 agenda setting	David Smith to organise

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

To: Growth, Economic Development and Communities Cabinet Committee – 2 December 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:

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

1. Introduction

- 1.1. Part of the role of the Committee is to review the performance of services for which the Committee has oversight.
- 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 September 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 September 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.
- 2.5. The Dashboard now includes for the first time user satisfaction measures for Libraries, Registration and Archives.

3. Recommendation:

The Growth, Economic Development and Communities Cabinet Committee is asked to consider and 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:

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Performance Manager
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Growth, Economic Development and Communities Performance Dashboard

Financial Year 2014/15

September 2014

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Produced by Business Intelligence

Publication Date: 10 November 2014



Contents

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




Guidance Notes

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	David Smith	Mark Dance

Loan approval in the quarter to September 2014 was high for Expansion East Kent at £7.8 million, with the scheme ahead of target to approve sufficient loans to fully utilise the fund within the scheme lifetime. Loans approved for Tiger and Escalate at £8.9m in the quarter, was also ahead of the target trajectory with the funds expected to be fully utilised well before the scheme end date of March 2015.

Ref	Performance Indicators	YTD	YTD RAG	YTD Target	YTD Floor	Pr. Yr. YTD
ED01	Number of jobs committed to be created/safeguarded through RGF and KCC projects	4,580	GREEN	1,200	1,000	2,532
ED02	Expansion East Kent - percentage of funds with Board approval to progress to full contract (cumulative)	90%	GREEN	67%	62%	N/a
ED03	TIGER and Escalate - percentage of funds with Board approval to progress to full contract (cumulative)	89%	GREEN	67%	57%	N/a

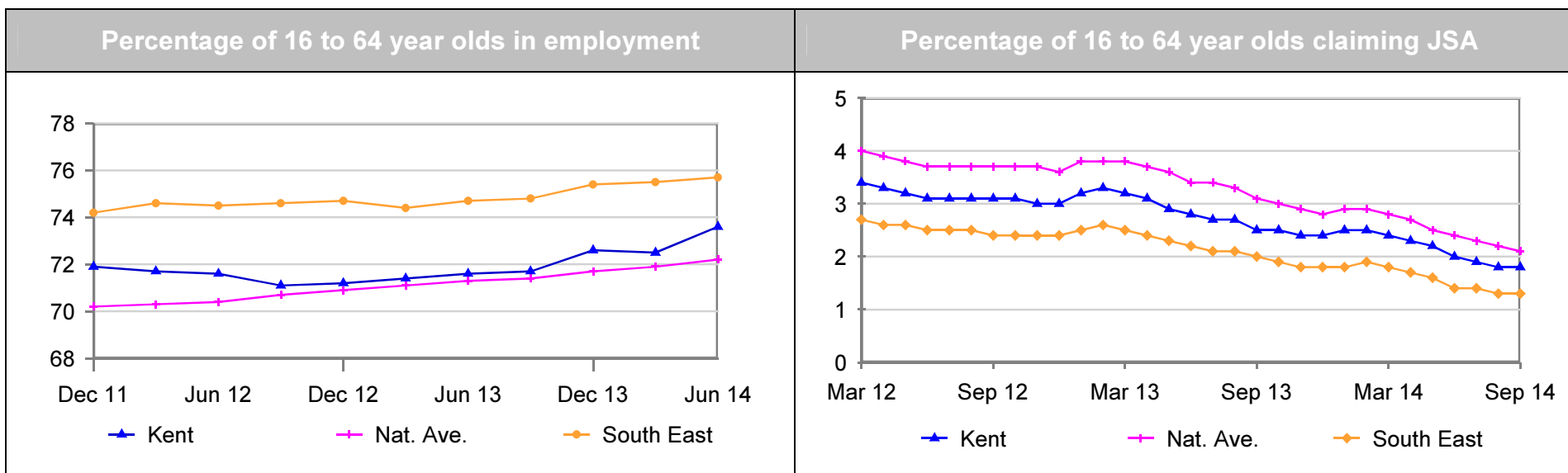
Data for all indicators are cumulative positions. ED01 is cumulative for the financial year and ED02 and ED03 are cumulative since the beginning of the schemes.

