

**GROWTH ECONOMIC DEVELOPMENT AND
COMMUNITIES CABINET COMMITTEE**

Tuesday, 15th September, 2015

10.00 am

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



AGENDA

GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Tuesday, 15 September 2015 at 10.00 am
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: **Christine Singh**
Telephone: **03000 416687**

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 A H T Bowles, Mr D L Brazier, 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

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council.

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 Minutes of the meeting held on 7 July 2015 (Pages 7 - 14)

To consider and approve the Minutes as a correct record.

A5 Future Meeting Dates 2016/17

The Growth, Economic Development and Communities Cabinet Committee is asked to note the future meetings dates for 2016/17 as follows:

2016	2017
Tuesday, 12 January	Thursday, 19 January
Thursday, 3 March	Wednesday, 22 March
Tuesday, 17 May	
Tuesday, 19 July	
Wednesday, 12 October	
Tuesday, 13 December	

A6 Verbal Updates (Pages 15 - 16)

To receive Verbal updates by the relevant Cabinet Members and Corporate Director on topics within the remit of the Economic Development and Communities portfolio.

A7 Presentation

Canterbury Christ Church University –Tony Lavender (Pro Vice Chancellor, Research and Knowledge Exchange) accompanied by Audrey Songhurst (Director, Research and Enterprise Development Centre) and Heather McLaughlin (Director of the Business School).

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

B1 The Old Rectory, Northfleet (contract for management of services) (Pages 17 - 34)

To receive a report by the Corporate Director for Growth, Environment Transport to consider and endorse or make recommendations on a decision to be taken by the Cabinet Member for Economic Development.

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

C1 Funding and Devolution to support Economic Growth: Opportunities for Kent (Pages 35 - 38)

To receive a report by the Cabinet Member for Economic Development and Corporate Director for Growth, Environment and Transport that sets out potential opportunities to secure additional investment and devolution to Kent to support economic growth.

C2 Kent Film Office (Pages 39 - 42)

To receive a report by the Cabinet Members for Economic Development and the Corporate Director of Economic Development that looks briefly at the work of the Kent Film Office and options to increase the economic benefits from the film and TV industries.

C3 Kent Big Society Fund: Annual Report to Kent County Council (Pages 43 - 62)

To receive a report by the Cabinet Member for Community Services and Corporate Director for Growth, Environment and Transport that outlines the performance of the Fund.

C4 RGF Programmes and Framework for Monitoring Report (Pages 63 - 76)

To receive a report by the Cabinet Member for Economic Development and Director for Economic Development that provides an update on the allocation of funds to companies in the format previously agreed by the Growth Economic Development and Communities Cabinet Committee.

C5 Ashford District Deal (Pages 77 - 88)

To receive a report by the relevant Cabinet Members and Corporate Director for Growth, Environment and Transport that sets out an overview of the proposed District Deal model for continuing improved working between the County and Districts, as well as the proposed Ashford District Deal as a pilot.

C6 Work Programme 2015/16 (Pages 89 - 98)

To receive a report by the Head of Democratic Services that gives details of the proposed work programme for the Growth, Economic Development and Communities Cabinet Committee.

D - Monitoring of Performance

D1 Performance Dashboard (Pages 99 - 106)

To receive a report by the relevant Cabinet Members and the Corporate Director of Growth, Environment and Transport that shows progress made against targets set for Key Performance Indicators.

D2 Annual Equality and Diversity Report (Pages 107 - 134)

To receive a report by the relevant Cabinet Members and Corporate Director for the Growth, Environment and Transport that sets out a position statement for services within the Growth, Environment and Transport (GET) Directorate regarding equality and diversity work and progress on KCC Equality objectives for 2014/15.

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

Monday, 7 September 2015

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

KENT COUNTY COUNCIL

**GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES
CABINET COMMITTEE**

MINUTES of a meeting of the Growth Economic Development and Communities Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Tuesday, 7 July 2015.

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

ALSO PRESENT: Mr M C Dance, Mr P M Hill, OBE and Mrs S V Hohler

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr D Smith (Director of Economic Development), Mr K Day (Sports and Physical Activity Services Manager), Mr M Rolfe (Trading Standards Manager (East)) and Ms C A Singh (Democratic Services Officer)

UNRESTRICTED ITEMS

85. Apologies and Substitutes

(Item A2)

1. Apologies for absence were received from Mr B Clark.
2. Mrs T Dean attended as substitute for Mr Clark

86. Declarations of Interest by Members in items on the Agenda

(Item A3)

No declarations of interest were received.

87. Minutes of the extraordinary meeting held on 20 May 2015

(Item A4)

RESOLVED that the Minutes of the meeting held on 20 May 2015 were correctly recorded and that they be signed by the Chairman.

88. Verbal updates

(Item A5)

1. Mr Dance, Cabinet Member for Economic Development, advised that Sands Heritage Limited had been secured by Thanet District Council as the operator of Dreamland amusement park. The fairground opened in June 2015. Mr Dance suggested that a mechanism of measuring the potential success of the reopening of Dreamland as well as the other attractions such as the Turner Art Gallery in Margate and the impact locally and for the rest of Kent needed to be found.

2. Mr Dance explained that Locate in Kent commissioned Alison Watson to look at Kent's Life BioScience and agrotech offer. This would create benefits for similar smaller businesses in the BioGateway in procurement. This was dedicated to developing Kent's offer of a life science network with the ability to attract businesses in Europe.

3. Mr Dance referred to the recent Operation Stack advising that a delegation of Kent MPs were meeting with the Minister for Transport to discuss alternatives to Operation Stack. He advised that he had been notified that another issue was likely to happen. Mrs Cooper advised that there was a possibility that Operation Stack would be on and off in the coming days. Notifications would be given regarding travel routes to avoid.

4. The Cabinet Committee were advised that Thanet District Council were due to make a decision in the near future on whether to pursue a Compulsory Purchase Order or other options for Manston Airport.

5. Mr Dance and the Corporate Director for Economic Development responded to questions by Members as follows:

- The Corporate Director agreed that this was a national issue which Kent had to bear. Following the last Operation Stack in January 2015 a Group was set up tasked with identifying more effective solutions to the current Operation Stack arrangement. The Group included Dover Harbour Board, Eurotunnel, representatives of lorry parking and logistics sectors, Shepway District Council, Ashford Borough Council, Dover District Council, Kent County Council, Highways England, the Road Haulage Association and the Freight Transport Association to discuss whether there was a better way to manage Operation Stack. The Group was producing a report on proposed solutions. Mrs Cooper explained that the reason more lorries joined the queue following 2 days of Operation Stack was; lorry drivers took the view that they would rather be 3000th in a queue than 4501 because they had to stay somewhere and were not paid for overnight parking. This was not a good use of the Police or KCC's resources.
- Mrs Cooper advised that the Group's report would be forwarded to the Secretary of State, who had been made aware and was waiting to receive it.
- Mrs Cooper advised that any issues regarding road signage should be forwarded to her.

6. Mr Hill, Deputy Cabinet Member for Community Services advised that Kent had received the Libraries, Registration and Archives Customer Service Excellence Award 2015 after improving on last year. He explained that of the 57 criteria Kent had 14 compliance plus and 43 compliance, up by 2 on last year on compliance pluses. Mr Hill applauded the service's efforts achieved. Mr Hill then spoke on the Sainsbury's School Games. He attended the games held at Folkestone's new sport centre. Tracey Crouch new Minister for sport was in attendance at Medway. There were overall, 30,000 participants from 600 schools and a total of 6000 pupils took part.

7. RESOLVED that the responses to questions by Members and the the information received in the verbal update be noted.

89. Presentation: "The County's Visitor Economy" by Visit Kent
(Item A6)

1. The Cabinet Committee received a presentation from Mrs Matthews-Marsh and Mrs Cottrell on the work, ambitions and funding streams for Visit Kent using overheads followed by a short promotional film.

2. The Cabinet Committee thanked Mrs Matthews-Marsh and Mrs Cottrell for the presentation and congratulated them on the work achieved. Members were pleased to note that Kent had been awarded "Europe's best family holiday destinations" by Lonely Planet.

3. The Cabinet Committee noted that Mr Jonathan Neame, Chief Executive, Shepard Neame, would be replacing Mrs Cottrell as Chairman of Visit Kent, later in the year. Mrs Cottrell would be Honorary Patron.

4. Mrs Matthews-Marsh and Mrs Cottrell responded to questions by Members as follows:-

- a) Mrs Matthews-Marsh explained that Kent's proximity to London was a great marketing tool. Visit Kent carried out marketing in Europe, mainly France, Belgium, Holland and Germany, Kent being the third largest inbound market for those countries. European funding helped Visit Kent with reaching those European markets. She explained that Visit Kent was waiting to bid for new Intereg funding when it came online. Mrs Cottrell explained Visit Kent's partnership with Southeastern regarding marketing work to attract people to Kent by advertising in Southeastern's stations and as a result help to fill the 'off peak' trains.
- b) A Member commented that tourism was a hugely unrealised part of what Kent could offer.
- c) Mrs Matthews-Marsh reflected that the responses to every survey that Visit Kent carried out were about enjoying; clean streets, attractive, thriving town centres, vibrant high streets, distinctive shops and events. She hoped that once there was a clear picture drawn up through the Destination Management Plans (DMPs) a more joint approach can be made. Mrs Matthews-Marsh added that visitors made many public community assets more viable and it was important for visitors' views to be articulated to councillors etc who made decisions on town centres etc.
- d) Mrs Matthews-Marsh concurred that parts of Kent had unrealised areas for tourism and Swale was one of them. The Isle of Sheppey was already established as a bird watching and natural habitat site that would attract tourist.
- e) Mrs Matthews-Marsh advised that although Mr Neame was going to be Chairman of Visit Kent, Shepard Neame had to pay for its advertising with Visit Kent and were not treated more favourably than the microbreweries and 15 vineyards in Kent, they were all members of Visit Kent and formed part of the fabric for new Kent, the Garden of England.
- f) Mrs Matthews-Marsh explained that Bluewater Shopping Centre was losing business to other shopping centres and was working with Visit Kent as a critical footfall ie Bluewater acts as the magnet then people were dispersed into Kent from there.

- g) Mr Brazier agreed to advise the Cabinet Member for Transport and Environment that Visit Kent would be happy to join the Clean Up Campaign against littering. Mrs Cooper agreed to submit a report on the issue of litter collection to a future meeting.
- h) Mrs Matthews-Marsh advised that Bluewater shopping centre was a leader in retail and had expanded its offer to include; leisure, it now had a huge event space. Bluewater was already had the highest volume footfall in Kent but was working to increase its footfall
- i) Mrs Matthews-Marsh advised that three members of the Visit Kent Team had been trained in World Host Training to become teachers, with the ambition of offering world host at a lower cost.
- j) Members noted that evidence showed that accreditation schemes for businesses were declining due to the public using social media sites for information about the quality of a service.
- k) Visit Kent would welcome the opportunity to carry out a DMP on Dartford.
- l) In response to a question regarding the possible effect on the hospitality sector of restrictions to migrant workers, it was advised that Visit Kent shared concerns regarding policies/legislation that might limit/reduce the ability to hire the right labour to service the hotels. Mrs Matthews-Marsh, Mr Dance and Mrs Cottrell were looking to introduce a Hospitality Guild to encourage more local young people to consider a career in hospitality..
- m) Mrs Dean advised on the development of a scheme to be introduced in the West Malling area, similar to the Blue plaque scheme, [The Blue plaque scheme did not operate on a national scheme outside London]. The plaque would use cheaper materials and include a QR system [A QR code (quick response code)]. Visit Kent had offered a site on its webpage where this information would be held. If this was successful it was hoped that the scheme could be adopted elsewhere in Kent. Mrs Matthews-Marsh said that Visit Kent was working towards introducing iBeacon technology. This would be used to bring to life the stories behind Kent's buildings.
- n) A Member commented that we needed to promote Kent restaurants which were Michelin star rated and Kent produce, including; cheeses, wine; and snails, which were exported to restaurants in France.

5. RESOLVED that:-

- (a) the comments and responses to questions by Members be noted;
- (b) a report on the issue of litter collection be submitted to a future meeting;
and
- (c) the information given in the presentation be noted with thanks.

90. Tunbridge Wells Cultural Hub

(Item B1)

1. The Cabinet Member, Mr Hill introduced a report on the partnership between KCC and Tunbridge Wells Borough Council to deliver a Cultural and Learning Hub in the heart of Tunbridge Wells. This would bring together the Libraries, Registration and Archives Museum, Gateway, Information Point, and adult education facility and Theatre Box Office in a single facility, to add significant benefit to increasing the

footfall. The project was dependent on the success of the Heritage Lottery Fund (HLF) bid. This was Round 1 of the bidding process and the result of the bid was due on 21 July 2015.

2. The Project and Operations Manager, Mr White, explained that this was an £11.2 million project. The plot consisted of two listed buildings that were to be refurbished, along with 540sq m of new build. He advised that the breakdown of the funding was £2m capped from KCC; £4m of the funding would be from Tunbridge Wells Borough Council; £3.9m from the Heritage Lottery Fund; £750,000 from Arts Council England; and £550,000 from other fundraising schemes. Mr White advised that only 20% of HLF bids were successful due to the volume of bids in Round 1 but discussion held with the HLF Board were positive. Should the first round bid fail it was expected that there would be the opportunity to resubmit the bid in six months. If successful there would be a draft collaboration agreement document drawn up and the tendering process would be in place for an architect to draw up the plans with an 18 month time frame for drawing up HLF Stage 2. Post HLF Stage 2 bid being successful there would be a 24 month build period.

3. Mr Hill and Mr White noted comments and responded to questions by Members as follows:-

- Mr White advised that an Economic Impact Assessment had been carried out by an independent company that has shown the benefits to the Borough and KCC and Kent as a whole. With regards bringing services together, Mr White said that it was about creating sustainable services and cross pollinating the services. He gave the example of, where the post office was being brought into the Swanley Library which would increase the footfall to the library.
- Mr White advised that the partnership with Tunbridge Wells Borough Council was sound. The legal agreements would be detailed regarding the leases, collaboration agreement and development agreement and would set out how the project would go forward and ensure KCC was completely protected.
- Mr Hill advised that bringing together services created a centre of excellence and improved not only those facilities but surrounding areas. He gave the example of The Beaney, Canterbury which has brought many more people into the area and the Turner Contemporary which had further assisted in the regeneration Margate.
- A Member commented that this was a good example of cooperation and working together of local authorities. There was no doubt of Tunbridge Wells commitment to this project.

4. RESOLVED that:-

- a) the responses to questions by Members be noted;
- b) the Growth, Economic Development and Communities Cabinet Committee endorsed the recommendations to the Cabinet Member for Economic Development to enter into legal agreements including, but not limited to, a Memorandum of Understanding with Tunbridge Wells Borough Council. The Memorandum of Understanding sets out the intention with which KCC will progress the project;

- b) to support the delivery of the Cultural Hub by agreeing to temporarily relocate the library and adult education service during the period of the works, and incorporating them within the new Cultural Hub facility when the works are complete; and
- c) that KCC shall act as the accountable body for the project subject to KCC's VAT partial liability exemption position not being breached.

91. Kent and Medway Growth and Infrastructure Framework
(Item C1)

(The Leader of the County Council, Mr P B Carter, CBE, was present for this item)

1. The Cabinet Committee received a report on the work carried out to develop a Growth and Infrastructure Framework for Kent and Medway which sets out a clear picture of the infrastructure needed to facilitate growth across the County to 2031 and quantified the funding gap for provision of this infrastructure.

2. The Head of Strategic Planning and Policy, Ms Carruthers, gave a short presentation using overheads that explained the process and benefits of the Framework in demonstrating the funding gap which would then enable conversations on how the necessary infrastructure could be delivered.

3. Mr Carter advised that he requested that this report be submitted to this Cabinet Committee before it was discussed at the next County Council meeting on Thursday, 16 July 2015, to allow Member the opportunity to discuss the issues. He explained the infrastructure identified this was not a wish list but a must do list. The projects would emphasise that there was a funding gap which was smaller than first thought. He stated that a solution for the funding gap would need to be found. He suggested that there would be a need to look at contribution from the private sector and CIL. He added that the local authority should scrutinise the utilities 5 year programmes. A suggestion was made that the Utilities could be invited to meet the Scrutiny Committee.

4. The figures used to calculate the funding gap were from KCC figures and housing trajectories. The income levels were extrapolated from information that KCC already held and best guess estimates where necessary. KCC was working closely with the Medway Unitary and had participated as the District councils had.

5. RESOLVED that:-

- a) the responses to questions by Members and the work that had been carried out to produce the Growth and Infrastructure Framework for Kent and Medway be noted; and
- b) the Cabinet Committee requested that a vote of thanks be made to Mrs Carruthers and her Team for their work.

92. Funding for Sports Organisations and Talented Performers
(Item C2)

1. The Cabinet Member, Mr Hill, introduced a report that gave information on funding for sports provided through the Sport and Physical Activity Service for sports organisations and talented performers and ways of mitigating 38% funding reduction across 2015/16 and 2016/17.

2. The Sport and Physical Activity Services Manager, Mr Day, advised that as well as allocating funding to talented athletes, sports clubs and organisations the service also signposted people to other funding sources, including coaches.

3. Mr Hill and Mr Day responded to questions as follows:

- A suggestion was made that there should be more support for team sports to improve facilities and a concern that the funding from league sports was not reaching the grass roots as intended. Mr Day said that he would provide information on funding to sports.
- Mr Hill advised that he would be raising various issues with the Minister for Sport and the Olympics, Tracey Crouch and would discuss the need for a 50 metre swimming pool in Kent.
- A Member advised that Dartford Borough Council made a choice to invest and focus its efforts in providing sport facilities in the area and has enjoyed many competitions hosted by Olympic competitors. Dartford was due to open a pavilion. This had contributed to reducing graffiti and crime in the Borough.

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

93. Work Programme 2015
(Item C3)

1. The Cabinet Committee discussed a report giving details of its proposed Work Programme for 2015.

2. The Cabinet Committee suggested the following items be included in the Work Programme:

- A suggestion was made that the Cabinet Committee meets with Small Medium size Enterprises (SMEs) to hear what impact KCC's decisions had on their businesses.
- It was confirmed that a presentation by the University of Kent would be held in the Autumn.
- A suggestion was made that this Cabinet Committee should hold a meeting in Margate to include a visit.
- A request was made for an update report on the Regional Growth Fund Programmes.

3. RESOLVED that subject to the requests by Members, as set out in paragraph 2 above, being included in the Work Programme, the report and Work Programme for 2015 be noted.

94. Decision 15/00048 - Protocol for National Illegal Money Lending Team
(Item D1)

1. The Cabinet Member, Mr Hill, and Trading Standards Manager, Mr Rolfe, introduced a report advising on a decision that was taken outside the meeting cycle in accordance with Appendix 4 Part 6 of the Constitution as it could not be reasonably be deferred to the next programmed meeting of this Cabinet Committee.
2. RESOLVED that the report be noted.

By: Mr M Dance, Cabinet Member for Economic Development
Mr P M Hill, OBE, Cabinet Member for Community Services
Mrs B Cooper, Corporate Director for the Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 15 September 2015

Subject: Verbal updates by the Cabinet Members and Corporate Director for the Growth, Economic Development and Communities portfolio

Classification: Unrestricted

The Growth, Economic Development and Communities Cabinet Committee is invited to note verbal updates on the following issues:-

Cabinet Member for Economic Development

- Manston Site
- Kent Life Science Network
- The effect of Operation Stack on Kent Business

Cabinet Member for Community Services

- Update on Libraries, Registration and Archives Service specification
- Appointment of Andrew Stephens as Head of Libraries, Registration and Archives
- Feedback from meeting with Tracey Crouch, MP, Minister for Sport and the Olympics
- Opening of Swanley Link
- Rugby World Cup Tour – 3 September 2015

This page is intentionally left blank

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

To: Growth, Economic Development and Communities Cabinet Committee -
15 September 2015

Subject: **The Old Rectory (contract for management of services)**

Key decision: Exceeds financial criteria (contract value of over £1m)

Classification: Unrestricted

Past Pathway of Paper: Procurement Board on 22 July 2015

Future Pathway of Paper: For decision by Cabinet Member

Electoral Division: Northfleet and Gravesend West

Summary:

Kent County Council is seeking to re-procure specialist Management Services at The Old Rectory business centre in Northfleet, a Kent County Council owned facility that offers high quality office space to SME's and new businesses. The previous contract for management services was awarded in 2009 to an external supplier for a period of five years, with an extension granted for a further one year which expired in May 2015. The current contractual arrangements remain on a month on month rolling basis. The decision will enable the centre to continue to provide business support services to local SME's and new business for a further seven years. The net profit over the next seven years is estimated to be £448k (against an estimated gross income of £1.96m).

Recommendation:

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Economic Development to give approval to Kent County Council to re-procure Management Services at The Old Rectory business centre, Northfleet.

1. Introduction and Background

- 1.1 The Old Rectory, Northfleet is a Grade II* listed property with a 20th Century annexe, located between two of the most deprived wards in Kent Thameside, providing high quality business space and incubator services to SME's. The building was purchased by KCC in 2004 initially to house the Kent Thameside Delivery Team and to fulfil the strategic objective of providing much needed premises and business support services for growing Kent's new and small businesses. Currently, the business centre offers in total 27 furnished offices providing a minimum of 79 workstations.
- 1.2 The centre's strategic location close to Ebbsfleet International Station and unique character has allowed The Old Rectory to become an exemplar facility with 100% occupancy rates for the majority of the time since opening.

- 1.3 In 2009 the contract for management services at the centre was awarded to a supplier for a period of five years, with an extension granted for a further one year which expired in May 2015. The current contractual arrangements in the short term remain on a month on month rolling basis.
- 1.4 Kent County Council is seeking to re-procure specialist Management Services at The Old Rectory business centre in Northfleet and are currently undertaking an open OJEU process with the intention of awarding a seven year contract to an external supplier, subject to a break clause in both end of year three and end of year five. The commissioning process has already commenced and it is anticipated that the evaluation process of tenders will commence at the end of September and contract awarded in October/November 2015.
- 1.5 Specifically Kent County Council will seek for the Supplier to undertake the following tasks:
 - 1.5.1 To promote and market the business centre space, manage the sales process and negotiate licenses. Collect and hold deposits, invoice and recover monthly Licence fees and consumables.
 - 1.5.2 To provide cost effective property management services to the whole building, including telecoms, IT, reception, cleaning, security (including the wider site), repair & maintenance, utilities, waste, health & safety/compliance and landscaping (note that the buildings insurance is under a KCC bulk policy).
 - 1.5.3 To provide proactive business centre management services to both the business centre customers, including telecoms, support and guidance where needed, deliveries, post, etc.
 - 1.5.4 Provide a range of support and development measures for the new businesses.
 - 1.5.5 To manage the reception area providing welcome services, visitor management, information and ensure legislative requirements such as those for health and safety, DDA and equalities issues are properly addressed.