ED01 represents committed jobs based on loans provided and projects supported, including Regional Growth Fund schemes, Escalate, Marsh Million and the activity of Locate In Kent. Monitoring of delivery of these committed jobs for RGF will follow in future reports.

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance

The general state of the Kent economy continues to show good improvement with JSA claimant rates now down to levels not seen since 2008.

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Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	Angela Slaven	Mike Hill

Ref	Performance Indicators	Latest Quarter	Quarter RAG	DOT	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
LRA03	Average number of e-books issued per day	324	GREEN	↑	316	GREEN	245	215	225
LRA04	Average number of daily online contacts to the service	2,613	GREEN	↓	2,678	GREEN	2,650	2,250	3,598
LRA05	Number of ceremonies conducted by KCC officers	2,563	GREEN	↑	4,346	GREEN	3,700	3,300	4,041
LRA06	Customer satisfaction with Birth and Death Registrations	97%	GREEN	↔	97%	GREEN	95%	90%	New Indicator
LRA07	Customer satisfaction with ceremonies	99%	GREEN	↓	99%	GREEN	98%	90%	New Indicator
LRA08	Customer satisfaction with Libraries and Archives	92%	AMBER	↔	92%	AMBER	93%	90%	New Indicator

LRA04 – Following the introduction of the new KCC web-site in April, the Libraries, Registration and Archives service reduced its number of web pages down to 33 from 952. This has led to more people finding the information they want first time and consequently there has been a reduction in the total number of online contacts. Core underlying systems such as access to our online reference sources have not shown a decrease in usage and there has been a increase in the percentage of on-line Registration bookings. The Targets for online contacts have been reduced to reflect the re-based online activity levels as a result of the new web-site format, with online activity reduced by 26% compared to the old web-site format in place last year.

Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	Angela Slaven	Mike Hill

The slow but relatively steady transfer from traditional library usage (physical visits and issues) to use of our online services continues. Visits to the end of September were 5% down on the same time last year and book issues were down 6%.

Ref	Activity Indicators	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
LRA01	Number of visits to libraries per day (includes mobile libraries)	19,553	LOW	21,184	19,605	20,577
LRA02	Number of books issued per day (includes audio- and e-books)	17,722	LOW	19,539	18,092	18,933

Visits and book issues picked up the quarter to expected levels but remained behind expectations on a year to date basis. The figures were low for quarter one and was due to the move of business support activity from Kings Hill, Gibson Drive, to new smaller and more cost effective premises during quarter one. The move caused some disruption and new books were not sent to branches throughout quarter 1, which impacted on the volume of issues and visits.

As well as traditional library use, we provide a range of other uses for library buildings, many which involve volunteers from the community. Examples of this included in the quarter to June 2014, volunteers delivered Children's Storytime, and other similar events to 16,939 adults and children and Talk Time (a drop in coffee and chat session for 50+) to 6,087 attendees. These are just some of the additional community usage of library facilities which are currently provided.

Service Area	Head of Service	Cabinet Member																																																																				
Libraries, Registrations and Archives	Angela Slaven	Mike Hill																																																																				
LRA01 - Number of visits to libraries per day		LRA03 - Average number of e-books issued per day																																																																				
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Division	Director	Cabinet Member
Sports	Paul Crick	Mike Hill

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE09	Sports – Income levered into Kent (£000s)	2,007	GREEN	1,250	750	5,187

Division	Director	Cabinet Member
Arts Development	David Smith	Mike Hill

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
ED04	Funding levered into Arts and Culture (£000's)	2,159	GREEN	1,153	961	1,117

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