2. Outline Timescales

- 2.1 The procurement timetable is as follows:
 - Issue OJEU notice - End of July
 - Tender received - Mid-September
 - Evaluation - End of September
 - Clarification Meetings - Mid October
 - Submit Award Report - End October
 - Alcatel and finalise Contract - Mid November
 - Contract signature - end of November

3. Options

- 3.1 The current contractual arrangements in the short term remain on a month to month rolling basis which is not ideal for either party. Kent County Council has considered negotiation and extension of the existing contract without a call for competition, but whilst The Old Rectory has benefited from the current service provider maximising potential income generation from the centre, the full OJEU process will permit Kent County Council to test the market to ensure both price and value for money.

4. Risks

- 4.1 Any potential procurement risks, including likely consequences are outlined in The Old Rectory Procurement Plan (Appendix A).

5. Other Implications

- 5.1 Financial Implications: There are no additional financial implications for the County Council. The centre is self-funding and generates an annual profit, which is placed within a “maintenance fund” held by KCC, and is utilised as necessary, where works to the building in the future become necessary. The net profit over the next seven years is estimated to be £448k (against an estimated gross income of £1.96m).
- 5.2 Legal Implications: Any additions/adjustments to the standard contract produced in 2008/2009 (ratified by KCC Legal Services) will be passed to KCC Legal for checking ahead of the contract being put in force.
- 5.3 Equalities Implications: It is considered that an EIA is not needed. It should be noted that a diversity questionnaire will be requested from each tender response. In addition, the successful tender will be required to provide services consistent with the Council’s Equality and Diversity Statement.

6. The Strategic Statement and Corporate Objectives

- 6.1 ‘Increasing Opportunities, Improving Outcomes: Kent County Council’s Strategic Statement (2015-2020)’. The proposed decision meets the objectives of the strategic statement by delivering better outcomes for businesses, increasing business start-up rate and supporting Kent businesses to drive economic growth and deliver new jobs in Kent.
- 6.2 ‘Growth, Environment & Transport business plan 2015/16’ reflects the need for the ongoing supply of incubator space in Northfleet/North Kent. The Old Rectory will directly continue to ensure support to businesses; attracting inward investment within Kent, and potential for businesses to grow and expand.
- 6.3 The Kent and Medway growth strategy contained within the South East LEP Strategic Economic Plan (SEP) reflects the importance of innovation centres as part of a coordinated business support landscape. The SELEP sets out how publicly-supported space for innovation should align with financial assistance and advice to deliver a coherent programme of support for business.

7. Conclusions

- 7.1 The necessity for Kent County Council is re-procuring specialist Management Services at The Old Rectory business centre in Northfleet. Robust procurement processes will be undertaken to identify a potential supplier to provide business support services to local SME's and new business for a further seven years of operation. The net profit over the next seven years is estimated to be £448k (against an estimated gross income of £1.96m).
- 7.2 A competitive tendering process will permit KCC to test the market to ensure both price and value for money.
- 7.3 The Old Rectory is a much valued and important business resource which will continue to complement further the work of both Locate in Kent and funding schemes providing "access to finance for business"; both indirectly requiring availability of suitable office space within North Kent.

8. Recommendation

Recommendation:

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Economic Development to give approval to Kent County Council to re-procure Management Services at The Old Rectory business centre, Northfleet.

9. Appendices

- 9.1 The Old Rectory Procurement Plan (Appendix A)
- 9.2 The Old Rectory Record of Decision (Appendix B)

10. Contact details

Report Author: Lorna Wilkinson Principle Regeneration and Projects Officer 03000 417199 lorna.wilkinson@kent.gov.uk	Relevant Director: David Smith Director Economic Development 03000 417176 david.smith2@kent.gov.uk
---	--



Procurement Plan

TITLE: Old Rectory, Northfleet :		
Value: estimate £1.96m gross income over 7 year contract	Ref: SS 15 25	Date: 22nd July 2015
Estimate £448k net profit over 7 year contract		
Procurement Lead:	John Tunnicliff	
Contract Lead:	Theresa Bruton, Head of Regeneration Projects Contract manager	
Client Lead: Lorna Wilkinson	Position Principal Regeneration Project Officer	

Commissioning Route

Background:-

The Old Rectory, Northfleet is a Grade II* listed property with a 20th Century annexe, located between two of the most deprived wards in Kent Thameside, providing high quality business space and incubator services to SME's. The building was purchased by KCC in 2004 to fulfil the strategic objective of providing much needed premises and business support services for growing Kent's new and small businesses.

Originally the listed part of the building provided high end office accommodation for the Kent Thameside Delivery Board and subsequently the Kent Thameside Regeneration Partnership (KTRP).. The annexed business centre provided fully furnished office space and meeting rooms.

KTRP ceased to exist in its current format with effect from 31st March 2011, and since they vacated the premises, further work has been undertaken to utilise all space and create additional fully furnished office space.

The centre's strategic location close to Ebbsfleet International Station, and unique character has allowed The Old Rectory to become an exemplar facility with 100% occupancy rates for the majority of the time since opening. Apart from the first year of operation. It has generated an annual profit, which is being placed within a "sinking fund" held by KCC, to be utilised as necessary, where works to the building in the future become necessary.

Purpose:-

The facility continues to offer high quality office space to both SMEs and new business.

Growth, Environment & Transport business plan 2015/16 reflects the need for the ongoing supply of incubator space in Northfleet / North Kent.

- The Old Rectory will continue to compliment further the work of both Locate in Kent and funding schemes providing “access to finance for business”; both requiring indirectly availability of suitable office space within North Kent.
- The centre will directly continue to ensure support to businesses; attracting inward investment within Kent, and potential for businesses to grow and expand.

The Kent and Medway growth strategy contained within the South East LEP Strategic Economic Plan (SEP) reflects:-

- the importance of innovation centres as part of a coordinated business support landscape.
- Para. 4.236 of the SEP sets out how publicly-supported space for innovation should align with financial assistance and advice to deliver a coherent programme of support for business.

Current procurement requirements:-

The Old Rectory contract was won by “Basepoint Centres Ltd” in 2009. This was after a full OJEU process had been undertaken for management services for the centre. Initially the contract was for a period of 5 years, with an extension granted for a further 1 year which expired in May 2015. The current contractual arrangements in the short term remain on a month on month rolling basis which is not ideal for either party.

The 1 year extension, was in the main approved on the basis that the centre had undergone major interior and exterior works to the centre spanning the previous 2 year period. Such works were considered to have already caused disruption to the licensees of the centre, and any further changes in respect of the operational management of the centre were not considered viable to run concurrently with the capital works programme.

It is now the intention to undertake an open OJEU process and award a 7 year contract, subject to a break clause in both end of year 3 and end of year 5.

Description:

What is required to be bought? Description, volumes, values and changes over time. Describe Clients and Funding source

The facility:-

The Old Rectory is a Grade II* Listed building of approx 270sq m gross (2,900 sq ft) built in the early 16th Century (1510) and retaining many original features of historical interest. This space provides both furnished office space, a large meeting room, together with further open plan lobby space. The Rectory has a fitted kitchen (9.55 m²).

The Annexe is a modern building of approx. 6730 sq m gross (7,680sq ft) over three floors, and refurbished to provide further furnished office suites.

Currently the business centre offers in total 27 furnished offices providing a minimum of 79 workstations therein.

We are seeking to re-procure Management Services primarily in support of New Business in Kent utilising the premises of the Old Rectory.

Specifically we will seek for the Supplier to undertake the following tasks:

1. To promote and market the business centre space, manage the sales process and negotiate licenses. Collect and hold deposits, invoice and recover monthly Licence fees and consumables.
2. To provide cost effective property management services to the whole building, including telecoms, IT, reception, cleaning, security (including the wider site), repair & maintenance, utilities, waste, health & safety/compliance and landscaping (note that the buildings insurance is under a KCC bulk policy).
3. To provide proactive business centre management services to both the business centre customers, including telecoms, support and guidance where needed, deliveries, post, etc.
4. Provide a range of support and development measures for the new businesses.
5. To manage the reception area providing welcome services, visitor management, information and ensure legislative requirements such as those for health and safety, DDA and equalities issues are properly addressed.

Linkage to Category Strategy:

This is not currently part of a Category Strategy.

Business Objectives:

The stated Business Objectives are as follows:

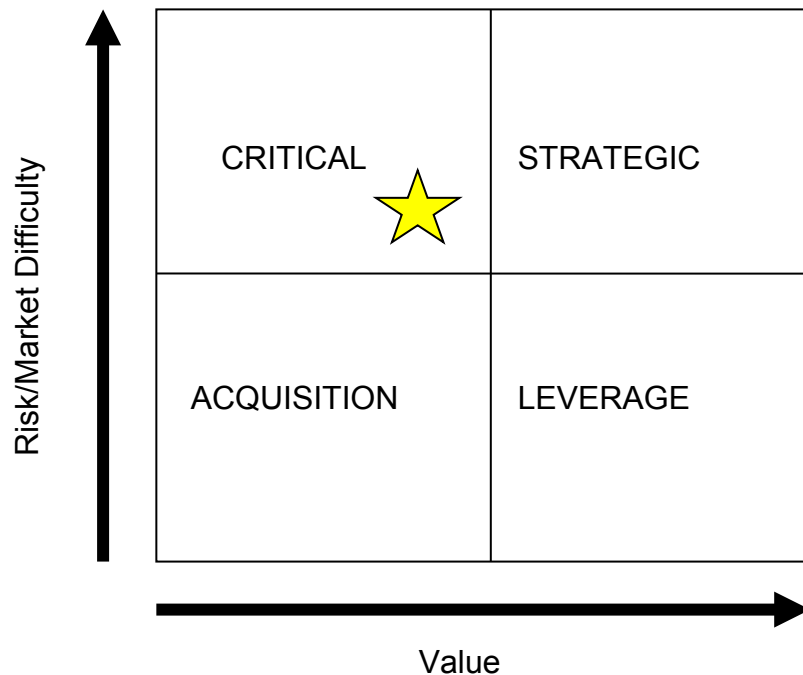
1. To promote and market the business centre space, manage the sales process and negotiate licenses. Collect and hold deposits, invoice and recover monthly Licence fees and consumables.
2. To provide cost effective property management services to the whole building, including telecoms, IT, reception, cleaning, security (including the wider site), repair & maintenance, utilities, waste, health & safety/compliance and landscaping (note that the buildings insurance is under a KCC bulk policy).
3. To provide proactive business centre management services to both the business centre customers, including telecoms, support and guidance where needed, deliveries, post, etc.
4. Provide a range of support and development measures for the new businesses.
5. To manage the reception area providing welcome services, visitor management, information and ensure legislative requirements such as those for health and safety, DDA and equalities issues are properly addressed.

Current Supply arrangements:

As of the 1st June 2015 KCC currently holds a rolling month on month contract with Basepoint Centres Ltd (previously the contract was an extension of original contract arrangements, for the period 1st April 2014 – 31st May 2015).

The month on month rolling contractual arrangements are not ideal for either party, hence re-procurement for the service provision is now necessary.

The contract arrangements of “month on month” will continue until the conclusion of this procurement exercise.

Market Position:

Full OJEU processes have been undertaken on this facility both in 2003/2004 & 2008/2009. A similar exercise was also undertaken at The Old Town Hall, Gravesend 2010/2011 (a facility requiring similar skill sets as incubator space is available within this centre).

Results of interest registered within both OJEU processes, via the initial PQQ revealed

- limited number of service providers interested in the tender; and
- limited number of service providers with the requisite skill sets / experience to manage a facility where the provision of a full service including support to businesses is critical.

From the exercise completed at The Old Rectory in 2008/2009, only 4 companies returned tenders, of which 2 were shortlisted for interview.

From the exercise completed at The Old Town Hall in 2010/2011, only 1 company returned a tender. A decision was made to revise the tender specification, which resulted in 2 companies returning a tender, of which both were then subsequently interviewed.

Whilst The Old Rectory, has benefited from the current service provider maximising potential income generation from the centre, once more this full OJEU process will permit KCC to test the market to ensure both price and value for money. It will remain key that the correct skill set is secured to manage the centre's role in supporting and growing the SME base.

Procurement Risks:

Risk	Controls/Mitigating Action
Resource	<ul style="list-style-type: none"> ➤ A suitable resource has been / will be identified both within the Procurement Team & Economic Development to manage the OJEU / tender process. ➤ The resource identified will be suitably skilled to ensure that the process is effectively managed.
Unsuitable / limited interest in the tender brief	<ul style="list-style-type: none"> ➤ The tender brief has been produced based on the special needs / requirements for the appointment of management services at The Old Rectory. ➤ Evaluation criteria clearly reflects the requirements of the specialist management services required.
No suitable commercial proposals	<ul style="list-style-type: none"> ➤ Consider negotiation without call for competition, if this fails re-consider Business Case
Negative impact on current licensees to any change to the management services	<ul style="list-style-type: none"> ➤ The current tender brief will ensure that arrangements are made for a “hand over period” should the current service provider not be successful in securing the contract this time. ➤ KCC will oversee any handover arrangements should this be necessary.
Contract documentation is not fit for purpose	<ul style="list-style-type: none"> ➤ Whilst the original contract in use 2008/2009 will form the basis of the new contractual arrangements, any further adaptations to the final contract arrangements will be ratified via KCC Legal Services.

Procurement Route Options & Evaluation:**Use of Government Framework**

None Identified.

Single-Source

Given its potential cost not considering levels of profit, this Procurement would be subject to a full OJEU Procurement process. Failure to follow this procedure would bring significant risk of legal challenge and does not test the market for VFM options. A lack of competition is not to be recommended for the achievement of best value-for-money.

Open OJEU Process

An Open process allows all suppliers expressing an interest in the opportunity to submit a tender. The timescale may be reduced to a minimum of 30 days (using electronic tendering). The Open process could encourage a wide range of bids, therefore, carefully structured Mandatory Requirements would be required, to help ensure that only those qualified to bid would submit a tender This is best suited to a

Market which is relatively small.

Restricted OJEU Process

This involves a two-stage process of a Pre-Qualification Questionnaire, followed by an Invitation to Tender for those that successfully pass the PQQ stage. The Restricted process allows the council to deselect suppliers not capable, or with insufficient financial or technical capability, to perform a given contract. In a saturated market, this should reduce the number of tenders to be evaluated, through the pre-selection of suitable suppliers. However, as there are relatively few suppliers able to meet these requirements, the restricted process would not significantly reduce the evaluation time required – but would make the process longer and more resource intensive.

Competitive Dialogue

The service needs are well defined and understood, therefore, there is no need for an expensive and elongated Competitive Dialogue process. This procedure is not appropriate for this requirement.

Procurement Route Recommendation:

The preferred route is to use go through an Open Process due to the restricted nature of the market.

Outline Timescales:

Issue OJEU notice	End of July
Tender received	Mid-September
Evaluation	End of September
Clarification Meetings	Mid October
Submit Award Report	End October
Alcatel and finalise Contract	Mid November
Contract signature	end of November

Resources Required:

Lorna Wilkinson plus colleagues from Economic Development. (14 days approx. to Nov 2015)

John Tunnicliff will lead from procurement, estimate 30 Days plus 1 day Terry Hazlewood for quality assurance.

Contract Management Requirements:

Name of Contract Manager (if different from Contract Lead:
(Lorna Wilkinson, Principal Regeneration Project Officer).

Reviews Planned:

Quality assured by Category Manager, Terry Hazlewood and Theresa Bruton, Head of Regeneration Projects.

Approval to Proceed:

By Procurement Professional in accordance with Delegated Authority:

Name:

Date:

Signed:

Check List

Please review items on check list and complete response box and where appropriate include in plan above.

Check Item	Action Required	Response
Social Value	Social Value needs to be considered	It is considered that the centre will not have any negative impact. Hence n/a.
Equalities Impact Assessment	Is and impact assessment necessary, in most cases this will be a requirement the Service are responsible for carrying this out. If in doubt contact Janice Hill, Equalities & Diversity Officer 01622 221981	It is considered that an EIA is not needed. It should be noted that a diversity questionnaire will be requested from each tender response. In addition, the successful tender will be required to provide services consistent with the Council's Equality and Diversity Statement.
Legal Support Required	Legal support requirement should be considered and agreed with the client. Also if a risk of challenge has been highlighted this should be communicated to legal and added to the risk register on the shared drive.	Noted within risk register. Any additions / adjustments to the standard contract produced in 2008/2009 (ratified by KCC Legal Services) will be passed to KCC Legal for checking ahead of contract being put in force.
Kent Business	Ensure plan has addressed supporting Kent Business	See text within main report.
TUPE/Pension Staff Transfers	Ascertain if there is any possibility of staff transfers and discuss with Client. If TUPE or Pensions may be involved for TUPE discuss with legal for Pensions see Steven Tagg	Covered within the tender brief. Suitable confidentiality agreement will be signed by tenderer ahead of any information being released re: current staff compliment.
Environment	Are there environmental issues or implications in this contract	Covered within the tender brief – tenderers will be required to provide a position statement. It is not anticipated that there will be any direct negative impact to KCC in respect of this contract,

Business Continuity	Business continuity issues this does not just mean IT but consideration of providing essential services	DAILY OPERATIONS:- This will be covered, via suitable handover period being agreed should the current service provider fail to secure the contract moving forward.
Financial Risk	<p>What is the financial risk associated with this contract,</p> <p>Supplier Risk: how much assessment of the supply base is necessary, what is the risk if a supplier fails. If the tender is above EU value we should use Finance Projects Team to carry out financial assessments.</p> <p>Budget Risk: Is the budget confirmed for the duration of the contract</p>	<p>SUPPLIER RISK: The tender brief required that a set of full financial accounts covering the last 3 years is provided.</p> <p>These will be subject to review of any appointment, and the financial viability of the supplier confirmed.</p> <p>OPERATIONAL COSTS RISK: The centre is self-funding, thus returning a profit to KCC on an annual basis. These funds form the basis of the “sinking fund” for continued maintenance of the overall building.</p> <p>In addition, the successful tenderer will be required to operate a bank account acting on behalf of KCC, and provide audited accounts.</p>
Collaboration/Access to Contract	Will this contract be shared with others, if so how is procurement being undertaken.	The tender does afford an option for any proposal to detail to us any supply solution that would necessitate the use of sub-contractors. The Council reserving the right to reject the use of any particular sub-contractor.
Authority to Award	Has the Client ensured that the correct authority, will be in place when contract needs to be awarded. Suggest to the Client they need to do this now.	All decisions resulting from a Procurement being presented are almost certain to be of a value that means they should be on The Forward plan of key decisions

RACI Template

Team Member	Proc Officer (John Tunnicliff)	Service Lead (Lorna Wilkinson)	Service Director (Theresa Bruton)	Service Specialist (KCC Legal)	Not used
Action					
Draft Procurement Plan	A/R	C	C	n/a	
Specification	C	A	R	n/a	
Tender using Procontract	R	A	C	n/a	
Evaluation	C	A/R	R	n/a	
Clarification meeting	C	R	R/C	n/a	
Contract award	C	R	R	n/a	
Finalisation of contract with successful tender	C	R	R	C	

RACI	Definition
Accountable	The role who is responsible for ensuring the action takes place (can only be one)
Responsible	The role or roles who actually carry out the action
Consulted	Roles that will be consulted about the task (views need to be considered)
Informed	Roles that will be informed (no decision making or influencing role)

This page is intentionally left blank

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY:

Mark Dance, Cabinet Member for Economic Development

DECISION NO:

15/00080

For publication
Key decision*

Exceeds financial criteria - contract value of over £1m

Subject: The Old Rectory (contract for management of services)

Decision:

As Cabinet Member for Economic Development, I agree to Kent County Council re-procuring Management Services at the Old Rectory business centre, Northfleet.

Reason(s) for decision:

Decision exceeds key decision financial criteria. The annual value of the proposed contract is £1.96m over seven years.

Cabinet Committee recommendations and other consultation:

GEDC Cabinet Committee to discuss at its meeting on 15 September 2015

Any alternatives considered:

Negotiation/extension of the existing contract without a call for competition has been considered, but whilst The Old Rectory has benefited from the current service provider maximising potential income generation from the centre, the full OJEU process will permit Kent County Council to test the market to ensure both price and value for money.

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

None

.....
signed

.....
date

This page is intentionally left blank

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

To: Growth, Economic Development and Communities Cabinet Committee - 15 September 2015

Subject: Funding and devolution to support economic growth: Opportunities for Kent

Classification: Unrestricted

Past pathway of paper: None

Future pathway of paper: None

Electoral Division: All

Summary

This paper sets out potential opportunities to secure additional investment and devolution to Kent to support economic growth. It outlines:

- a) The Government’s current policy approach;
- b) Future funding and devolution opportunities; and
- c) Potential changes to partnership governance arrangements – including those related to the South East Local Enterprise Partnership - that may be needed to secure them.

Recommendation:

The Growth, Economic Development and Communities Cabinet Committee is recommended to CONSIDER this report and note the opportunities available to Kent from devolution and additional sources of funding.

1. Background

- 1.1. In recent years, there has been an increasing focus on the benefits of devolution in supporting economic growth. This has been reflected in a number of proposals calling for greater local control of skills, business support and local infrastructure budgets, on the basis that local knowledge and accountability lead to better decision-making and more efficient delivery.
- 1.2. The 2010-15 Government concluded a series of ‘growth deals’ with each Local Enterprise Partnership. The majority of these were essentially infrastructure funding agreements. However, some city regions (in particular Greater

Manchester) have been successful in pursuing more ambitious proposals for devolution. A number of counties have also come forward with emerging proposals. In July, the Kent Council Leaders discussed the opportunities that may be available to Kent and Medway and it was agreed that further work should be done to explore them during the autumn, in parallel with securing further devolved infrastructure funding.

2. The Government's policy approach

Devolution

- 2.1. The new Government's approach to devolution is rooted in an economic strategy focused on raising productivity and a regional strategy focused on further individually-agreed growth deals and – in particular – on delivering the 'Northern Powerhouse'. The recent Cities and Local Government Devolution Bill, the 2015 Summer Budget and the Government's recent productivity strategy all reflect this approach.
- 2.2. In relation to governance, the Cities and Local Government Devolution Bill focuses in particular on the city region agenda, and the government has said that the most ambitious devolution deals will only be open to those areas with a directly elected mayor. However, the 2015 Summer Budget statement also offers the opportunity to 'towns and counties' to agree devolution deals, the first of which is currently being agreed with Cornwall.
- 2.3. The Government has also identified a continuing role for Local Enterprise Partnerships in future devolution arrangements, with the Secretary of State indicating that proposed devolution deals will require LEP backing.

Future funding for economic growth

- 2.4. In recent years, the Local Growth Fund (LGF) has been the main source of capital funding to support economic growth, with funding agreed as part of each growth deal. To date, Kent has secured £109 million in LGF funding, mostly for transport schemes, the details of which have previously been reported to the Cabinet Committee.
- 2.5. It is likely that the Government will retain the Local Growth Fund, and it is anticipated that there may be a call for new projects later in the autumn. Consistent with the Government's general economic strategy, LGF support is likely to be focused on capital projects that deliver greater productivity through investment in transport, skills and innovation.

3. Opportunities for Kent

- 3.1. There will be an opportunity to secure additional Local Growth Fund investment later this year. In previous funding rounds, the application timetables have been very tight, so work is underway to develop a pipeline of potential schemes. At its next meeting, Kent and Medway will also consider initial project criteria.
- 3.2. Beyond LGF funding, there is an opportunity to make the case for the devolution of funding streams and powers to Kent. Some elements of a potential devolution agreement are set out in the *Compelling Case* for a Kent and Medway LEP, which was agreed by Leaders and by KMEP earlier this month. Specifically, the *Compelling Case* set out a focus on:
 - Creating a more highly skilled, productive workforce – improving provision of and access to vocational and technical education, increasing the employer voice and reducing the number of people not in education, employment or training;
 - Accelerating housing growth through the provision of essential infrastructure – prioritising infrastructure more effectively at strategic level and developing solutions to overcome viability constraints;
 - Supporting dynamic, innovative businesses to grow – improving the innovation support system and increasing access to and the effectiveness of business support; and
 - Developing opportunities for the growth of the Kent coast and the Thames Gateway.
- 3.3. The core themes within the *Compelling Case* (skills, infrastructure and business growth) reflect those highlighted in other emerging devolution propositions elsewhere in the country, as well as the productivity agenda central to Government strategy. Looking beyond the economic development agenda, there may be opportunities to consider the scope for health and social care integration (building in the statutory role of the Kent Health and Wellbeing Board and the network of local Boards). There may also be Kent-specific areas in which regulatory flexibility may better support service delivery or unlock growth.
- 3.4. Following consideration at the last meeting of the Kent Council Leaders, work is underway to develop these themes further.

4. Governance issues

- 4.1. The governance issues associated with both future LGF funding and devolution are challenging. In particular, Local Enterprise Partnerships are expected to remain important vehicles for funding allocation, although the scale and complexity of the South East LEP present significant difficulties.
- 4.2. Earlier this year, Kent and Medway Economic Partnership, including KCC, Medway Council and the Kent Districts, proposed that the South East LEP should, in Kent, be replaced with a Kent and Medway LEP that would be more responsive to local economic opportunities. This proposal will require Government approval and a formal Government response is awaited.
- 4.3. However, regardless of the future of the South East LEP, work has been underway to strengthen the governance of Kent and Medway Economic Partnership. From September, KMEP will include all local authority Leaders as well as expanded business representation, ensuring a stronger and more accountable voice for Kent.

5. Recommendation

- 5.1. The Growth, Economic Development and Communities Cabinet Committee is recommended to CONSIDER this report and note the opportunities available to Kent from devolution and additional sources of funding.

Contact details

Report author:	Ross Gill Economic Strategy and Policy Manager
Telephone:	03000 417077
Email:	ross.gill@kent.gov.uk
Relevant Director:	David Smith Director of Economic Development
Telephone:	03000 417176
Email:	david.smith2@kent.gov.uk

From: Mark Dance, Cabinet Member for Economic Development
 David Smith, Director, Economic Development

To: Growth, Economic Development and Communities Cabinet
 Committee - 15 September 2015

Subject: Kent Film Office

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: County-wide

Summary:

This paper looks briefly at the work of the Kent Film Office and options to increase the economic benefits from the film and TV industries.

Recommendation:

The Cabinet Committee is asked to consider the work of the Kent Film Office and make recommendations to the Cabinet Member for Economic Development on the proposals to increase the benefits from the film and TV sector.

1. Introduction –The work of the Kent Film Office

- 1.1 The Kent Film Office (KFO) was established by KCC in 2006. Since then, it has assisted filming activity in the county which has generated an estimated £40 million¹ in direct and indirect spend for the Kent economy. Additional benefits to the county include film tourism, PR and training opportunities.
- 1.2 KFO has assisted many high profile film and TV productions such as *Avengers: Age of Ultron*, *Les Miserables*, *Wolf Hall* and *The Tunnel*. Annex 1 to this report provides a more complete list of productions assisted by KFO.
- 1.3 The Kent Film Office has two staff members who provide a dedicated Film Commissioning Service, including a location finding and research service, obtaining film permits, facilitating traffic management requests, sourcing local crew and trainees and mediating any local disputes. This has helped to establish Kent's reputation as a film friendly region. Annex 2 contains a full list of the services provided by KFO.
- 1.4 Nationally, the Kent Film Office works in partnership with *Creative England*, and is one of ten independent film offices in the *FO:UK* group which liaise to share best practice and promote their services internationally. Locally, the Kent Film

¹ Oxford Economics - The Economic Impact of the UK Film Industry 2012 Page 37 - The multiplier for the core UK film industry is estimated to be around 2.0 <http://www.bfi.org.uk/sites/bfi.org.uk/files/downloads/bfi-economic-impact-of-the-uk-film-industry-2012-09-17.pdf>

Office network includes local authorities, the emergency and highways services for film permits, as well as colleges and universities for industry work experience placements and Visit Kent on film tourism projects. Annex 3 includes a list all of KFO's network partners.

- 1.5 The Office for National Statistics UK Annual Business Survey (ABS)² shows that the film and TV sectors have enjoyed steady growth over the last decade, accelerated by the Government's creative industry tax relief³. Motion picture, video and television production activity turnover has grown by 26.07% between 2008-2013, while over the same period sectors such as manufacturing achieved a growth of just 3.72% and construction turnover has fallen by 10.91%.
- 1.6 In 2006-07, Kent and Medway achieved just a 1.2% share of filming in the South East. KFO has helped to increase this to 30% by 2009-10, three times of what would be the equal market share for the region, which was 10%.
- 1.7 Kent has significant challenges to overcome in order to achieve an even greater market share, as the majority of film crews are based around the large film and TV studios. Productions have to pay for overnight stays where locations are more than an hour away from their studio bases around London, and this puts a premium cost on most locations in the county. Also, because Kent does not offer sector specific financial incentives, KFO has secured inward investment based entirely on service levels and finding location fits for script requirements.

2. Proposals to enhance the impact of the Kent Film Office

- 2.1 In looking to the future, KFO is currently working with film industry representatives and undertaking an in-house analysis which considers the following options to enhance the team's impact:
 - i. **Developing Kent Locations** – KFO already offers over 550 locations on its database, but many prime properties elude us. There is room to forge new partnerships with organisations and private landowners to increase awareness of new locational opportunities by extending the database. This would be done within existing staff resources;
 - ii. **Financial incentives** – areas like Northern Ireland and Yorkshire offer incentives to attract productions. EU funding/training programmes may present an opportunity to offer a more attractive package for productions to base in the county, although the prospects of a successful bid are uncertain.
 - iii. **Additional Studio Space** – The government's tax relief incentive has brought a notable increase in foreign productions, and UK studio space is now at a premium. However, although there are small corporate and specialised TV studios in Kent, such as in Maidstone, KFO has been unable to satisfy the growing demand for set building spaces. Potentially, this has resulted in significant opportunity costs to the county. Additional

² Office for National Statistics Annual Business Survey (ABS) <http://www.ons.gov.uk/ons/rel/abs/annual-business-survey/2013-revised-results/rft-abs-sections-a-s--revised-2013.xls>

³ Corporation Tax: creative industry tax reliefs <https://www.gov.uk/corporation-tax-creative-industry-tax-reliefs>

studio space in Kent would help to grow the sector and bring considerable economic benefits. Therefore, as the basis for putting together a package for potential investors, a detailed market research study and subsequent business case would need to be commissioned externally. Although this would have a significant financial resource implication for KFO, the potential economic benefits for Kent could be considerable.

3. Recommendation:

3.1 The Cabinet Committee is asked to consider the work of the Kent Film Office and make recommendations to the Cabinet Member for Economic Development on the proposals to increase the benefits from the film and TV sector.

Report Authors: Gabrielle Lindemann and Hannah Lucey
Job title: Film Officer and Assistant Film Officer
Telephone number: 03000 422 000
Email address: filloffice@kent.gov.uk

Relevant Director: David Smith
Job Title: Director of Economic Development
Telephone Number: 03000 417176
Email address: david.smith@kent.gov.uk

This page is intentionally left blank

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

To: Growth, Economic Development and Communities Cabinet Committee - 15 September 2015

Subject: **Kent Big Society Fund: Annual Report to Kent County Council**

Classification: Unrestricted

Past Pathway of Paper: The annual report is presented to Cabinet Committee under the agreed governance arrangements for the Fund.

Future Pathway of Paper: N/A

Electoral Division: County-wide

Summary:

Kent County Council has received the attached annual report for the Kent Big Society Fund from the Kent Community Foundation. The annual report contains performance information on a calendar year basis. As requested by Cabinet Committee previously, an impact report on the Fund performance over the lifetime of the Fund is also attached. The annual report is provided to Kent County Council as part of the agreed governance arrangements of the Fund. It is for information only.

Recommendation:

The Growth, Economic Development and Communities Cabinet Committee is asked to consider and endorse the annual report and the three year impact report provided by the Kent Community Foundation.

1. Introduction

1.1 The Kent Big Society Fund (the Fund) was established in January 2012 by pledging up to £3 million by way of three charitable annual donations from Kent County Council (KCC) to Kent Community Foundation (KCF). The Key Decision (11/01755) was taken by the Cabinet Member for Customer and Communities on 16 December 2011. The Fund operates principally as a social finance loan scheme and its main aims are to support growth in the social enterprise sector and to create and sustain employment opportunities. Loan packages are offered in the range £10,000-£100,000. In the main, loans are unsecured, making the Fund attractive to organisations unlikely to be able to access more traditional financial products. Decisions to loan are made by the Fund Investment Panel, chaired by KCF and with representation from KCC members and KCF trustees.

2. Financial Implications

2.1 The payment schedule to KCF from KCC is for three annual payments. The final payment from KCC (£950k) has now been made to KCF and this completes

KCC's financial commitment to the Fund. The Fund remains open and will continue to offer loan packages to new and emerging social enterprises.

3. Policy Framework

- 3.1 The Fund was set up under the Bold Steps for Kent framework as part of KCC's commitment to support growth in the voluntary, community and social enterprise sectors in Kent and to create employment opportunities for those disadvantaged in the labour market.
- 3.2 The Fund is designed to provide dedicated business support in the period between expression of interest and loan application. This means that there is a systemic time lag in the pipeline. It does mean, however, that very few full applications are refused by the Investment Panel and that the default rate on loans is remarkably low, at less than 5% of the total loan value. The Fund has performed well in this area when compared with other similar schemes.
- 3.3 Loan packages can include an element of grant up to 20% of the total value of the offer. Successful applicants have reported that they value the grant element in the loan package which provides a level of cash flow critical to growth.

4. Fund Performance

- 4.1 Over the lifetime of the Fund to date, there have been 159 separate expressions of interest made where business support has been provided. The value of these is £3,159,534. This has translated into 45 applications to panel. 30 applications have been approved by the Investment Panel and a total of £1,477,215 has been offered. The active pipeline of applications yet to come to panel, at the time of the attached (most recent) annual report, was 5 applicants requesting loan packages amounting to £354,000. A detailed breakdown of the Fund activity in 2014 and cumulatively is in Table 2 of the annual report.
- 4.2 The impact of the Fund has been significant with 270 jobs created or safeguarded. This is a particularly compelling figure because social enterprises tend to support those furthest from the labour market including service users. It is also pleasing to note that just under 50% of those offered volunteering experience with the funded enterprises have moved into paid employment. This suggests that the volunteering opportunities offered within social enterprises are delivering experience and skills that are valued in the labour market.

5. The Social Finance environment

- 5.1 There is growing recognition nationally of the importance of the social investment market in tackling and funding social issues and driving innovation. Confidence within the sector is also growing. Nationally, the Government, in its 2014 progress update on the report "Growing the Social Investment Market", discusses the benefits of social investment models. These reflect the rationale of KCC's original investment and are identified as: supporting economic growth, reforming public sector services and enabling social innovation. More recently, the Minister for Civil Society has shown particular interest in the provision of social finance to promote growth and innovation in the delivery of public goods and services.

5.2 The activity profile of the Fund initially mirrored that of other similar funds nationally. There is some, albeit anecdotal, evidence that it has begun to out-perform other social loan schemes in terms of numbers of expressions of interest and the low level of default. The Fund also fills a nationally identified gap in the social finance market by offering loans at below £150,000 and meets a growing demand for affordable risk capital.

6. Fund sustainability

6.1 Loan repayments are re-cycled directly into the Fund with interest. To date, £226,000 in repayments has been received. Provision for defaults has amounted to £31,000 between two organisations.

6.2 The Annual Report also outlines the ways in which the Fund has served to leverage additional money either through KCF or directly to the enterprises supported. KCF has promoted the aims of the Fund through its donor network and is looking at the potential of different models of part-funding or risk-sharing.

6.3 It is also encouraging to note that national social investment funds are now looking more seriously at using well-regarded social finance intermediaries in bringing their products to the market and KCF is involved in consultations about suitable mechanisms to do this.

7. Conclusions

7.1 The reports from KCF attached demonstrate that the Fund is performing well and is meeting the original aims in terms of jobs and growth. It has become a well-regarded part of the social investment market in Kent, particularly as it responds to the particular market gap in providing loans below £150,000.

8. Recommendation:

The Growth, Economic Development and Communities Cabinet Committee is asked to consider and endorse the annual report and the three year impact report provided by the Kent Community Foundation.

9. Contact details

Report Author: Judy Doherty
Name and title: Programme Manager
Telephone number: 03000 417060
Email address: judy.doherty@kent.gov.uk

Relevant Director: David Smith
Name and title: Economic Development Director
Telephone number: 03000 417176
Email address: david.smith2@kent.gov.uk

This page is intentionally left blank



Kent Big Society Fund

Annual Review 2014



Table of Contents

Background	3
About the Fund	3
Social Investment Market Update	4
Investment Readiness & Business Assistance	5
Fund Performance	6
Economic Benefits	7
Leveraging of Additional Funds	8
Market	8
Appendix 1 – Example Case Studies	10

BACKGROUND

Kent Big Society Fund (KBSF) was established in 2012 with funding from Kent County Council to support existing and newly created social enterprises become more active, benefit the local community and enhance the economic, social and environmental vibrancy of Kent. An important aim of the Fund was to support a shift in the local voluntary, community and social enterprise sector from dependency on grant funding towards more sustainable business models, including contracts within the public sector.

KBSF was set up primarily as a social investment loan scheme, providing finance and support for:

- Existing social enterprises that wish to grow their earned income to become self sufficient
- Charities or voluntary groups that want to increase income from payment from their activities, including those transitioning to outcomes based funding
- Social enterprises formed to transfer or build a physical asset, such as a community shop
- Completely new start up social enterprises
- New ventures specifically targeted at supporting highly disadvantaged or marginalised people (e.g. ex-offenders)

As a recyclable fund, all capital, fee and interest repayments are returned to KBSF, thus ensuring the longevity of the Fund as an important resource for local charities, social enterprises and the wider community well in to the future.

ABOUT THE FUND

KBSF offers the following support to new and existing social enterprises:

- Loans to social enterprises of between £10,000 and £100,000 over an anticipated term of 2 to 5 years.
- Finance anticipated being unsecured.
- Investment-readiness assistance with the financial planning and application process
- On-going relationship support
- An element of grant is available (max 20% of arrangement)
- Terms are flexible and competitive.

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

SOCIAL INVESTMENT MARKET UPDATE

KBSF's inception came at a time when a number of factors were affecting the funding arena in which most of these enterprises were based, namely:

- Banks were holding back on lending whilst they were rebuilding their balance sheets following the economic crash of 2008 and the subsequent fallout.
- Austerity measures were having an impact on public money available. The result was widespread acknowledgement that the provision of services whether funded or directly provided by government and local councils was going to have to be reformed and that this evolution was going to be a lengthy one. These changes have and will include more widespread commissioning of services rather than straight grant provision and the outsourcing of internal provided services.
- A general increase in the demand for grant funding (due to an increase in social need seen during economic downturns, coupled with the changes in central/local government funding), with resources to meet this being finite.
- An increasing awareness of the role of social investment in enabling innovative new ways of tackling long-standing social challenges and social enterprise as a significant contributor to the economy, and one that is more likely to benefit disadvantaged groups such as those furthest from the labour force

Quote: *'...the challenges facing society in the 21st Century are too large and complex to be solved solely by the state. Much more needs to be achieved in partnership between the public, private and social sectors. We need to keep striving to allocate Government spend more efficiently – focusing on areas in which we can scale the impact of successful interventions. Social investment has a crucial role in delivering this change in communities across the UK and the world.'* The Rt Hon Francis Maude MP, March 2015

The social investment market has developed significantly over the past 5 years enabling a greater number of charities and social enterprises to access finance. However, it is becoming increasingly well-recognised that there is a gap in the social investment market at the lower end i.e. below £150,000. In this regard, Kent County Council's vision for KBSF was well ahead of the trend. Recent research by the Charities Aid Foundation, Clearly So and New Philanthropy Capital found that the provision of affordable risk capital available for borrowing at these lower amounts is the most demanded but the least available. There is now a growing focus on ensuring that smaller, early-stage enterprises, such those specifically targeted by KBSF, are prioritised in order to create a sustainable social investment market that can create a lasting impact on society.

In the Government's 'Growing the social investment market' 2014 progress update, Nick Hurd writes, *"Social investment is happening now. In 2011, we set out our plan to grow the market. A lot has happened since then. Thanks to pioneering investors and intermediaries, there is a growing range of products available to individuals that want to use their assets for social good."* He adds, *"Over the past years we have seen vision turn into reality. The aim of the next year is to turn reality into mainstream."*

INVESTMENT READINESS & BUSINESS ASSISTANCE

Charities, community groups and social enterprises which come forward with the appetite and ideas to grow their social business for community benefit, do not in general have the experience of preparing business and financial plans to allow them to fully understand their financial needs and whether social investment is the correct way to proceed.

Over 500 specific enquiries have been received around the KBSF offering and apart from an initial surge, unsurprising when a new product is marketed, the numbers have remained steady.

Enquiries in themselves do not necessarily mean that there is a demand and perhaps a greater indication of demand is the number of organisations where business assistance is provided due the potential applicant being at a stage where their plans suggest that borrowing is a possibility. Table 1 shows the number being assisted in this regard.

Table 1

	2012*	2013	2014	CUMULATIVE
Organisations assisted with business planning & advice	24	59	76	159

*Commencing June 2012. All figures relate to calendar years

Business assistance includes start-up advice including legal structure, assessment of need and demand, financial modelling including profit and loss and cash flow statements as well as guidance around other sources of finance whether they be lending (e.g. Charity Bank) or grant provision (via KCF or other grant providers).

The amount of assistance and time required to bring an application to panel varies with each applicant but KCF estimates that applicants receive on average between 2 and 3 days of assistance and support from point of initial contact to panel decision, and that does not include on-going support post-award.

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

One of the particular learnings from the first 3 years of the Fund is the pressure that running any sort business brings on the individuals involved, and a particular challenge is when the venture over-relies on one particular individual as the driving force.

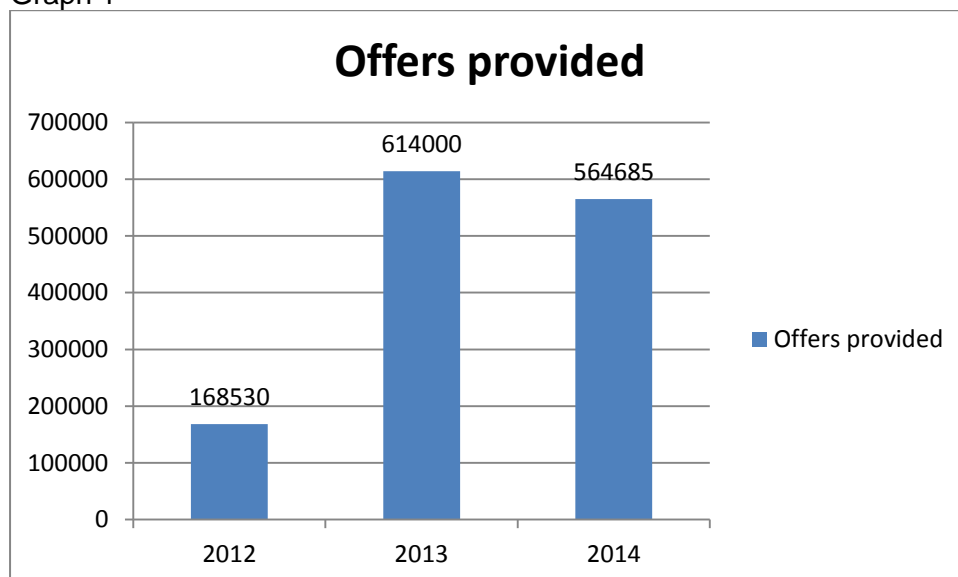
KCF continues to offer support to organisations who consider finance whether or not they proceed to a loan application.

FUND PERFORMANCE

Enquiries to the Fund, where an amount of potential funding is known, equates to £3.159m over the last 3 years. We consider this to be evidence of the significant interest in considering lending finance.

Graph 1 shows the offers made each year by the Investment Panel of the Fund, equating to £1.347m. Whilst there is a slight decrease in 2014 against the previous year there was an initial 'pent-up' demand when the Fund opened with the offers in 2013 being reflective of the work undertaken to bring these to the formal application over the first few months. For the first Panel of 2015 offers were made of £170,200

Graph 1



Figures exclude an award of £130,000 (Panel and KCC approval provided) made to Fredericks Foundation to establish a micro loans hub in the county, complimenting the KBSF proposition.

To date, £902,290 has been drawn with a further £354,000 pending draw due to tranche funding or subject to completing terms and conditions. The level of enquiries seen lead us to conclude that there remains a good level of demand for the Fund.

Significantly, provisions for defaults have amounted to a modest £31,000 between 2 organisations, this equating to less than 3.9% of the facilities drawn. In addition, of those applicants assisted in the first year of KBSF's operation, 83% remain trading, against a Kent wide figure for all businesses of 60%¹.

Repayments including fees, interest and capital amount to £226,000 with only one current applicant outside of repayment terms. All repayments are recycled in to the Fund for reuse. Table 2 provides full information about the Fund over the last 12 months and cumulatively.

¹ KCC Business Intelligence Statistical Bulletin - June 2014

Table 2

	2014	Cumulative
Expressions of interest where advice/support provided	76	159
Value of expressions of interest (Where initial value is known)	£604,000	£3,159,534
Number of applications made (both receiving advice and direct to KCF)	16	45
Value of applications.	£802,000	£2,117,534
Number of applications sent to panel.	7	30
Value of applications made at panel.	£564,685	£1,538,915
Number of offers made by panel.	7	30
Value of offers made by panel (Inc. £130,000 grant provided to Fredericks Foundation for micro loan hub)	£564,685	£1,477,215
Number of acceptances.	7	27
Value of acceptances.	£564,685	£1,457,215
Number of drawn facilities.	7	23
Value of drawn facilities.	£311,685	£902,290
Number of facilities awaiting draw (subject to conditions being met)		5
Value of facilities awaiting draw.		£354,000

ECONOMIC BENEFITS

The Fund has been very successful in assisting with the direct creation or safeguarding of 270 jobs for the enterprises that have been supported, equating to £3,342 per job.

In addition to this achievement, the number of volunteer positions that KBSF has assisted in creating over the last 3 years has steadily grown to almost 100.

These volunteer positions help those who are far from the work place to experience real work conditions, improve soft skills and in many cases gain recognised qualifications that move them towards permanent employment.

Already 43 volunteers have progressed in to employment with their volunteer places being taken by others that are looking for support. In this way the Fund is not only helping job creation now, but the skills and qualifications for many more to find work in the future.

Table 3 – Summary of economic benefits 2012-2014

New Start-Up enterprises	Existing enterprises supported	Jobs created or sustained	Volunteering opportunities created	No. of people moving into employment from volunteering opportunities
20	12	270	97	43

Figures include Fredericks Foundation

LEVERAGING OF ADDITIONAL FUNDS

The Fund has directly been able to leverage in additional monies to the value of £213,000. Part of this was funds from a private individual (from KCF's network of donors) who was willing to part fund and share the risk on one of KBSF's loan arrangements. KCF see this as an area with considerable potential and we are exploring this as a way of maximizing the longevity of KBSF funds. The remainder was funds leveraged to establish the Fredericks' micro-loan hub.

In addition, a number of the enterprises that have been supported have been able to leverage additional external funds directly following the initial support provided by KBSF. These funds total over £1.5m and come from a variety of sources including individual donors, other grant making trusts and central government.

The Cabinet Office, Big Lottery and Big Society Capital are now actively seeking to increase the availability of repayable finance below £150,000, the level targeted by KBSF. KCF has been involved in early consultation discussions as to how they may be able to assist Social Investment Financial Intermediaries. We will actively explore the potential of this new development to boost the KBSF capital funding pot.

MARKET

One of the aims of KBSF was to support existing voluntary and community organisations which have historically been grant funded to make a shift to more sustainable funding models, such as trading activities or more commercial contracts. This has been slower to take hold than at first envisaged. This has in part been due to budget reductions in central and local government taking time to be implemented and grant funding being 'rolled over' initially while new payment models such as payment-by-results are developed.

Commissioning opportunities for smaller community organisations have also developed at a slower pace than perhaps envisaged, which has meant that for some the question of looking at other financing models was not critical at that time and had an impact on the initial demand for KBSF.

However, whilst the general economy may be seen as improving there is widespread acknowledgement that funds from central and local government will continue to come under pressure for the medium term. As such, the sector may well find that it lags behind the private sector coming out of the economic downturn and sources of support such as KBSF will feature more in enterprises having to change their operating model. We are starting to see new income-generating strategies emerging in the sector, as recognition grows that

over-reliance on grant-funding is no longer sustainable. Commissioners are also becoming more sophisticated and recognising the important role that smaller community providers play, particularly in reaching the vulnerable and hardest-to-reach.

We believe that the potential of KBSF assistance is being considered as part of a funding mix by more trustees and there is a greater acceptance opening of minds to explore the potential. The Council's STAMP Programme assisting the voluntary, charity and social enterprise sector in preparing themselves for a transition from grants to commercial contracts has been an important contributor to bridging this change.

APPENDIX 1 – EXAMPLE CASE STUDIES

Wood n Ware CIC

Wood n' Ware was a KCC operated day care center which was outsourced and now operates as a Community Interest Company by three ex-KCC staff who were at risk of redundancy.

KBSF assisted with initial working capital to enable the enterprise to move to a contracted service and expand their provision.

Wood n' Ware has since expanded both the number of clients attending the service and the opportunities that they have to improve their lives.



Queenborough Harbour Trust

Queenborough Harbour Trust took over management of the harbour from Swale Borough Council, operating the harbour for the benefit of the community and harbour users.

KBSF assisted by providing funds to make repairs to the walkway between the boats and the harbour and recruit a permanent deck-hand

Outside of the direct benefits to the organisation it is anticipated that additional visitors will bring an extra £150,000 to the local economy.



Kent Woodland Employment Services

KBSF assisted this new charity to employ and train individuals struggling to enter the workplace including ex-servicemen, unemployed school leavers and ex-offenders.

With the county having the largest acreage of ancient woodland in England, KWES saw the opportunity of providing direct employment and training to manage these woodlands.

Now employing 16 people, a further 8 will be added to the workforce this year, with another 8 planned in 2016.



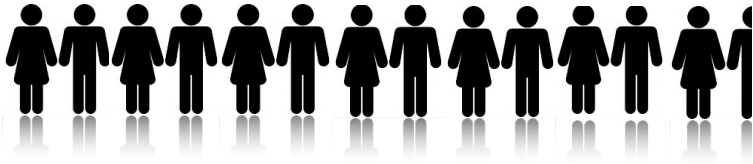


Kent Big Society Fund

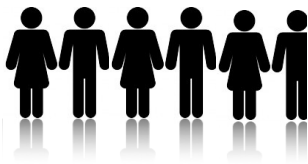
Impact Report 2012 - 2014



Significant Achievements of the Fund.



270 jobs directly created or safeguarded.



97 new volunteer positions created.

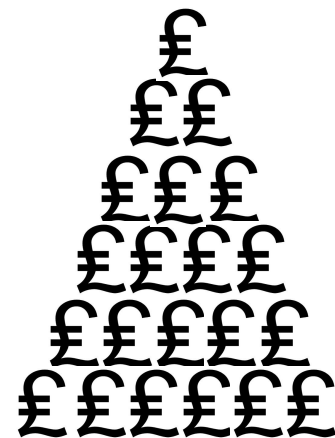


43 volunteers have progressed into employment.

£220,000 of external funds directly leveraged.



Over £1.5m of additional funds leveraged by applicants after KBSF funding drawn.



Business support provided to over 150 organisations.



INTRODUCTION

Kent Big Society Fund (KBSF) was established 3 years ago with funding from Kent County Council to provide financial, predominately loan, support to charities and social enterprises within the county who were looking to start new trading activities or expand existing ones.

The Fund receives all capital, fee and interest repayments thus ensuring the longevity of the Fund as an important resource for local charities, social enterprises and the wider community well in to the future. While funding from Kent County Council has now come to an end as planned, Kent Community Foundation is committed to continuing the fund in both its administration and seeking new capital as appropriate.

KBSF's inception came at a time when a number of factors were affecting the arena in which most of these enterprises were based, namely

- the banks were holding back on lending whilst they were rebuilding their balance sheets following the economic crash of 2008 and the subsequent fallout.
- austerity measures were having an impact on the monies available to local councils. The result was widespread acknowledgement that the provision of services whether funded or directly provided by the council was going to have to change and that this evolution was going to be a lengthy one. These changes have and will include more widespread commissioning of services rather than straight grant provision and the outsourcing of internal provided services
- a general increase in the demand for grant funding (due to an increase in social need seen during economic downturns, coupled with the changes in central/local government funding) with resources to meet this being finite.
- a general increase in awareness of social enterprise as a significant contributor to the economy; with many entrepreneurs, particularly young people, seeing the benefit of a model offering innovative local ideas to meet local issues and balancing profit with social impact.

“Public services are being reformed to include a greater range of suppliers, devolve power from central government and engage local communities in their running, at a time of significant cuts to public spending. Can more be done to unlock the potential of local people with local solutions to tackle local problems?” (Joseph Rowntree Foundation)

At the heart of the Fund has been the creation and safeguarding of jobs, particularly for those furthest away from the workplace, with applicants being unable to secure mainstream funding.

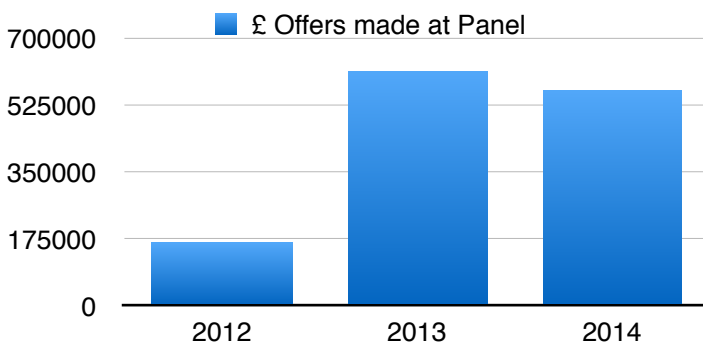
However, every applicant is involved with tackling a social issue and by its nature the social enterprise prevents its directors from benefitting excessively from profits made or selling the assets of the company for personal gain.

DEMAND FOR THE FUND

“Since 2010, there has been an increase in the number of social enterprises, from 240,000 to 300,000 and they now account for nearly 6% of small firms” (The Report on Small Firms 2010-2015)

As with any new offering there was considerable interest when the Fund was first opened, with initial applications in 2012 being evident in the 2013 offers, but Table 1 shows how this demand has continued to be evident.

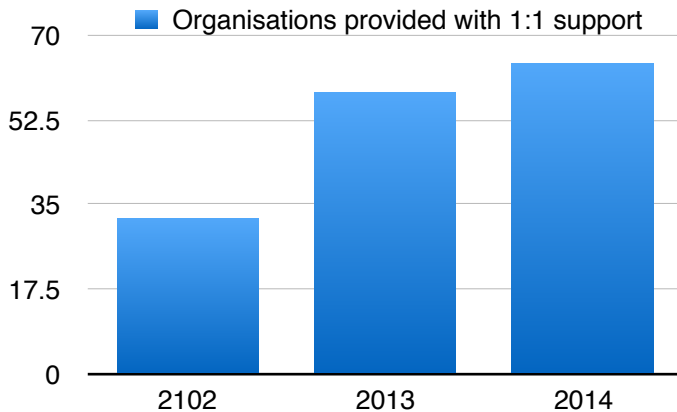
Table 1



It should be born in mind that we have seen a lag (sometimes quite considerable) between initial expression of interest and the request being ready to consider sanction. This is because many of the applicants are new enterprises or have not had to consider financial planning before. In 2015 there have already been offers made of £170,000.

Table 2 highlights the number of enterprises who have had one to one support with financial planning and this assistance is something that we believe the enterprises value, whether they proceed to application or not.

Table 2



“Many thanks for all your support” (Wood n’ Ware CIC)

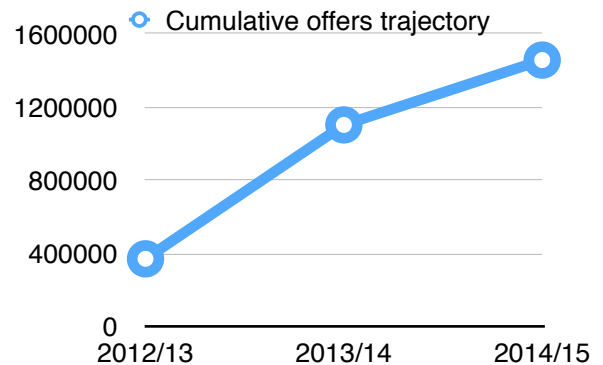
LENDING BOOK

Enquiries over the term have amounted to in excess of £3.2m but this is a conservative figure as many applicants at the outset are not fully aware of the amount of borrowing that they require.

In pure monetary terms, the Fund has been an invaluable resource to social enterprises in Kent over the last 3 years with Table 3 showing how offers made have accumulated over the 3 years, amounting to £1,.477m.

Each Panel has on average confirmed offers of £137,947. Of the offers made, £902,290 has been drawn with the outstanding amounts awaiting fulfilment of terms and conditions. There has been only one offer, of £20,000, that has been declined by an applicant due to the conditions being sought.

Significantly, provisions for defaults have amounted to a modest £31,000 between 2 organisations, this equating to less than 5% of the loans drawn. In addition, of those applicants assisted in the first year of KBSF's operation 83% remain trading, against a Kent wide figure for all businesses of 60%¹.



The figures in Table 3 exclude a one off grant to provide capital for lending to Fredericks Foundation, a charitable micro-lender working in Kent and supporting businesses who are unable to access the main lending market.

Case Study - The Parents Consortium

Parents Consortium offer a 6 bed respite facility known as Dragons Den, providing residential short breaks for children and young people with disabilities.

KBSF assisted with a loan to allow additional staff to be employed enabling the facility to be open for more days in the week, increasing employment, their capacity to assist the children and their families and to earn income



Repayments including fees, interest and capital amount to £226,000 with only one current applicant outside of repayment terms. All repayments are recycled in to the Fund for reuse.

KBSF has and will continue to fill a gap in the social lending market place where lenders such as Charity Bank are primarily looking for deals in excess of £100,000 and for which security is offered.

Equally, the Fund offers applicants the ability to negate the risk of grant funding which can be difficult to obtain (particularly for staff costs), is not long term and can never be relied upon.

¹ KCC Business Intelligence Statistical Bulletin - June 2014

IMPACT OF KENT BIG SOCIETY FUND

The Fund has been very successful in assisting with the direct creation or safeguarding of 270 jobs for the enterprises that have been supported.

In addition to this achievement the number of volunteer positions that KBSF has assisted in creating over the last 3 years has steadily grown to almost 100.

These volunteer positions help the unemployed to experience real work conditions, improve soft skills and in many cases and in many cases gain recognised qualifications that move them towards permanent employment.

Already 43 volunteers have progressed in to employment with their places being taken by others that are looking for support. In this way the Fund is not only helping job creation now but the skills and qualifications for many more for many more to find work both now and in to the future.

Case Study - The Bench, Gravesend

Opening up the community cafe, The Bench in Gravesend High Street Communities Food CIC have employed a member of staff and created volunteer positions for unemployed people in the locality.

In just the last year 17 volunteers have been assisted, with 12 gaining qualifications and 9 finding work, many through the links the enterprise has built up with the main recruiting agency for Bluewater.

As well as providing work experience and training, The Bench uses ingredients from Fairshare which would otherwise be thrown away, offering hot meals to the homeless and those referred by agencies at a price that the diner chooses to pay.



Case Study - Kent Woodland Employment Services

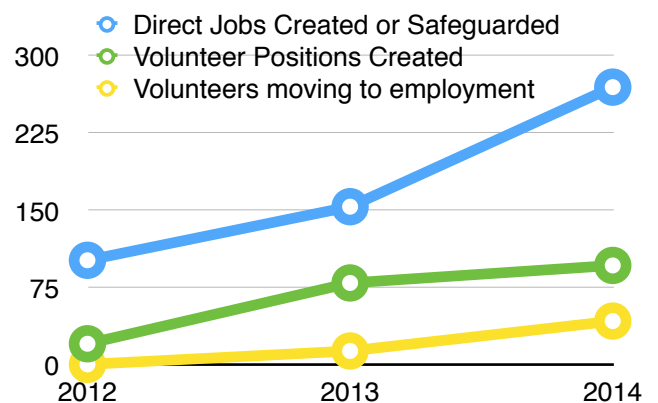
KBSF assisted this new charity to employ and train individuals struggling to enter the workplace including ex-servicemen, unemployed school leavers and ex-offenders.

With the county having the largest acreage of ancient woodland in England, KWES saw the opportunity of providing direct employment and training to manage these woodlands.

Now employing 16 people, a further 8 will be added to the workforce this year with another 8 planned in 2016.



Table 4 Employment opportunities



From: Mark Dance, Cabinet Member Economic Development
David Smith, Director of Economic Development

To: Growth, Economic Development and Communities Cabinet
Committee – 15 September 2015

Subject: RGF Programmes and Framework for Monitoring Report

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

Classification: Unrestricted

Past Pathway of Paper: Performance on the RGF programmes is reported regularly to this Cabinet Committee

Future Pathway of Paper: N/A
Electoral Division: County-wide

Summary

Since November 2011 the Department of Business, Innovation and Skills (BIS) has allocated £55 million to KCC for three schemes:

- Expansion East Kent (£35 million)
- Tiger (£14.5 million)
- Escalate (£5.5 million)

These schemes provide funds for companies with investment plans that will lead to job creation. For the majority of the companies the loan finance provided is set at 0% interest with a repayment period between 5 and 7 years. The schemes also have allocated grants and equity investments.

This report provides an update on the allocation of funds to companies in the format previously agreed by the Growth Economic Development and Communities Cabinet Committee.

Recommendation

The Growth, Economic Development and Communities Cabinet Committee is asked to comment and NOTE the progress to date in delivering the three RGF programmes.

1. Update on the three RGF Schemes

1.1 As of 26 June 2015, KCC has committed over £54 million across the three RGF schemes.

- 1.2 In total, over 210 companies have been supported through the RGF schemes and these companies are targeted to create or safeguard over 5,000 jobs and will leverage in £84 million from private sector investment.
- 1.3 The Expansion East Kent Programme was launched in December 2012. As of 30 June 2015 KCC has committed nearly £31 million to 119 companies within the local authority areas of Ashford, Canterbury, Dover, Shepway and Thanet. The programme is no longer open to new applicants.
- 1.4 The Tiger Programme for North Kent and Thurrock was launched in March 2013. As of 30 June 2015 KCC has committed £14,490,000 to 51 companies within Dartford, Gravesham, Medway, Swale and Thurrock. The programme is no longer open to new applicants.
- 1.5 The Escalate Programme for West Kent and parts of East Sussex was launched in December 2013. As of 30 June 2015 KCC has committed £5,510,000 to 40 companies and the programme is no longer accepting any new applications.

2. Summary of Monitoring

2.1 As part of the loan agreement each company is obliged to provide quarterly monitoring returns. On receipt of returns the following RAG rating is applied:

- 1) Green Status – full return received and no outstanding issues noted.
- 2) Amber Status – partial return received and issues noted.
- 3) Red Status – no return received and non achievement of key milestones i.e. repayment, job outcomes or delay to planned objectives

2.2 The following table provides a headline summary for all three RGF programmes for the period of January to March 2015.

Headline Summary

No of companies awarded investment and completed contract stage	No of companies in monitoring reporting cycle	No of reports received	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk Status
210	150	128 (86%)	74 (49.5%)	37 (25%)	38 (25.5%)
Combined Loan Values					
£50,988,574.22	£34,969,911.61	£30,440,215.40	£18,019,104.12	£10,271,697.00	£8,167,277.21

Out of the 150 companies within the monitoring reporting cycle 74% (111 companies) fall within green or amber.

Details of Red Risk Status

The table below provides details on 38 companies (25.5%) that have been red rated. The red risk rating falls into three categories as follows:

Breakdown of Red Risk Status	Category A	Category B	Category C
	Non Payment of Debt	Nil Return of Monitoring Form	Significant shortfall on milestones / targets
No of Companies	2 (1.5%)	19 (13%)	17 (11%)
Combined Loan Value	£440,000	£4,039,696.21	£3,687,581.00
Actions to be taken	Formal legal proceedings undertaken	Follow up email	Companies under review

The cumulative total of the companies who have defaulted on the loans is as follows;

	No of Companies	Combined Loan Value	Percentage of overall defrayed funds
Bad Debts previously reported	4	£1,073,000	3.56%
This Quarter's Bad Debt	2	£440,000	
Total Bad Debt	6	£1,513,000	

There are 5 companies who have gone into liquidation and 1 company has advised of voluntary liquidation. KCC Legal and Internal Audit have been advised and are working with the RGF manager in all cases

3. Profile for Repayments of Funds (as at 26th June 2015)

- 3.1 All repayment of loans and returns on Equity Investments will be reinvested into future financial support programmes for businesses and companies.
- 3.2 The table below provides details on the repayment profile due to be repaid by March 2021.

2013/14 (target) actual	2014/15 (target) actual				
(£338,548.00) £338,548.00	(£1,544,734.67) £1,407,145.75				
2015/16 (target)	2016/17	2017/18	2018/19	2019/20	2020/21
£5,730,083.81	£7,459,751.94	£8,096,588.44	£7,117,773.49	£5,561,869.72	£5,997,930.43

4. Delivery of Schemes

Annex 1 provides full details on the monitoring returns of the **Expansion East Kent programme**.

Annex 2 provides full details on the monitoring returns of the **Tiger programme**.

Annex 3 provides full details on the monitoring returns of the **Escalate programme**.

5. Recommendation:

5.1 The Growth, Economic Development and Communities Cabinet Committee is asked to comment and NOTE the progress to date in delivering the three RGF programmes.

Report author: Jacqui Ward
Title: Regional Growth Fund Programme Manager
Tel No: 03000 417 196
Email: jacqui.ward@kent.gov.uk

Relevant Director: David Smith
Title: Director of Economic Development
Tel No: 03000 417176
Email: david.smith@kent.gov.uk

Expansion East Kent Programme

This annex provides full details of the funding awarded to companies within the East Kent and Ashford area from the Expansion East Kent programme.

1. Funding Awarded

The table shows total funding committed, a breakdown per local authority, number of jobs to be created and private sector investment (matched funding).

Expansion East Kent and Small Business Boost Scheme	Funds Awarded £	Private Investment £	No of Companies	No of jobs to be created	Saved posts	Total no of Jobs created/safeguarded posts
Ashford	170,000.00	163,078.00	7	18.86	3	21.86
Canterbury	6,742,345.33	7,424,463.00	28	1,236.15	80.17	1316.32
Dover	12,617,950.00	30,953,248.00	30	675.76	250.11	925.87
Shepway	6,228,468.00	10,101,149.78	25	484.31	126.08	610.39
Thanet	5,232,213.00	8,679,663.00	29	329.17	196.92	526.09
Total	30,990,976.33	57,321,601.78	119	2,744.25	656.28	3400.53
Position as at 26th June 2015						

Total Committed Funding	£30,990,976.33	£57,257,324.78	119	2,744.25	656.28	3400.53
--------------------------------	-----------------------	-----------------------	------------	-----------------	---------------	----------------

Within the Expansion East Kent scheme there is an additional programme and the Investment Advisory Board have agreed to ring fence and commit £5 million to the programme as follows:

(a) Equity Investment Fund: £5m

Total Funding Committed £30,990,976.33

2. Defrayment of Funds

Each company applying to the programme will provide a profile for the drawdown of funds. This would be dependent on the needs of the businesses and the companies' plans for growth.

The profile for the defrayment of funds is as follows:-

(a) Funds defrayed as at 26 th June 2015	£22,446,831
(b) Estimated funds July 2015 March 2016	£12,553,169
(c) Total Value of funds	£35,000,000

3. Profile for Repayments of Funds (as at 26th June 2015)

All repayment of loans and returns on Equity Investments will be reinvested into future financial support programmes for businesses and companies.

The table below provides details on the repayment profile due to be repaid by March 2021.

2013/14 (target) actual	2014/15 (target) actual						
(£335,294) £335,294	(£871,196) £810,963						
2015/16 (target)	2016/17	2017/18	2018/19	2019/20	2020/21	Total Repayment	
£2,864,594	£3,815,509	£4,480,191	£3,856,001	£3,052,121	£4,698,847	£23,350,669	

There are two loan repayment periods per financial year i.e. September 2015 and March 2016.

The estimated amount to be received by the end of March 2015 was £1,206,490. The actual amount received as of 30th March 2015 was £1,146,257 which represented an achievement rate of 95%.

The remaining funds (£60,233) for the financial year 2014/15 will continue to be collected through direct negotiation with the individual applicants.

4. Monitoring Returns

The monitoring returns for the Expansion East Kent programme for the period of March 2015 period have resulted in 61% being allocated Green status (performance fully met as per loan agreement) or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement) are as follows:

No of companies awarded investment	No of companies in monitoring reporting cycle	No of reports received	No of companies in Green Risk Status	No of Companies in Amber Risk Status	No of Companies in Red Risk Status
119	74	56 (76%)	26 (35%)	19 (26%)	29 (39%)
Combined Loan Value					
£30,990,976.33	£20,477,205.33	£16,037,509.12	£6,878,743.12	£6,795,266.00	£6,803,196.21

It is important to note there are three categories with the RED status – see table below.

Breakdown of Red Risk Status	Category A Non Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant shortfall on milestones / targets
No of Companies	1 (1.5%)	18 (24%)	10 (13.5%)
Combined Loan Value	£400,000.00	£4,039,696.21	£2,363,500.00
Actions to be taken	Formal legal proceedings undertaken	Follow up email	Company under review

Bad Debts previously reported in Red Category A:	No of Companies	Combined Loan Value	Percentage of overall defrayed funds
	3	£663,000	
This Quarter's Bad Debt	1	£400,000	
Total Bad Debt	4	£1,063,000	4.73%

The action taken on 29 (39%) companies in Red Status is as follows:

Category A =	1 Company has significant issues i.e. failure to repay loan on time – bad debt.
Action taken:	The company has have advised KCC of voluntary liquidation. Legal advice sourced on the appropriate action to take and costs of actions.
Category B =	18 companies - nil return of monitoring form
Action taken:	All 18 Companies received follow up emails and their outstanding return has been merged with the June 2015 return.
Category C =	10 Companies - Significant delays in the following areas: <ul style="list-style-type: none"> • Job creation significantly behind, loss of staff, and/or not employment contracts not clearly evidenced • Audit Certificate for 13/14 overdue

The monitoring returns for March 2015 have included evidence i.e. employment contracts for the creation of 40.17 jobs and safeguarded of 47.85 The job creation figure is due to rise by a further 242.7 by the end of June 2015. In addition we would also expect to be able to pick up and report on the shortfall in jobs created to date.

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	940.24	721.65	77%
Jobs Indirect		129	
Jobs Safeguarded	552.61	436.03	79%

Tiger Programme

This annex provides full details of the funding awarded to companies within the North Kent and Thurrock area from the Tiger programme.

1. Funding Awarded

The table shows total funding committed, a breakdown per local authority, number of jobs to be created and private sector investment (matched funding).

Tiger Programme	Funding per Local Authority £ m	Private Investment £ m	No of Companies	No of jobs to be created	Saved Posts	Total number of Jobs
Dartford	1,477,247	1,283,822	9	158.69	56.24	214.93
Gravesham	881,062	843,375	5	44.08	62	106.08
Medway	4,335,489	3,050,659	15	257.6	158.97	416.57
Swale	6,674,505	18,020,958	17	349.36	313.51	662.87
Thurrock	1,121,700	1,501,355.50	5	132.48	18.53	151.01
Total	14,490,003	24,700,169.5	51	942.21	609.25	1551.46
Position as at 26th June 2015						

Total Funding Committed	£14,490,000	£24,700,169.50	51	942.21	609.25	1551.46
--------------------------------	--------------------	-----------------------	-----------	---------------	---------------	----------------

2. Defrayment of Funds

Each company applying to the programme provides a profile for the drawdown of funds. This drawdown would be dependent on the needs of the businesses and the companies' plans for growth.

The profile for the defrayment of funds is as follows:

Funds defrayed as at 26th June 2015	£14,490,00
---	-------------------

3. Profile for Repayments of Funds (as at 26th June 2015)

All repayment of loans and returns on Equity Investments will be reinvested into future financial support programmes for businesses and companies.

The table below provides details on the repayment profile. The total amount to be repaid is £12,665,928 as two companies have been awarded equity investments (£1,424,072).

2013/1 (target) actual	2014/15 (target) actual				
(£3,254) £3,254	(£541,778.67) £471,422.75*	*£70,355.92 variation to contract subject to business needs			
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
£2,004,185.49	2,505,188.62	2,460,093.12	2,257,179.17	1,853,544.90	1,030,704.03
Total Repayment £12,665,928					

There are two loan repayment periods per financial year i.e. September 2015 and March 2016.

The estimated amount to be received by the end of March 2015 was £545,032.67. The actual amount received as of 30th March 2015 was £474,676.75 which represented an achievement rate of 87%.

The remaining funds (£70,355.92) for the financial year 2014/15 will continue to be collected through direct negotiation with the individual applicants.

4. Monitoring Returns

The monitoring returns for Tiger programme for the period of March 2015 period have resulted in 85% being allocated Green status (performance fully met as per loan agreement) or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement) are as follows:

No of companies awarded investment	No of companies in monitoring reporting cycle	No of reports received	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk Status
51	40	40 (100%)	26 (65%)	8 (20%)	6 (15%)
Combined Loan Value					
£14,490,000	11,223,914.00	£11,223,914.00	£8,176,617	£1,694,216	£1,303,081

It is important to note there are three categories with the RED status – see table below.

Breakdown of Red Risk Status	Category A Non Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant shortfall on milestones / targets
No of Companies	0	0	6 (15%)
Combined Loan Value			£1,303,081
Actions to be taken			Companies under review 4 site visits undertaken with 2 contract variations being prepared 2 site visits scheduled
Bad Debts previously reported in Red Category A:	No of Companies	Combined Loan Value	Percentage of overall defrayed funds
	1	£410,000	3%

The action taken on 6 (15%) companies in Red Status is as follows:

Category A =	0 Companies – advising of voluntary liquidation or administrative receivership
<i>Action taken:</i>	
Category B =	0 Company - nil return of monitoring form
<i>Action taken:</i>	
Category C =	6 companies - significant delays in the following areas: <ul style="list-style-type: none"> Job creation significantly behind, loss of staff, and/or employment contracts not sufficiently evidenced.
<i>Action taken:</i>	Employment contracts have been requested to ascertain terms and conditions eg hours and place of work. Evidence has been supplied or re-advisement of previously recruited vacancies where probationary periods have not been met. Delays in recruitment have been satisfactorily justified, and monitoring of the shortfall will continue.

The monitoring returns for March 2015 have included evidence i.e. employment contracts for the creation of 48.01 jobs and safeguarded of 55.07. The job creation figure is due to rise by a further 101.44 by the end of June 2015.

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	349.88	266.96	76%
Jobs Safeguarded	609.25	548.40	90%

Escalate

This annex provides full details of the funding awarded to companies within the districts of West Kent and three districts of East Sussex from the Escalate programme.

1. Funding Awarded

The table shows total funding committed, a breakdown per local authority, number of jobs to be created and private sector investment (matched funding).

Escalate Programme	Funding per Local Authority £ m	Private Investment £ m	No of Companies	No of Jobs to be created	Saved Posts	Total number of Jobs
Maidstone	2,720,588.30	3,054,332.00	12	158.61	108.67	267.28
Rother	56,000	56,000	1	7	0	7
Sevenoaks	594,000.00	710,472.00	6	33.6	18.17	51.77
Tonbridge + Malling	763,509.50	762,798.00	8	60.93	19.08	80.01
Tunbridge Wells	1,093,250.00	1,332,250.00	10	146.05	19.46	165.51
Wealden	280,250.00	280,250.00	3	17.27	7	24.27
Total	5,507,597.80**	6,196,102.00	40	423.46	172.38	595.84
Position as at 26th June 2015						

**Hastings Funding total is zero*

***£10,000 uncommitted within Tiger and £2402.20 contribution to marketing*

Total Funding Committed	£5,507,597.80	£6,196,102.00	40	423.46	172.38	595.84
--------------------------------	----------------------	----------------------	-----------	---------------	---------------	---------------

2. Defrayment of Funds

Each company applying to the programme provides a profile for the drawdown of funds. This drawdown would be dependent on the needs of the businesses and the companies' plans for growth.

The profile for the defrayment of funds is as follows:

Funds defrayed as at 26th June 2015	£5,507,597.80
---	----------------------

3. Profile for Repayments of Funds (as at 26 June 2015)

All repayment of loans and returns on Equity Investments will be reinvested into future financial support programmes for businesses and companies.

The table below provides details on the repayment profile. The total amount to be repaid is £5,217,599.50 as one company has been awarded equity investment.

2014/15 (target) actual					
(£131,760) £124,760					
2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
£861,304.32	£1,139,054.32	£1,156,304.32	£1,004,593.32	£656,203.82	£268,379.40

There are two loan repayment periods per financial year i.e. September 2015 and March 2016.

The estimated amount to be received by the end of March 2015 was £131,760. The actual amount received as of 30th March 2015 was £124,760 which represented an achievement rate of 95%.

The remaining funds (£7,000) for the financial year 2014/15 will continue to be collected through direct negotiation with the individual applicant.

4. Monitoring Returns

The monitoring returns for the Escalate programme for the period of December 2014 period have resulted in 63% being allocated Green status (performance fully met as per loan agreement) or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement) are as follows:

No of companies awarded investment	No of companies in monitoring reporting cycle	No of reports received	No of companies in Green Risk Status	No of Companies in Amber Risk Status	No of Companies in Red Risk Status
40	35	34 (97%)	22 (63%)	10 (29%)	3 (8%)
Combined Loan Value					
£5,507,597.89	£3,268,792.28	£3,228,792.28	£2,963,744.00	£1,782,215.00	£111,000.00

It is important to note there are three categories with the RED status – see table below.

Breakdown of Red Risk Status	Category A Non Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant shortfall on milestones / targets
No of Companies	1 (2%)	0	2 (6%)
Combined Loan Value	£40,000		£71,000
Actions to be taken	Formal legal proceedings undertaken		Company under review

The action taken on 3 (8%) companies in Red Status is as follows:

Category A =	1 Company has significant issues i.e. failure to repay loan on time – bad debt.
<i>Action taken:</i>	The company have advised KCC of voluntary administration. Legal advice sourced on the appropriate action to take and costs of actions.
Category B =	0 Companies - nil return of monitoring form
<i>Action taken:</i>	
Category C =	2 companies - Significant delays in the following areas: <ul style="list-style-type: none"> • Refurbishment of premises delayed awaiting planning permission being. • 1 company delayed Repayment 1 due to contract variation.
<i>Action taken:</i>	Monitoring report confirms refurbishment works have commenced and there should be no reason during the next monitoring return that delayed milestones and outputs will be realised. Loan repayment has been chased and payment imminent whilst contract variation is being finalised.

The monitoring returns for March 2015 have included evidence i.e. employment contracts for the creation of 48.01 jobs and safeguarded of 55.07. The job creation figure is due to rise by a further 54.1 by the end of June 2015.

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	126.76	94.27	74%
Jobs Safeguarded	173.20	147.07	85%

This page is intentionally left blank

By: Mark Dance – Cabinet Member for Regeneration and Economic Development

Matthew Balfour – Cabinet Member for Environment and Transport

Barbara Cooper – Corporate Director, Growth Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 15 September 2015

Subject: Ashford District Deal

Classification: Unrestricted

Summary:

This report sets out an overview of the proposed District Deal model for continuing improved working between the County and Districts, as well as the proposed Ashford District Deal as a pilot. The Deal sets out both the shared priorities for the two councils, and a proposed set of new ways of working that will better enable the authorities to achieve these shared priorities.

Recommendations:

The Cabinet Committee is recommended to:

- a) CONSIDER and COMMENT on this report and the District Deal model and potential programme;
 - b) CONSIDER and COMMENT on the proposed pilot District Deal with Ashford Borough Council;
 - c) RECOMMEND that the Leader of the Council, and relevant Cabinet Members sign the District Deal with ABC once finalised.
-

1. Background

1.1. As presented to this Cabinet Committee in September 2014, District Deals are a concept proposed to promote further improved working between the County and districts within Kent. The proposed Deals will be agreements between Kent

County Council and each of the twelve Kent Districts, with the aim of improving service delivery and reducing costs through a clearer approach to joint working.

- 1.2. District Deals will provide the opportunity for the Districts and the County to achieve potentially exciting results by using the two-tier system as an advantage. The scope for Deals could be quite broad, taking in anything from shared regeneration objectives, to new approaches to collaborative working in social care and public health services.
- 1.3. Each deal will be tailored to the priorities of the local district. In some cases, as in the Ashford pilot District Deal (see below), there is likely to be a strong interest in the economic development agenda, and an opportunity with District Deals to identify clear, shared regeneration objectives and a shared approach to more effectively and efficiently achieving these objectives.
- 1.4. Where there is an appetite for improved working in agendas beyond regeneration, the Deals would provide an opportunity for further joined up engagement with our communities (e.g. the troubled families programme), using existing local networks (public and third sector) to better coordinate services and support to customers within the districts, including the most hard to reach. Through this improved local engagement, the Deals offer a platform for a strengthened prevention agenda, thereby contributing to overall reduction in demand and thus savings to the public purse.
- 1.5. In this way, the Deal offers an opportunity for potential efficiencies and savings against a backdrop of increasingly challenging budget conditions for both tiers of Government. Achieving these savings whilst maintaining and potentially improving the quality of service for our shared customers – i.e. the residents and businesses of Kent – will require fundamentally new ways of working. Whilst the savings ultimately may be modest compared with the financial challenges faced by KCC's large volume services, the District Deals offer an opportunity to start to explore more fundamental changes.
- 1.6. Critically, the District Deal approach reflects the Government's continued pursuit of joint working and devolution across the public sector. In this way, District Deals have the potential to provide a strong model for joint working across the local government "family" in Kent, at a time when Government is looking for credible and robust local governance to which to devolve powers and funding.

2. A District Deal for Ashford

- 2.1. At the original GEDCCC discussion on District Deals in September 2014, the Chief Executive for Ashford Borough Council presented a programme of priority

projects, which it was proposed could form the basis of a District Deal between the two authorities.

- 2.2. In response to this initial interest in the District Deal approach from ABC have progressed a pilot District Deal with Ashford. The draft Deal has been coordinated by KCC's Economic Development Team and is provided in **Appendix 1**.
- 2.3. Building on positive working between KCC and ABC to date, the Deal is designed to more effectively and efficiently enable the authorities to achieve a set of shared outcomes, including KCC's corporate outcomes. The Deal identifies the "**Big 8**" – eight strategic projects that, combined, have the **potential to unlock 13,650 jobs and over 13,600 homes for Ashford**. These projects include major town centre regeneration projects as well as the delivery of strategic infrastructure.
- 2.4. In order to help deliver the ambition of the Big 8 shared outcomes, the Deal also identifies a series of **new ways of working** which offer fresh approaches to how we work between County and District on some of our most critical agendas – from health and social care to delivering infrastructure.
- 2.5. The Deal will be a living document, and be refreshed on an annual basis. The delivery of the Deal will be monitored against a Delivery Plan which will set measurable targets and milestones.
- 2.6. The Deal will be overseen by a District Deal Board, which will include both Council Leaders and senior officers from both authorities, whilst a Strategic Delivery Board will oversee delivery of specific outcomes. Officers from both authorities will meet on a more regular basis through a Strategic Coordination Group, which will enable more effective joint working.
- 2.7. Following input from the Cabinet Committees for Growth Economic Development and Communities and Environment and Transport in September, the Deal will be revised with final input from the Leaders, Cabinet Members and relevant officers from within the two authorities. The Deal will be signed by the two Council Leaders in October following similar member consultation in Ashford.

3. Looking forward – the District Deal programme

- 3.1. The Ashford District Deal is intended to be the first of a series of Deals to be agreed with all Districts. Each Deal will be tailored to the priorities of the area, and learning from each of the Deals will be shared across Districts.
- 3.2. A discussion on the proposed District Deal programme will be taken to Kent Leaders and Chiefs in September, and a programme developed with the districts

to develop further Deals. The details of further Deals will be shared with the Cabinet Committee as they are developed.

4. Recommendation

4.1. The Cabinet Committee is recommended to:

- a) CONSIDER and COMMENT on this report and the District Deal model and potential programme;
- b) CONSIDER and COMMENT on the proposed pilot District Deal with Ashford Borough Council; and
- c) RECOMMEND that the Leader of the Council, and relevant Cabinet Members sign the District Deal with ABC once finalised.

Author Contact Details:

Report author/Relevant Director:

Katie Stewart
Director, Environment, Planning and Enforcement
Directorate Growth, Economy and Transport
Tel: 03000 418827
Email: katie.stewart@kent.gov.uk

Background Documents: None

THE ASHFORD BOROUGH COUNCIL (ABC) – KENT COUNTY COUNCIL (KCC) DISTRICT DELIVERY DEAL – DRAFT

1. OVERVIEW

The **Ashford Borough Council – Kent County Council Delivery Deal** is an agreement to work together to deliver better outcomes for residents and business of the borough for the district and, by extension, Kent.

The Deal has two main parts:

- **A commitment to focus the combined efforts of both councils on delivering key strategic projects – the ‘Big 8’ - that will help to deliver Ashford’s significant potential**
- **An agreement to improve the way the Councils work together to make sure that we deliver the best quality outcomes possible for residents and businesses**

The Delivery Deal will enable an innovative and pragmatic approach to joint working between the Councils that will best benefit those we serve.

2. CONTEXT

The Deal is set within the context of increased budget pressures for local authorities on the one hand, but also increased opportunities for devolution of funding and responsibilities to local authorities via Local Enterprise Partnerships (LEPs) and the Government’s wider localism agenda. Such opportunities demand an increasingly mature and sophisticated response from local government at county and district level.

The Deal is an opportunity for Ashford and Kent to build a new and even stronger relationship to deliver an ambitious programme of quality, sustainable economic growth. The Deal will play to the strengths of both the district – with its local knowledge and strong focus on delivery – and the county – with the critical mass and strategic influence it offers by bringing together the 12 districts. In so doing, the Deal will demonstrate the strengths of two-tier government.

As such, the Deal will better enable Ashford to realise its key role in the economic future of Kent. The town’s population grew 23% in the ten years to 2011, and jobs growth over the same period was significantly faster than the UK, south-east or Kent average. Ashford’s role will continue to grow as an important and vibrant commercial centre between London and the continent, with a range of facilities and attractions that reflect that status. Ashford is in many ways the gateway to East Kent and its strongest engine for growth.

The Deal sets out a shared commitment between KCC and ABC to not only economic growth, but a better quality of life for the residents of Ashford.

3. THE DEAL

The principles underpinning the Deal are:

- **Shared objectives and accountability:** the members and officers within ABC and KCC will share a common set of objectives and agenda, as well as the responsibility for delivery of the Deal outcomes.
- **Quality:** the Borough Council's agenda is to deliver quality places, jobs and services both to benefit local residents and businesses and to encourage confidence and further investment in the Borough.
- **Innovation and creativity:** old problems need new and creative solutions – the two Councils need to innovate and learn together if they are to deliver the best outcomes for the area, and best practice that can be used more widely around Kent.
- **Pragmatism:** the Deal is intended to give members and officers an opportunity to take decisions in as pragmatic a way as possible and to reduce bureaucracy where possible.

This Deal is intended to be a living document. The outcomes will be regularly monitored and the Plan refreshed on an annual basis.

The Deal will operate on two levels:

- a. **Delivery of key strategic projects** – using the new way of working to achieving a short but deliverable set of actions/projects defined and reviewed on an annual basis
- b. **Better ways of working together to deliver shared priorities** – including more streamlined governance; improved service delivery; and the space for innovation

4. STRATEGIC DELIVERY OF KEY STRATEGIC PROJECTS: A DELIVERY DEAL

The authorities are already working closely to deliver major projects of shared importance; however, there is scope for improvement and there is a strong desire by both authorities to strengthen a shared single-minded focus on delivery. This needs

the clear commitment of members and officers and a process that provides the accountability needed so that projects are delivered.

The “Big 8” priorities are eight strategic projects with the greatest potential to unlock the borough’s potential to play this role and thus contribute to the future of Kent and Medway more generally.

Combined, the Big 8 have **the potential to unlock an estimated 13,650 jobs and over 13,600 homes** over the life of the projects.

These “**Big 8**” shared priorities are detailed below.

	Delivery Priority
DD1.	Delivery of Chilmington Green – including completion of legal agreements; delivery of A28 improvements; agreement of Design Code; phase 1 masterplanning and establishment of Community Management Organisation
DD2.	Construction of Ashford College – including completion of land assembly; build programme; input into curriculum planning and opening
DD3.	Ashford International Station Spurs Project – including completing the design work needed; finalising the funding package and working with all partners to secure delivery with minimum disruption to services
DD4.	Enabling the Jasmin Vardimon Dance Academy – working with the Company and funding partners to scope and then deliver the project
DD5.	Creation of leisure and commercial scheme for Elwick Place – including completion of land transfers; helping securing commitment from leisure operators and an acceptable scheme design; putting public realm management arrangements in place and delivery of associated town centre parking
DD6.	Potential expansion of the Designer Outlet – full consideration of scheme and its relationship with the town centre; if permission is granted work with partners to deliver project, including environmental enhancements en route to the town centre and town centre projects
DD7.	Construction of J10a of M20 – work to achieve acceptable design; finalise funding arrangements; co-ordinate with consideration of related development and work with partners – especially Highways England - to deliver scheme
DD8.	Development of the Commercial Quarter into a commercial centre for Kent – complete public realm works; bring forward phase 1 office development and associated land transfers; work to fund and create starter space for new users in existing and expanded buildings of interest

The authorities will be building on existing joint working, including collaboration through the Kent Environment Strategy, new ways of delivering waste services through Mid-Kent Waste Partnership, in order to further build new ways of working. In order to better achieve these shared priorities, the authorities will put in place new ways of working including the following:

	Operational Priorities – better ways of working
THEME 1: MORE EFFECTIVE DELIVERY OF INFRASTRUCTURE FOR GROWTH	
OD1.	A streamlined, evidence-based strategic infrastructure framework (the Kent and Medway Growth and Infrastructure Framework) that aligns with and supports the emerging Ashford Local Plan.
OD2.	A stronger emphasis on Design Quality in all new public buildings which will include refreshing and recommitting to the Design Protocol for Ashford which sets a benchmark for ABC/KCC commissioned public building projects, whilst providing value for the public purse. In addition, the authorities will explore the scope for ABC to use its urban design skills and experience of design review and public involvement in design workshops to assist KCC in providing a county-wide support service at the early stages of KCC capital project delivery.
OD3.	A clear and robust CIL and s106 strategy with early agreement on the level of contributions required to enable social and physical infrastructure required to be delivered, without undermining scheme viability or reduced build costs that would lead to poor design quality.
OD4.	Strategic coordination of Council property management as a pilot for “One Public Estate” programme and an agreed approach to the transfer of land owned by each Council on an existing use value basis where there are wider, strategic public benefits of regeneration, transport improvement etc. to be achieved.
OD5.	Reciprocal consultation on strategic planning applications and other strategic planning matters that impact on both authorities that fall within the district
OD6.	Coordinated commissioning of health and social care infrastructure , working together from the earliest stages of developments to deliver quality health and social care infrastructure -including regular consultation between commissioning teams in delivering outcomes and an emphasis on working together to design in health care to projects from the outset.
OD7.	Jointly identifying ways to deliver the quality, diversity and scale of housing required to meet the needs of current and future residents, integrating commissioning plans for supporting infrastructure, and exploring

	recently developed models, such as the private rented sector (PRS) model, to provide a step change in housing delivery.
THEME 2: A MORE EFFECTIVE APPROACH TO HIGHWAYS TRANSPORT AND WASTE	
OD8.	A joint approach to street maintenance, highway verge and roundabout maintenance with scope to review the frequency and quality of maintenance, including development and maintenance of gateway approaches as well as management of town centre spaces.
OD9.	More coordinated enforcement of lorry parking and minor incidents to provide more effective responses to keeping streets in Ashford safe.
OD10.	Exploring roll-out of the KCC caretaker scheme to the Ashford Town Centre Action Team to explore building on the delegated model in place for town centre maintenance of soft landscape, including regular joint, on-site town centre reviews to monitor progress.
OD11.	Strategic coordination and regular review of recycling and waste management to work with both KCC Waste Management and the Kent Resource Partnership to explore the potential for new recycling markets, increasing the number of materials that can be recycled at the kerbside.
THEME 3: DELIVERING QUALITY OF PLACE	
OD12.	Joint commitment to playing a leading role in promoting health and well-being – continuing to focus and strengthen the Ashford Health and Well-being Board, with the appropriate dedicated support on both the part of the County and District. The Board has a crucial role co-ordinating the provision of facilities and the commissioning of services to ‘join up’ our approach to creating a healthier Borough.
OD13.	Coordinated approach and campaign to encouraging outdoor leisure and active travel , including promoting Ashford as a cycling town to help promote the benefits of cycling; complete missing parts of the cycling and pedestrian network; and encourage green transport and healthy lifestyles.
OD14.	A jointly prepared and agreed strategic framework for cultural and creative industries in Ashford that confirms the Borough’s role in the wider Kent picture. This work will ensure that the Kent and Medway Cultural Strategy 2015-2023 reflects and supports delivery of the Ashford Cultural Strategy.
OD15.	Exploration of a more collaborative approach to use of intelligence in delivering trading standards , including an improved service for the delivery of licensing

5. DELIVERY

There will be a **District Deal Board** which brings together the Leader and Chief Executive of the District Council, as well as the Leader and Corporate Director for KCC. The Board will meet on a biannual basis to drive delivery of the District Deal and make sure that detailed outcomes are being achieved.

The **Strategic Delivery Board** is made up of a wider group of organisations operating in Ashford with the specific role of managing delivery of the strategic projects – the ‘Big 8’ – and will meet on a quarterly basis.

Supporting these Boards will be a **Strategic Officer Coordination Group**, which will call on relevant officers from each Council. The Group will be responsible for coordinating implementation of the Deal. The Group will meet on a bi-monthly basis, and it will include officers covering the following agendas:

- Economic development and regeneration
- Housing
- Strategic Planning
- Environment
- Property and asset management
- Highways, transport and waste
- Arts and culture
- Town centre management
- Health and well-being

Figure 1: Governance of the ABC District Deal



An action plan will be produced, and the Deal will be monitored according to outputs specified by theme and outcomes. Regular progress reports will be provided to the District Deal Board.

Within each authority, there will be a senior responsible officer (SRO) identified and whom will be accountable for ensuring that their authority is delivering against commitments made in this Deal. The nominated SROs are:

- Katie Stewart (KCC)
- Richard Alderton (ABC)

Each authority will take responsibility for ensuring that sufficient staff capacity is dedicated to the objectives agreed in this Deal. Any further resource requirements will be proposed to and agreed by the District Deal Board.

The authorities will work closely to promote progress against their wider joint strategic objectives and to communicate the benefits achieved through this District Deal.

6. SIGNED

Leader, Ashford Borough Council
 Leader and/or Relevant Cabinet Members, Kent County Council

This page is intentionally left blank

From: Peter Sass, Head of Democratic Services

To: Growth, Economic Development and Communities Cabinet
Committee – 15 September 2015

Subject: **Work Programme 2015/16**

Classification: **Unrestricted**

Past Pathway of Paper: Growth, Economic Development and Communities Cabinet
Committee meeting – 7 July 2015

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: That the Growth, Economic Development and Communities Cabinet Committee considers and agrees its Work Programme for 2015/16.

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 2015

- 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 31 July 2015, 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 The schedule of commissioning activity 2015-16 to 2017-18 that falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance. The next agenda setting meeting is scheduled to be held on Tuesday, 13 October 2015.
- 3.5 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 2015.</p>

6. Background Documents

None.

7. Contact details

Report Author:

Christine Singh

Democratic Services Officer

01622 694334

christine.singh@kent.gov.uk

Peter Sass

Head of Democratic Services

01622 694002

peter.sass@kent.gov.uk

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
Discovery Park Enterprise Zone, Sandwich. Growing Places Fund investment Decision Number: 13/00034	Cabinet Member for Economic Development	Ross Gill, Economic Policy and Strategy Manager Tel: 01622 691131 e-mail: ross.gill@kent.gov.uk

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 before 2 December 2014 meeting
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

This page is intentionally left blank

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 2015-2016

(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 (24/08/2015 to 28/02/2016)		
Decision	Decision Taker	Lead officer
Herne Bay Gateway - temporary relocation of library services POSSIBLY DECEMBER 2015	Cabinet Member for Community Services	Jonathan White, Projects & Operations Manager
Folkestone Seafront	Cabinet Member for Economic Development	Ross Gill, Economic Policy and Strategy Manager
STANDARD AGENDA ITEMS		
Item	Cabinet Committee to receive item	
Verbal updates by the relevant Cabinet Members and Directors	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)	
Risk Register – Strategic Risk Register	Annually (last submitted in April 2015)	
Directorate Business Plan	April	
Work Programme	At each meeting	

PROPOSED AGENDA ITEMS

Proposed Agenda Item	Date requested	Cabinet Committee meeting
Paramount Theme Park project on Swanscombe Peninsula	29/07/13	Regular updates
Ebbsfleet Garden City UDC Master Plan	14/10/14 <i>(agenda setting meeting)</i>	Discussions under way with Robin Cooper to see if this can come to the December meeting.
Manston Site (Invite Paul Barber)	14/10/14	Further verbal updates (submitted - September 2015)
A report on Kent Life Science Network (Invite Paul Wookey)	22/01/15	Further verbal updates (submitted - September 2015)
Progress of new LEP arrangements	14/4/15	Further reports (submitted - September 2015)
Libraries, Registration and Archives Service specification (relating to internal commissioning of LRA services)		December 2015
Economic Impact on Littering	31/07/15	Deferred to December 2015 (similar report to E&T)
To ask the Chamber of Commerce if they would help in asking their members, (maybe via an anonymous questionnaire) any issues or concerns they have with KCC and any obstacles to expansion. This could then be collated and presented to the Cabinet Committee so that it can better understand what help and assistance Kent businesses need from KCC. The results of which could advise future agenda items.	31/07/15	tba

PRESENTATIONS		
Proposed Topic	Date requested	Cabinet Committee meeting
Thanet Seafront	14/10/14	tba Following visit to Margate. Update to include Dreamland Paper + possible presentation
The current position with sports education in our Secondary Schools, looking at participation but also competitive activity, the opportunities for excellence and working with sports bodies and professional sport.	3/12/14	(Education and Young People's Services Directorate to be included in this – Stephanie Holt and Chris Metherell) December 2015
Kent Universities to be invited to present how they are facilitating and encouraging economic development in Kent. The discussion would include current programs and planned initiatives along with consideration specific challenges faced. Requested by Mr Clark (link includes some high level case studies https://www.gov.uk/government/speeches/contribution-of-uk-universities-to-national-and-local-economic-growth)	4/12/14	Dave Hughes liaising with Universities Ongoing programme
Presentations on the 4 District Deals (ABC, TWBC, TMBC and SBC)	22/01/15	(First one in December 2015 is ABC – may include a key decision.)
VISITS		
VISIT: TIGER and Escalate - <i>Request by Chairman (Including Discovery Park visit)</i>	11/12/13	Jacqui Ward to organise ½ day visits 10.00 am - 2.00 pm
Visit to be arranged to the regeneration sites in Margate	22/01/15	tba
Meeting to be arranged with Small Medium size Enterprises (SMEs) to hear what impact KCC's decisions had on their businesses	7/7/15 meeting	

This page is intentionally left blank

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 – 15 September 2015

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 comment and note the report.

1. Introduction

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.
- 1.2. To support this role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the first report for this financial year to this Committee.

2. Performance Dashboard

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

3. Recommendation:

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

4. Background Documents

The Council's Directorate Business Plans:

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans>

5. Contact details

Report Author: Richard Fitzgerald
Performance Manager
Strategic Business Development & Intelligence
03000 416091
richard.fitzgerald@kent.gov.uk

Growth, Economic Development and Communities Performance Dashboard

Financial Year 2015/16

Results up to June 2015

Page 101

Produced by Business Intelligence

Publication Date: 26th August 2015

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 Directorate Business Plans 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

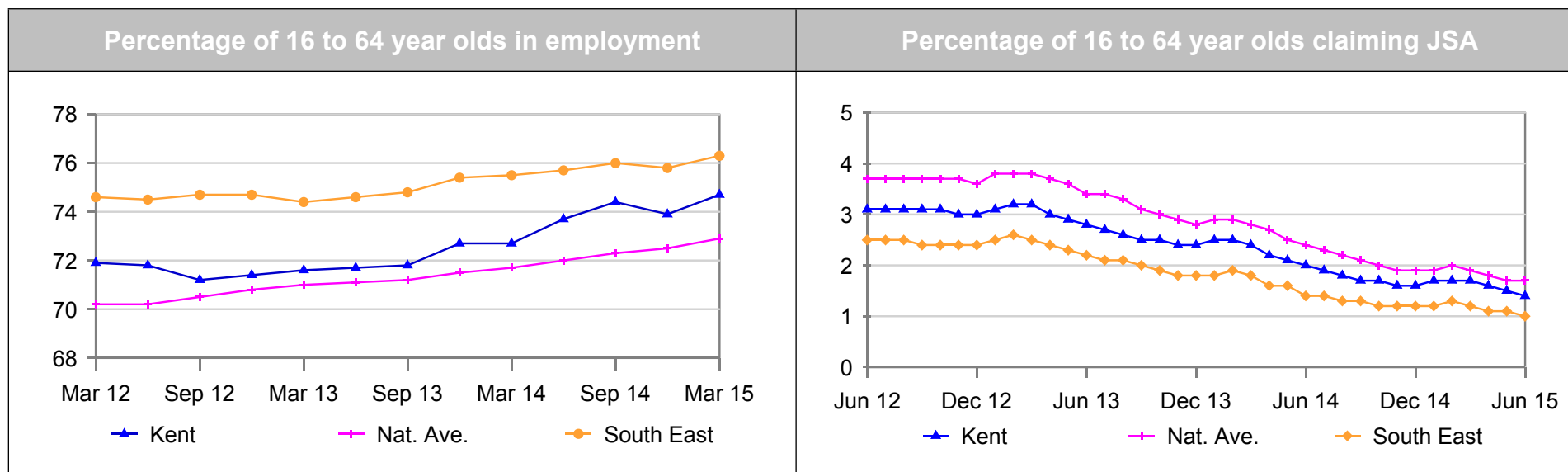
Activity Indicators

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 **Above** or **Below**.

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance

Ref	Performance Indicators	YTD	YTD RAG	YTD Target	YTD Floor	Pr. Yr. YTD
ED04	Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	2,225	AMBER	2,522	2,144	983
ED05	Number of homes brought back to market through No Use Empty	119	AMBER	125	100	145

A total of 2,225 Full Time Equivalent jobs have been confirmed as created or safeguarded by the Regional Growth Fund loan schemes in Kent, providing a strong boost to the Kent economy, although this is slightly lower than originally expected due to some project delays. The No Use Empty programme returned to use a total of 1,781 long term vacant empty properties in the last three years, and although there was a reduction in the number of properties returned to use in the latest quarter, with a strong project pipeline in place the numbers are expected to increase in future quarters.



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

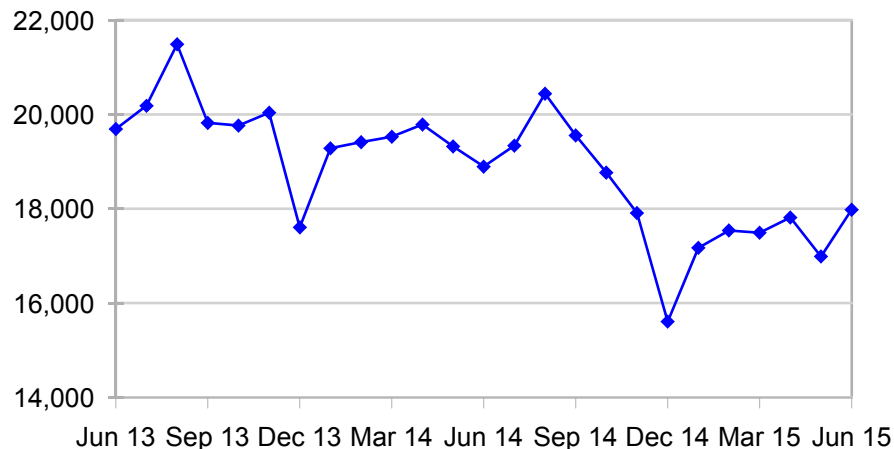
Ref	Performance Indicators	Latest Quarter	Quarter RAG	DOT	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
LRA03	Average number of e-books issued per day	353	GREEN	↑	353	GREEN	340	300	300
LRA04	Average number of daily online contacts to the service	2,293	RED	↓	2,293	RED	2,650	2,450	2,744
LRA05	Number of ceremonies conducted by KCC officers	1,804	GREEN	↑	1,804	GREEN	1,750	1,313	1,783

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)	17,591	Yes	18,716	17,108	19,329
LRA02	Number of books issued per day (includes audio- and e-books)	16,320	Yes	17,041	15,568	17,301

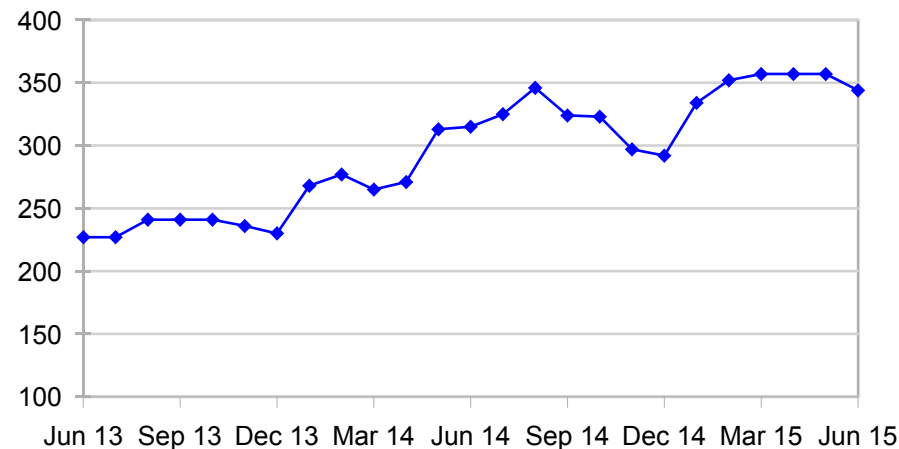
Division	Director	Cabinet Member
Sports	Katie Stewart	Mike Hill

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE09	Sports – Income levered into Kent (£000s)	914.3	GREEN	688	375	1,923.9

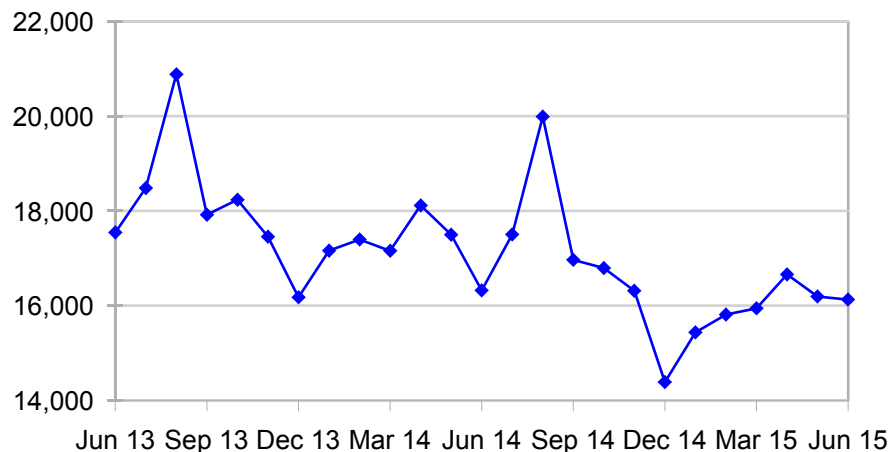
LRA01 - Number of visits to libraries per day



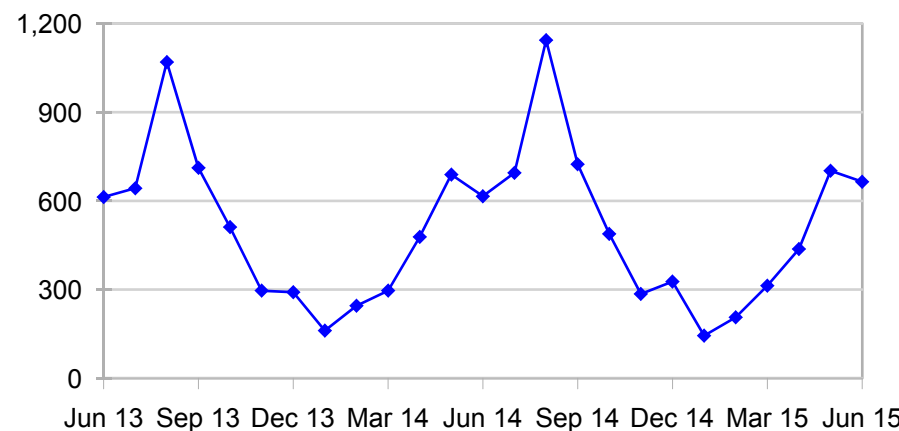
LRA03 - Average number of e-books issued per day



LRA02 - Number of books issued per day



LRA05 - Number of ceremonies conducted by KCC officers



This page is intentionally left blank

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

To: Growth, Economic Development and Communities Cabinet Committee – 15 September 2015

Subject: **Annual Equality and Diversity Report**

Classification: Unrestricted

Past Pathway of Paper: None
Future Pathway of Paper: Annual report also submitted to Environment and Transport Cabinet Committee – 16 September 2015

Electoral Division: All

Summary: This report sets out a position statement for services within the Growth, Environment and Transport (GET) Directorate regarding equality and diversity work and progress on KCC Equality objectives for 2014/15.

Recommendation:

The Cabinet Committee is asked to note current performance and agree to receive this report annually in order to comply with the Public Sector Equality Duty.

1. Introduction

1.1 Publication of equality information is compulsory in England for all public authorities. Proactive publication of equality information ensures not only compliance with the legal requirements, but transparency for the public in how this Directorate ensures Equality and Diversity considerations are part of every stage of our programmes and projects.

2. Financial Implications

2.1 There are no financial implications in producing an annual report.

3. Policy Framework

3.1 Advancing equality and reducing socio-economic inequalities in Kent contribute towards the Council's three overarching strategic outcomes; children and young people in Kent to get the best start in life; Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life; and older and vulnerable residents are safe and supported with choices to live independently.

3.2 The council published its equality objectives in 2011/12, which were then revised in 2014/15. Each service was asked to provide equality information and

to demonstrate how they complied with equality legislation between 1 April 2014 and 31 March 2015, and what performance measures they have in place to achieve the KCC Equality Objectives.

4. Key Achievements and Lessons Learned

- 4.1 Appendix A provides a comprehensive assessment of GET's performance against KCC's Corporate Equality and Diversity objectives. Below are some of the key achievements and lessons learnt from this review
- 4.2 In 14/15 we launched a major **Customer Service Review** with the aim of delivering consistent customer service aligned to the principles in the Corporate Customer Service Policy. In-depth analyses have been taking place across the Directorate in the following areas; Speed Awareness, Coroners Service, Highways fault reporting, Online licences and the GET Priority Response Enquiries. The purpose is to gather evidence of how we currently deliver customer service with a view to highlighting areas for improvement and sharing best practice. Equality and Diversity considerations are an intrinsic element of this work.
- 4.3 In **Libraries, Registration and Archives**, the 'Touch a New World' scheme has loaned iPads to homebound customers, enabling these customers to have the same digital opportunities as residents who can physically access our libraries. The service has provided support on how to use the iPads and understand their full potential. The project was launched in September 2013 and to date, 26 housebound customers had completed the training, with five customers receiving training and five more waiting to start. Doris, a 95 year old service user said "I can't get out much so this is a very convenient way of keeping in touch with my family and friends. I don't feel so isolated, the world can come into my life. Now that I am 95 I can't do what I did. I used to love travelling but with the iPad I can explore the world from my armchair. Doris also plays games like Sudoku and Scrabble against other on-line users. She says, "It keeps your mind active, it has given me my independence. I can share pictures and keep in touch with my great grandchildren."
- 4.4 Over the last year, **Highways and Transportation** (HT&W) has begun to gather better information about the equality aspects of complaints and compliments. HT&W is also working closely with Corporate Communications to better target those customers who prefer not to use digital channels, through differently designed media campaigns, as well as seeing how vulnerable customers, such as the elderly, can be reached by asking their friends, family and neighbours to assist them in reporting highway issues that might be affecting them.
- 4.5 In the last year, **waste management** has engaged with equality and diversity groups across Kent on potential barriers or improvements that could be made at Household Waste and Recycling Centres. The work produced a set of recommendations on future improvements which will now be implemented in a phased approach.

- 4.6 Lessons have been learned from HTW's Safe and Sensible Street Lighting Project and the Division has committed to improve the EqIA process for the new LED Procurement Project, working even more closely with the corporate equalities team to ensure that all requirements are being met.
- 4.7 **Environment, Planning and Enforcement's** Sport and Physical Activity Service has co-developed and co-led Project 500; a campaign to address the imbalance of male to female sports coaches, creating a more diverse workforce to drive the growth of female participation in sport. This project won the County Sports Network's National Impact Award for 2014.

5. Governance

- 5.1 Following an internal audit in 2012 governance arrangements across the authority were agreed to ensure compliance with the Public Sector Equality Duty. Governance is based on decisions having an EqIA at both Departmental Management Team and Member levels. If decisions are taken without full equality analysis the authority is open to potential Judicial Review.
- 5.2 The Directorate has an overarching Equality and Diversity Group, chaired by the Director of Environment, Planning and Enforcement. This group has moved to meeting every six weeks in 2015/16, with a clear focus on:
- ensuring equality and diversity are embedded into every stage of the commissioning cycle – analyse, plan, do, review
 - overseeing evidenced Equality Impact Assessments are undertaken for all priority programmes and projects as laid out in the 15/16 Business Plan, including service redesign and transformation
 - maintaining appropriately trained staff to ensure the Directorate meets our Equalities duties efficiently and effectively

Details of the above approach are included in Appendix B of this report.

6. Recommendation:

The Cabinet Committee is asked to note current performance and agree to receive this report annually in order to comply with the Public Sector Equality Duty.

7. Background Documents

None

8. Appendices

Appendix A – Performance against key questions / areas

Appendix B – GET Approach to Equality and Diversity for 2015/16

9. Contact details

Report Author: Theresa Warford

Name and title Staff Officer

Telephone number 03000 417192

Email address theresa.warford@lent.gov.uk

Relevant Director: Barbara Cooper

Name and title Corporate Director, Growth, Environment and Transport

Telephone number 03000 415981

Email address barbara.cooper@kent.gov.uk

Growth, Environment and Transport (GET)
Performance against key questions / areas 2014-15

Key Question/Area	Corporate Objective
1. What evidence do we have of working with key partners to jointly address areas of inequality	Working with all our partners to define and jointly address areas of inequality.
<p>Performance Assessment:</p> <p>Highways, Transportation and Waste (HTW)</p> <p>HTW has continued work with the Highway Term Maintenance Contractor Amey to run an apprenticeship scheme which saw a total of 11 apprentices out of a total staff of 258 (4.3%). In addition, under a separate consultancy contract with Amey (TESC), 8% of all hours worked were provided by apprentices and trainees.</p> <p>As part of the Quality Bus Partnerships, officers work with local bus operators to ensure that they provide excellent facilities for those with additional needs (raised kerbs and buses with ramp access for the elderly, those with wheelchairs and families with pushchairs).</p> <p>We work closely with Kent Police as part of the Casualty Reduction Partnership to specifically target young drivers (who statistically have been shown to be particularly at risk of Serious Accident and Injury) to help educate and reduce the risk to them. The Driver Diversion courses (run by KCC as a provider to Kent Police) are available to all and any disabilities or special needs are taken into account and any reasonable adjustments are made at the venues or as part of the training where required.</p> <p>Waste Management work with the Waste Collection Authorities (Kent District, Borough and City Councils) to provide a variety of options for householders to dispose of their waste - including specialist collections ('assisted collections' for elderly residents or those with a physical disability) and disposal services (e.g. clinical waste collections).</p> <p>In 2014, Waste Management procured Biffa Municipal Limited to operate and manage 12 of our 18 Household Waste Recycling Centres (HWRCs). Officers work with Biffa and our other HWRC contractors to ensure equitable access to the sites both physically and through customer service, with clear mitigation, monitoring and evaluation. In addition, there are a number of contract requirements placed on Biffa relating to equalities and the delivery of the HWRC service to customers. The procedures that have been put in place to ensure compliance to these requirements are detailed in section 11 of this appendix.</p> <p>Libraries, Registration and Archives (LRA)</p> <p>This Division has undertaken extensive work in 2014/15 targeting health inequalities, and has been piloting a number of wellbeing programmes within its sites across the county.</p> <p>The Division has also undertaken targeted work on supporting those with long standing illnesses that then become a disability for the individuals, and their families, concerned. In partnership with the Alzheimer's Society, Dementia UK, and Age</p>	

Concern, LRA offers Read Aloud and Pictures to Share sessions across Kent which involves using books and pictures, stories and poetry to stimulate memories, enjoyment and build connections between the people living with dementia and their carers or family members. 34 sessions were held across the county last year, involving 370 adults.

LRA has additionally worked with Beyond Words, a Community Interest Company, to enable over 80 adults with learning disabilities with little or no literacy skills to become involved in Beyond Words book groups in 10 libraries across the county, with three more in the planning stage for 2015. Four of the groups: Dover, Deal, Sittingbourne and New Romney are run in partnership with Skillnet, a Community Interest Company supporting people with and without learning difficulties to work together to make differences.

Economic Development (ED)

The Division has undertaken extensive and evidenced work to target socio-economic inequalities, deprivation and disadvantaged groups across the county.

The work of the Development Investment Team has demonstrated a close working relationship with district councils and developers in securing a minimum of 1% lifetime homes on new residential developments as part of the district councils' Affordable Homes provision. The Development Investment Team has also ensured larger developments that are delivering community centres on-site incorporating dementia friendly design, adjustable worktops and changing place facilities accessible for wheelchair users in order to provide a community space that can be used by all service users.

The Division has also been working with the Cyclopark Trust to provide tailored provision for a number of the protected characteristics including promoting the sensory garden and facilities for individuals with learning and physical difficulties. Data on progress outcomes for these groups is collated by the Trust and shared with KCC and national funding partners.

Additionally, during August 2014 to March 2015, the Division's Broadband Team participated in the first round of the Government's BDUK Women and Broadband Project. This had a particular focus on women returning to the workplace, start-up businesses or women running small companies. This is important to Kent as the number of women engaged in entrepreneurial activity in Kent and Medway is significantly lower than men. In 2014, 6.8% of women were self-employed compared with 10.5% of men. The legacy of the Women and Broadband project has seen the Business Support Network continue despite the funding for the project coming to an end. This is of particular importance as Business Support Networks for entrepreneurial and self-employed women are often poor. The success of the Women and Broadband project has led to a second phase being commissioned which aims to build on the achievements and further address the gap in self-employment between men and women.

Environment, Planning and Enforcement (EPE)

As with the other Divisions, EPE has undertaken extensive and evidenced work to target deprivation, health inequalities, vulnerable and disadvantaged groups across

the county. Relevant examples of activity targeted at specific protected groups include:

- EPE's Heritage Conservation service which through its Lottery Community Archaeology project has worked with a wide range of volunteers of all ages and developed a range of visually impaired resources (including tactile resources) for Visually Impaired groups.
- Also the Gypsy and Traveller Team continued work with district partners, among others, to ensure the needs of the Gypsy and Traveller community across Kent are met, by providing maintained and managed sites as well as focused support around access to education and healthcare provision.
- The Sport and Physical Activity Service throughout 2014/15 delivered ongoing work with partners to deliver the Kent Sport Equality Action Plan 2014-2016. This has included:
 - Promotion of women's and girls' football events linked to International Women's Day
 - Promotion of Kent Football Association's LGBT Charter
 - Co-ordination and delivery of the Project 500 campaign to address the imbalance of male to female sports coaches, creating a more diverse workforce to drive the growth of female participation in sport.
 - Promotion of the "This Girl Can" campaign and development of case studies to encourage and inspire females to try activities and become more active.
- This same Service, through the Kent Connected programme, delivered equality workshops across the county including "Equity in your Coaching" and "Active Kids for All Inclusive Community Training"; provided ongoing project delivery of the Kent School Games, Run Kent and Sportivate, where priority is given to projects targeting young people aged 17 and under, women and disabled young people. This Service also developed a Safeguarding Vulnerable Adults in Sport Policy.

Key Question/Area	Corporate Objective
2. How have we improved the collecting of /used the 'About You' service information?	Improving the quality, collection, monitoring and use of equality data as part of the evidence base to inform service design, delivery and policy decisions.

Performance Assessment:

Highways, Transportation and Waste

This Division now reports on the number of complaints and compliments related to equality issues. Nine Highways and Transportation complaints were received 2014/15 out of 1,201 complaints received in total.

Highways and Transportation capture customers' postcodes when they report faults using the online fault reporting tool or when they phone in, and this information is fed in to a half yearly mosaic report which is produced by the KCC Research Team.

As a result of the last Mosaic report (October 2014 – March 2015), the HT&W Business team is now working with Corporate Communications to see how it might better target those customers who prefer not to use digital channels, through differently designed media campaigns, as well as seeing how the service can reach vulnerable customers including the elderly by asking their friends, family and neighbours to assist them in reporting highway issues that might be affecting them.

In late 2014/ early 2015, Waste Management procured a surveying company to undertake customer satisfaction surveys at all 18 HWRCs on behalf of the Council. Surveys are undertaken on a yearly basis at 2 seasonal sample points in April and October. Data collection includes Protected Characteristic information on age, gender, ethnicity and disability from customers who wish to disclose: The customer satisfaction survey also collects respondents' postcodes. This data is not externally published. Customers are informed that they cannot be identified and will not be contacted based on this information. Postcode data is used to gain a better understanding of our customers through customer profiling software analysis to support intelligent audience segmentation. From there the service is better able to design services.

Libraries, Registration and Archives

LRA has now been able to collect data over a two year period and can use this to highlight evidence trends, gaps and needs.

The Division's library database captures information on all customers attending events organised/supported by LRA staff for gender, adult/ child and disabilities including: learning, physical sensory and mental health issues. Using this data, LRA identified a 13% drop in the number of people who have declared mental health problems attending events in libraries. With partners, LRA is now developing an action plan to develop ways of re-engaging with this group of people as well as ensuring that we continue to improve data collection.

Analysis of the Active Borrowers' Database indicates that only 0.23% adults declared themselves with a disability when joining the library. This has highlighted the need for training to encourage staff to feel confident and also understand the importance of asking the disability question when registering or updating library records and to make sure people with a disability are receiving the support of the Exempt Card¹ as soon as they start using LRA services. A webinar on disability, reasonable adjustments and the Exempt Card will be delivered in 15/16 to address this with staff.

After looking at the age distribution in 2013 for Time2Give Volunteers, LRA identified the low take up of volunteering by the under- sixteen age group. The Division therefore used the Summer Reading Challenge campaign to promote this role to young volunteers. In 2014 LRA successfully recruited 86 young volunteers, an increase of 3% on the previous year. The youngest volunteer is eight, with a number of under 11s. The Division is pushing forward on this in 15/16 as it has been a

¹ The Exempt Card allows books borrowed for 3 weeks with no late fines, audio books borrowed free of charge, free reservations for books and audio books, use of a computer for 2 hours every day for free with accessibility software to support planning, reading and writing and free black and white printing and photocopying (up to 20 pages)

positive experience for both the volunteers and the service.

Economic Development

ED services are not primarily public facing and therefore do not use the “About You” service. However, the Division does use data from KCC Research and Intelligence to support strategy and project development. Additionally a new beneficiary data collection process has been included within the reporting requirements for the delivery organisations participating in our European funded projects.

Environment, Planning and Enforcement

As with ED, many of the EPE services are not public facing, and therefore do not use the 'About You' service. Those services that are public facing capture customer data, including on the nine characteristics, in approaches and systems unique and appropriate to each service, including About You on many occasions, for example the Community Wardens consultation and in Transport Strategy consultations.

In future, we will also collect About You data from recipients of the Warm Homes scheme to determine if the engagement and communications strategy is effective in reaching target groups or whether there is under representation compared to demographic data.

Key Question/Area	Corporate Objective
<p>3. Information and data on access to services and/or participation rates for people with different protected characteristics</p>	<p>Understanding and responding to the impacts on People when KCC is doing its work by:</p> <ul style="list-style-type: none"> • Ensuring we understand the impact of all our decision through knowing our communities and their need • Ensuring that we understand and monitor the cumulative impacts on people of the decisions that are taken within the Council • Ensuring we have a fair decision making process for making good decisions that take the needs of people into account.

Performance Assessment:

Highways, Transportation and Waste

H&T use Kent Population and Mosaic data to understand customer demographics and design services with the local customer in mind. For example, new roads and shared space areas in a new community are designed based on the type of residents that are likely to live there and any special requirements that they might have.

The H&T services have worked extensively with Digital Services to ensure that the H&T online fault reporting tool is fit for use by the majority of customers and that it is not only customer friendly but also that it can be used across a variety of technology platforms such as mobiles, tablets and different internet explorers. H&T offer map

based location finding for customers that are used to these kinds of systems as well as regular (non-map based) address lookups for those who might have sight impairments.

In addition, service information is made accessible to customers through a range of formats e.g. EasyRead, Braille and alternative languages, where requested, and H&T staff work closely with Digital Services to ensure that all of the website information meets the current digital standards and is written in plain English so that it is widely accessible to as many customers as possible.

Waste Management's 'About You' data collected from the customer satisfaction surveys can be compared with the Kent population to understand the use of HWRCs by people with protected characteristics. Using this data source, compared to the Kent population, HWRC customers are more likely to be male than female (64% of HWRC customers are male compared with 51% of the Kent population²).

In regards to age, children under 16 are not permitted on site and must remain in a vehicle. As a result, Waste Management does not have customers under this age. However, compared to the Kent population³, there are fewer HWRC customers aged between 17 and 25, likely to be due to adults this age living at home with parents/guardians that will use the HWRCs to dispose of their household waste.

In regards to ethnicity, 89% of the Kent population⁴ describe themselves as English, Welsh, Northern Irish or British compared with 96% of HWRC customers that responded to the survey. When considering all other ethnic groups, there is not one specific group where the HWRC customer base are particularly under-represented, all groups are just less than 1% different, with the exception of 'Other White' which represents 3.6% of the Kent population and 1.0% of the HWRC customer base and 'Indian' which represents 1.2% of the Kent population and 0.2% of the HWRC customer base. It should be noted that the above data is only based on the data collected from over 3,000 surveys collected in April 2015.

It is difficult to compare the percentage of the HWRC customer base who consider themselves to have a disability with the Kent population due to different questions being asked within the HWRC customer satisfaction surveys and through national data surveys. The Department for Work and Pensions (DWP) data states that 7% of the Kent population claim Disability Living Allowance, whereas 4% of the HWRC customer base state that they have a disability. Clearly, these two data sets cannot be easily compared as an individual may have a disability but not claim Disability Living Allowance.

KCC recognises customers visiting HWRCs have differing needs and some may require physical assistance to lift and carry waste safely for disposal, which is a requirement of the KCC contractors. In addition, service information is made accessible to customers through a range of formats e.g. EasyRead, Braille, alternative languages, where requested.

² Source: 2013 Mid Year ONS Estimates

³ Source: As above

⁴ Source: As above

Libraries, Registration and Archives

LRA routinely collect and analyse the following data on active borrowers, adult attending events and volunteers. Comparing 2013/14 with 2014/15 the data shows:

Active Borrowers:

- A percentage decrease of both female and male active borrowers between 2013/14 and 2014/15. This, however, is due to more a significant increase in the number of borrowers not declaring their gender.
- No discernible shift in active borrower age cohorts Young borrowers (0 -10) and older borrowers (over 60) account for 50% of active borrowers.
- The percentage of disabled borrowers is 0.23%. There has been no discernible shift from the 2013/14 figure which was 0.20%. This is significantly below the 2011 census which captured 17.6% of Kent's population declaring themselves to have a disability. The Service is in part addressing this through proactive and innovative engagement with Public Health campaigns and outcomes.
- 62.6% of borrowers do not state ethnicity. The majority of borrowers who do state their ethnicity are White British. Again, there has been little percentage change between 2013/14 and 2014/15.

Adults attending events in libraries

102,566 adults attending events in 14/15 were without/not declared a disability. This is an increase of 8,119 compared to 2013/14. Of those adults declaring a disability, 1,824 declared a learning disability, 493 a sensory disability, 210 mobility problems and 118 mental health problems. These figures are all lower than in 2013/14 with the exception of learning disabilities which saw a rise in number of 295 (16%).

Time2Give Volunteers

- There has been no change in the number of male and female volunteers, or in those declaring a disability.
- The percentage number of young volunteers (under 16) has risen from 5% to 8%. The percentage number of volunteers aged between 41 – 60 has reduced from 23% to 19%
- There has been a slight (1%) percentage increase in the number of volunteers who have stated their ethnicity as BME

Key Question/Area	Corporate Objective
4. Performance information (by any relevant protected characteristics) for functions which are relevant to the aims of the general equality duty, especially around service outcomes (e.g. education attainment, recovery rates, apprentices)	Promoting fair employment practices and creating an organisation that is aware of and committed to equality and diversity and delivers its Public Sector Equality Duty.

Performance Assessment:

Highways, Transportation and Waste

HTW have built in a 3% requirement for apprenticeships in the Amey contract and this is reported on a monthly basis and has a commercial risk associated with it. 11

Apprentices were taken on by Amey in 2014/15 and this actually equated to 4.3% of their workforce. Furthermore, the KCC element of Highways and Transportation employed 7 apprentices in the 2014-15 period.

In line with KCC's aim to promote and support apprenticeship take up within the County, part of Waste Management's procurement for the operation of a number of KCC's HWRCs asked tenderers to provide a strategy detailing any activities they undertake to support apprenticeships and trainees. Kent County Council will work with their contractor over the next 6 months to explore the opportunity of an apprenticeship scheme at the HWRCs as part of the joint contract board meetings.

Furthermore, within Waste Management itself, recruitment for an apprentice was undertaken in January however there were no successful applicants. As a result, following the advice from the KCC Apprenticeship Team, a new recruitment process will be undertaken in summer 2015 after the KCC Apprenticeship Team have carried out a pilot in two or three local schools with the aim of raising awareness of the KCC apprenticeship scheme, including advice on creating a CV and completing application forms. Additionally, Waste Management had a stand at 'Kent Choices For You', which is an annual career's fair and includes representation from the job centre. As a result, it is hoped that the recruitment for a Waste Management apprentice in summer 2015 will be more successful.

Libraries, Registration and Archives

LRA undertake a number of services to assist people with protected characteristics access services including:

- **Physical and Sensory Disability**

The Home Library Service serves 2,004 customers. They include people who are homebound by ill-health, disability or caring responsibilities. Last year, 122,276 loans were made through the service.

The Service is committed to the national Six Steps pledge to ensure that services are accessible to the blind and partially sighted. Our *Talking Book* service has 1,317 blind and partially sighted customers in Kent and Medway and made 43,328 loans in 2013-14. In 2014-15 there have been 493 visits by blind and partially sighted people to events held in libraries across the county. We have also supported 8 monthly audio book groups.

We also support the RNIB's annual "Make a noise in Libraries" (MANIL) fortnight, making contact with local blind and partially sighted groups and Kent Association for the Blind Centres to promote our services for these customers. 216 members of the public including 147 blind and partially sighted attended 13 MANIL events across the county.

In consultation with Hi Kent and Action for Hearing Loss, we have developed an Offer and Best Practice service for people who are deaf or hard of hearing. We have reviewed the location of portable hearing loops and have purchased 72 portable loops across the county together with 12 testers. An audit and testing programme has been implemented. Also in partnership with Hi Kent, eight libraries hold regular Hearing Clinics and set up a hard of hearing book club at Ashford Gateway Plus.

- Learning Disability

Last year, adults with learning disabilities have made 3,648 visits to libraries to attend activities such as Talk Times, author events, Knit and Natter session, Time2Give volunteering, IT sessions and the Six Book Challenge. 143 adults with learning disabilities took part in this challenge in 2014 with over 100 receiving a certificate.

Tailored activities include Bag Book story sharing for adults with learning disabilities and adults with profound and multiple disabilities. Regular sessions are held at Hythe, Birchington and Tonbridge libraries. Activities have also been held at Ashford Gateway Plus and Kent History and Library Centre. This has resulted in an increase of Bag Books Multi-Sensory book issues from 79 in 2013-14 to 162 in 2014-15.

- Age

LRA provides age appropriate stock and services at all service centres. Regular activities include Baby Rhyme times, Storytimes, Summer Reading Challenges and Homework Clubs for children and Talk Times, Knit and Natter and Reading Groups for older people. Highlights for 2014 include the:

- Summer reading Challenge aimed at primary school children. A total of 15,877 children joined the challenge an increase of 12% from 2013. 7,960 read six books increasing the number of children completing the challenge from 31% in 2013 to 50% in 2014
- Our Touch a New World Lending iPads service to homebound customers, now has 25 housebound customers trained to use the iPads and nine are waiting to start. The training has been delivered by 21 Time2Give library volunteers. The service has helped to transform people's lives, for example, Doris a 95 year user of the service says "I can't get out much so this is a very convenient way of keeping in touch with my family and friends. I don't feel so isolated; the world can come into my life. Now that I am 95 I can't do what I did. I used to love travelling but with the iPad I can explore the world from my armchair. Doris also plays games like Sudoku and Scrabble against other on-line users. She says, "It keeps your mind active, it has given me my independence. I can share pictures and keep in touch with my great grandchildren."

- Ethnicity

LRA provides collections of stock in community languages across the county. Main languages are available in town centre libraries and all libraries are able to request stock in languages to satisfy local community needs. Stock is also available to support learning English including on-line learning software for International English Language Testing system students. Activities include weekly Meet and Practice English conversation groups held in eight libraries, Black History Month which included a Nepalese coffee morning at Cheriton Library where Nepalese Elders invited other library users to find out more about their culture and BME Concern held a community-led exhibition of African artefacts at Gravesend Library.

We now have Romany Roots Traveller collections at ten libraries. Titles were chosen in consultation with the traveller community and Kent Minority Communities Achievement Service. Locations of collections were identified by proximity to traveller sites or housed traveller communities. The stock was showcased during Gypsy,

Roma and Traveller History Month.

- **Sexuality**

During LGBT History Month, Rainbow Reads collections of books were available in the main town centre libraries. Titles were recommended by LGBT specialist book suppliers and members of KCC's Rainbow Forum. Latest figures show an increase of 43% in Rainbow Reads issues compared to last year.

The inaugural meeting to launch the Rainbow Book Club was held at the Kent History and Library Centre.

- **Gender**

Also 21 people attended a talk on gender equality which highlighted the lives of women who went beyond the conventions of their time fighting in wars, joining pirate crews and masquerading as male actors.

Economic Development

Although the percentage of individuals on work experience within the ED team is lower than the previous year figure of 38.5% over a quarter of the workforce; 26% was still made up by work experience placements. Data for the Kent Film Office shows that there has been an increase in the number of females who have been given a placement since the previous year from 72% to 76%. There has been a significant shift in the age of those given work placements from the 16 -18 category to the 19 - 24 category. In 2013/14, the split between these two age cohorts was 52% (16 -18 cohort) and 48% (19 – 25 cohort). In 2014/15 the split was 29% and 71% respectively.

5. Any gaps in the above information required for 2, 3, & 4 and what we are doing about it?

Performance Assessment:

GET Directorate

In 2015/16 we are adopting a new approach to ensure that Equality and Diversity is embedded into the directorate's commissioning approach for business and project activity. The overarching approach will be monitored by GET's Equality and Diversity Group as outlined in section 5.2 of the main report whilst Appendix B details the approach in full.

6. Complaints from service users about discrimination and other prohibited conduct

Performance Assessment:

Highways, Transportation and Waste

In the last year, Highways and Transportation received nine complaints that were related to an equality issue. (See section 2 above for more details)

Any claims of discrimination are investigated, with formal advice from the Council's legal team taken if required. Procedures and policies are reviewed as part of each investigation and amended accordingly where necessary.

Since the introduction of a number of policies in October 2012 at the HWRCs

including a restriction on certain vehicle types from entering the HWRCs, some customers still perceive to be discriminated against in relation to the vehicle they own. Clearly this does not relate to any of the Protected Characteristics. It is recognised that some customers require particular types of vehicles due to a disability and an access scheme remains in place to meet their needs.

In the last year, Waste Management received one complaint that could be related to an equality issue. The complaint was in relation to a customer with a back problem who required help from site staff with lifting heavy bags of waste into a container. The customer felt that the site staff were rude when explaining that bags should not be over-filled to ensure that they could be lifted by site staff in line with health and safety (maximum weight that can be lifted by a member of site staff). The site manager was asked to remind site staff to be polite and courteous but the complaint response reemphasised that staff can ask for excess waste to be removed from bags before helping the customer.

Libraries, Registration and Archives

LRA welcome and encourage feedback from customers through Customer Comments Cards, letters, email and phone. In 2014, LRA were awarded the Customer Service Excellence Award (CSE). This included two compliance pluses in Customer Insight:

- We have developed our customer insight about our customers and customer groups to better understand their needs and preferences”
- We ensure all customers and customer groups are treated fairly

All complaints/ comments addressing discrimination from service users 2014/15 were replied and acted upon if within our control. 11 complaints/comments were identified. The majority of these concerned physical access to our buildings and services.

Following upgrades to Windows 7 at our public access computers, blind and partially sighted customers voiced their concerns that the Windows Ease of Access Centre would not answer their needs. After conversations with Kent Association for the Blind and customers who are blind or partially sighted, LRA have included access to NVDA text to speech software and Lightning Express magnification software on all public access computers.

Economic Development and Environment, Planning and Enforcement

No complaints have been received in 14/15 for service users about discrimination or prohibited conduct.

Key Question/Area	Corporate Objective
<p>7. Details and feedback of engagement with service users including a breakdown of consultees by any relevant protected characteristics</p>	<p>Improving the way KCC listens to and engages with its employees, communities and partners to develop, implement and review policy and to inform the commissioning of services.</p> <p>Providing inclusive and responsive customer services through; understanding our customers' needs, connecting with our customer's effectively and efficiently, empowering staff to meet service expectations, improving access to services and working with our partners to improve our customer experience</p>
<p>Performance Assessment:</p> <p>Highways, Transportation and Waste</p> <p>All formal consultations and satisfaction surveys are commissioned through the appropriate corporate team. Reporting of these surveys takes place at Cabinet Committee and documents published on the KCC website such as the tracker survey. Most of our consultations and surveys such as the Safe and Sensible Street Lighting Project are Kent wide and go to a wide range of residents, however some consultations have a more targeted audience based on user profile.</p> <p>Whilst no major consultations took place in the 2014/15 period, some local consultation would have taken place for new road or changes to roads. An EqIA screening is carried out for each Scheme to see if any impacts to specific groups are likely and if any additional consultation or adjustments are required. A good example of this was where a major scheme on Willington Street in Maidstone highlighted that because of the length of road closure there could be a bigger impact on some residents who had more defined access requirements (e.g. the elderly, those with a disability). Additional consultation was carried out with all affected residents in the area and extra resource was made available for the duration of the project to increase information to residents via letter drops, public meetings and through an on-site presence.</p> <p>Waste Management use customer satisfaction surveys to understand the customer experience at HWRCs and measure how satisfied customers are with the service they receive. One of the key requirements of the waste management companies operating the HWRCs is delivering good customer service and performance targets have been put in place for HWRC contractors to achieve.</p> <p>The data from April 2014 collected at all 18 HWRCs provides us with the following 'About You' information which is used to inform future customer engagement methods and channels and helps to inform future service design.</p> <ul style="list-style-type: none"> • 64% of customers are male • Younger age cohorts (20 – 45) make up 32% of customers and those over 46 make up 62% of customers 	

- 4% of customers declared a disability
- 96% of respondents stated that they were English/ Welsh/ Scottish/ Northern Irish/ British. Of the remaining 4%, the majority of respondents, (27%) stated that their ethnic group was White Other; 13% stated they were Asian/Bangaldeshi/Chinese and 8% Irish.

This is the most up to date data currently held by Waste Management, however, as explained in section 2 above, Waste Management will be undertaking more satisfaction surveys in October 2015 to allow for a full year's worth of data collected at two seasonal sample points

Libraries, Registration and Archives

In 2014, LRA consulted with the communities in Kent including our users and non-users, partners and stakeholders about the proposed Kent charitable trust model of delivery for LRA services. A breakdown of consultees by protected characteristics showed:

- 57% of respondents were female and 38% male.
- 12% of respondents considered themselves disabled. The majority of these, (49%) stated they had a physical impairment and 24% stated they had a sensory impairment. 37% stated that they had a long term standing illness or health condition and 12% stated they had a mental health condition. 8% stated they had a learning disability.
- 87% of respondents stated they were White British. Of the remaining 13%, 8% did not state their ethnicity, 2% stated they were White Other, 2% stated they were BME and 1% were Irish.
- 50% of respondents stated they belonged to a particular religion. (14% did not respond). Of those who answered yes, 94% stated they were Christians,

Environment, Planning and Enforcement

This Division is working with the Corporate Communications and Engagement teams to ensure that any surveys and feedback mechanisms are properly constructed and can break down this information into relevant protected characteristics. Analysis is then conducted at a service level. The consultation on the Community Wardens future model in 2014/15 is a significant example of this. Another would be the the consultation for Thanet Parkway. Data collection included "About You" data. Analysis of this data showed

:

- 52% of respondents were male compared to 30% female
- Only 3% of respondents were under 25 years old and 5% were aged between 25 and 36. The majority of respondents (48%) were aged between 36 and 60. Those over 61 accounted for 35% of respondents.
- A significant number, 10% respondents considered themselves to have a disability with 40% stating this was related to a physical impairment, 29% stating this was related to a long standing illness or health condition and 19% relating this to a sensory impairment.
- 84% of respondents stated their ethnicity as White British. The next highest group was White Other at 2%.

Key Question/Area	Corporate Objective
<p>8. Any quantitative and qualitative research with service users including a breakdown by any relevant protected characteristics</p>	<p>Providing inclusive and responsive customer service through understanding our customers' needs and improving access to services.</p> <p>Improving the quality, collection and monitoring and use of equality data as part of the evidence base to inform service design and delivery.</p>
<p>Performance Assessment:</p> <p>Waste Management</p> <p>Within the last year, Waste Management has engaged with equality and diversity groups across Kent to help inform future HWRC site design and service delivery to explore needs and requirements of customers. Feedback from the research, informed a set of recommendations on future improvements that can be made and were prioritised according to scale of impact.</p> <p>In summer 2014, KCC Waste Management procured a company to undertake a programme of Mystery Shopping at 12 of its HWRCs to coincide with the start of a contract with a provider to manage and operate the HWRCs. The key aims of the programme are to monitor levels of customer service and enable more effective contract management of the HWRC contractor. Within the scope of the programme, Waste Management also have the ability to ask Mystery Shoppers to pose 'enquiry' questions to test site staff knowledge of policy or procedure. These enquiries can include equality questions, such as, "My mother has a disability and is unable to lift heavy things. If I load her car up at home, would someone be able to help her unload when she gets here?" Where results come back and a training need is identified, KCC will work closely with the HWRC contractors to address this. The HWRC contractor shares the price of the mystery shopping programme with KCC. Waste Management will shortly be procuring a company for a longer term mystery shopping contract to start later in the year for all 18 HWRCs.</p> <p>Libraries, Registration and Archives</p> <p>The Library and Archive Service customer satisfaction online survey was launched in March 2014 using the email addresses customers provide when they become members. We have sent out over 62,000 emails asking customers to complete a survey and, to date we have received 6,850 replies. This has given us a lot of diversity data which is now being analysed by an external marketing company specialising in survey data.</p> <p>Environment, Planning and Enforcement</p> <p>Research with service users is carried out on a project by project basis, and includes equality and diversity monitoring, such as that undertaken by Kent Country Parks as part of their summer 2014 Customer Survey, which focused on those protected characteristics principally impacted by the service's approach to delivery; namely disability, gender, age and ethnicity (race). This data is then analysed against both customer 'offer' and to help shape this particular service's business streams such as our investment in mobility vehicles and improving pathways.</p>	

Key Question/Area	Corporate Objective
<p>9. Evidence of equality information being used in contracting, commissioning or procurement where relevant</p>	<p>Working with all our partners to define and jointly address areas of inequality.</p> <p>Promoting fair employment practices and creating an organisation that is aware of and committed to equality and diversity and delivers its Public Sector Equality Duty.</p> <p>Improving the way KCC listens to and engages with its employees, communities and partners to develop, implement and review policy and to inform the commissioning of services.</p>
<p>Performance Assessment:</p> <p>Economic Development</p> <p>Standard clauses in procurement documentation have been used in commissioning the Locate in Kent and Visit Kent contracts (in place from 2014). The Public Health commissioning project includes standard equality and diversity stipulations.</p> <p>Highways, Transportation and Waste</p> <p>In line with Corporate procurement procedures, a diversity section is included in all tender documents to ensure that KCC contractors are compliant with all statutory requirements but also that they demonstrate an ongoing commitment that ensures fairness of treatment is being applied and improved by the contractor through the life of the contract. For example, tenderers are asked about their Equal Opportunities policies and the promotion of equalities/ fairness in employment and training.</p> <p>Compliance with these contract requirements are measured via a number of tools including the customer satisfaction surveys and Govmetrics and complaints and compliments feedback, with results and any resulting issues or successes being discussed at contract board meetings.</p> <p>Lessons have been learnt from the Safe and Sensible Street Lighting Project where more could have been done to identify and address equality issues. H&T are committed to improve the EqIA process for the new LED Procurement Project and we will be taking advice from the corporate equalities team to ensure that we are meeting all of the necessary requirements.</p> <p>Waste Management has undertaken/ is in the process of undertaking, a number of procurements in 13/14 leading into 14/15. EqIAs were undertaken prior to all procurements to help inform the process. The majority were not public facing services and therefore no negative or positive impact was identified for any protected characteristic e.g. recycle to a sorting facility</p> <p>Furthermore, as part of the contract for the operation of the management of the HWRCs won by Biffa, the following requirements relating to equality are expected of the contractor:</p>	

- To ensure that each facility has a staff member designated to be a 'Champion' for customer care. A key feature of this role is to take the lead on all equality issues, ensuring that staff are trained to deal with all types of customer.
- To ensure all staff are trained to provide good customer service
- To ensure that staffing levels are adequate to provide assistance to site users.
- To ensure that site signage is clear and appropriate for those for whom written English is not 'accessible'.
- To ensure that all HWRCs are managed and operated in line with Waste Management's operating policies to include the Disability Access Scheme, ensuring all Customers have equal access to the HWRCs.

Compliance with these contract requirements are measured via a number of tools including the customer satisfaction surveys and mystery shopping, with results and any resulting issues or successes being discussed at contract board meetings. Indeed, one of the HWRC contractors has recently employed a Manager to focus on customer service improvements across the HWRCs.

Libraries, Registration and Archives

LRA strives to make all buildings accessible, welcoming and safe for all sections of the community. Any new builds or upgrades comply with Building Regulation Document M - which includes layout of changing places and public toilets, colour contrasts followed through with furniture layout guiding etc.

When we are considering engaging with new partners on a project, one of the questions asked in the Partnership proposal pro forma *"Does your organisation have an Equalities Policy? If so please give web link"*.

Environment, Planning and Enforcement

This Division uses standardised commissioning and contracting documents which state KCC's commitment to equalities and diversity. Examples in 2014/15 include:

- Kent Downs and High Weald Kent AONB Management Plan reviews were both accompanied by an EqIA
- EqIA completed for Lorry Park Project and Thanet Parkway. The Thanet Parkway Consultation was carried out using an updated EqIA and venues were selected to ensure access for all. "About You" questions were asked from respondents
- For the Kent Environment Strategy (KES), Sustainable Business and Communities undertook a public perception survey which provided some data on protected groups (age) which will be used to inform the KES review
- Equality and Diversity questionnaire included within Kent School Games tender documents
- The Gypsy & Traveller Team carry out Equality Impact Assessments for particular policy changes and decisions.
- Equality Impact Assessing the entire Public Rights of Way online fault reporting system and processes

Key Question/Area	Corporate Objective
<p>10. Records of how KCC have had 'due regard' to the aims of the duty in decision-making with regard to service provision, including how many assessments of impact on equality, any evidence used and actions we have put in place to mitigate any disadvantage?</p>	<p>Providing inclusive and responsive customer service through understanding our customers' needs and improving access to services.</p>
<p>Performance Assessment: Highways, Transportation and Waste Management All Major Projects that require a key decision or DIVMT agreement must have an EqlA carried out or they will not be considered. These are captured on the H&T Project Register.</p> <p>This Division learned from the Waste Management approach of keeping an EqlA log to identify all relevant policy, procedures and service areas requiring assessment to inform the decision making process. This log has recently been expanded to include all EqlAs undertaken in Highways & Transportation. All decisions taken have been informed by an EqlA approved by the Head of Waste Management (or relevant Head of Service in H&T).</p> <p>The log allocates a discreet reference number for the EqlA. Associated action plans have been or are in the process of being implemented to mitigate disadvantages e.g. working with our Tracker Survey contractor to ensure their staff are able to read out the questions for those who have difficulty reading but also have a printed copy of the questions available for customers to read themselves should they be hard of hearing and wish to do so.</p> <p>Waste Management In October 2012, following an in-depth review and subsequent public consultation, a number of policies were introduced at the HWRCs to limit the amount of trade waste being brought to the sites. No negative impacts were identified because of these changes further to those identified and mitigated against in previous EqlAs. Other recommendations from the review will now be considered as part of a development of a forthcoming Waste Management Strategy, all of which will be subject to EqlAs to assess impact.</p> <p>Libraries, Registration and Archives Completing an EqlA is part of the LRA business planning process. This year LRA have completed or are in the process of completing 6 EqlAs. A log is kept. As part of the EqlA for the consultation on the Kent charitable trust model of delivery for LRA services "About You" questions were asked as part of the consultation enabling LRA to review the breakdown of the returns. In addition, :</p> <ul style="list-style-type: none"> • Paper and electronic versions of consultation documents were provided along with an easy read version, large print, braille and audio. Translations were available on request and consultation material was made available on-line and in all service points. • To ensure LRA reached people who were homebound, including those who are homebound owing to a disability, LRA supplied volunteers with flyers to be 	

delivered along with their books explaining the consultation and how they could get involved.

Environment, Planning and Enforcement

All high and medium risk projects are required to carry out an EqIA . These are captured on the Division's Key Project Register, which is regularly reviewed at Divisional Management Team

Key Question/Area	Corporate Objective
11.Details of policies and programmes that have been put into place to address equality concerns raised by service users.	Providing inclusive and responsive customer service through understanding our customers' needs and improving access to services.

Waste Management

As mentioned in Section 1 above, there are a number of contract requirements of Biffa relating to equalities and the delivery of the HWRC service to customers. The points below explain what has been put into place to ensure these requirements are adhered to:

- Each site has an allocated 'Customer Champion'. A customer service training course was held for all of the Customer Champions run by Biffa's Learning and Development Team. Representatives from KCC were also present at the training. In addition, Biffa also ran a course (in March 2015) aimed at behavioural change, which was for all site staff and was customer service focussed. The customer training is an ongoing process, with additional sessions undertaken where instances of failing customer service become apparent through feedback tools such as the customer satisfaction surveys, mystery shopping, complaints and comments data. All new staff also receive customer service training as part of the induction process. All records of training are available for inspection by KCC.
- Biffa's Business Manager has also been assessing staffing levels at the HWRCs and where necessary has increased manpower at sites where extra resource is necessary for the safe operation of the site which as a result enhances the customer experience.
- The majority of site signage is clear and includes a pictorial element which would guide people to the appropriate container, bay, etc. A review of all site signage is being undertaken as part of an annual review which is recorded in the Contract Board report.
- Where KCC have had a request, disability access cards have been issued after being assessed on a case by case basis. Biffa have instructed all site staff to allow access to vehicles carrying these cards, i.e. opening barriers where necessary and offering assistance when requested. All sites were assessed several years ago and where applicable, dropped kerbs were installed to allow for wheel chair access.

Further to the feedback from the engagement with equality and diversity groups to

inform site design and service delivery as mentioned in section 8 above, the recommendations will now be delivered from Spring 2015 onwards. It is hoped that changes will make the service more equitable and barriers to using the HWRCs will be overcome.

Libraries, Registration and Archives

Following upgrades to Windows 7 at our public access computers, blind and partially sighted customers voiced their concerns that the Windows Ease of Access Centre would not answer their needs. After conversations with Kent Association for the Blind and customers who are blind or partially sighted we have included access to NVDA text to speech software and Lightning Express magnification software on all public access computers.

Environment, Planning and Enforcement

Projects which have been put in place have not been identified specifically by service users but are addressing areas which are potentially at a disadvantage. Examples of these projects include:

- Old Chalk: New Downs (Heritage Lottery Fund project) – part of the project has been designed to target free school meal schools to receive support / assistance with their greenspaces. This activity will be carried out in 2015/16.
- Kent Downs AONB undertook face to face consultations for the Management Plan Review targeting young people in particular to ensure young people had better access to information
- Ongoing delivery of the Kent Sport Equality Action Plan 2014-2016
- The Gypsy and Traveller Team carry out health and welfare assessments for all unauthorised encampments (which can include protected characteristics)

This page is intentionally left blank

GET's Approach to Equality & Diversity for 2015/16

GET understands that Equality and Diversity (E&D) should be embedded into the directorate's business and project activity, in order to fulfil KCC's corporate E&D objectives. As KCC moves towards becoming a strategic commissioning authority, GET will embed Equality and Diversity into every aspect of the Commissioning Framework so that understanding customers' E&D needs and planning the necessary responses becomes an integral part of putting the customer at the heart of our service delivery. Therefore GET will adopt the following approach:

What will we focus on? The Directorate Business Plan

We will use the priorities and projects detailed in GET's 2015/16 business plan as our focus for working towards KCC's E&D objectives. The Customer Service Review is one such project within the business plan that is key to embedding E&D within our business, and as such it will include the following E&D-focused activity:

- A review of the communications channels used and information provided (internally and externally) to identify if it is accessible, usable and follows KCC accessible information guidelines.
- Identifying appropriate customer intelligence required to inform service design and delivery for customers and potential customers with protected characteristics.
- Determine if the services being examined within the Review cater appropriately to needs of people with protected characteristics, including learning from customer feedback.

The Review focuses on selected services within GET but its recommendations and actions will have an impact across the directorate.

How will we focus on it? The Commissioning Framework

Page 101
We will ensure that the appropriate activity takes place to ensure Equality and Diversity issues are considered, planned for and implemented as an integral part of the Analyse, Plan, Do and Review cycle, not in addition to it. Guidance is currently being developed to assist commissioners, project managers and service deliverers to set out the type of E&D activity they should consider at each stage of the commissioning cycle (Appendix A).

How will we know we're making a difference? The GET Equality Group

The directorate's Equality Group will take a proactive role in overseeing GET's progress towards meeting KCC's corporate objectives and embedding E&D activity in its business. It has increased the frequency of its meetings to six-weekly. During the meetings, the group will call in selected priority projects listed in the business plan and consider how the project is incorporating E&D into project analysis, planning, delivery and review. As part of this, they will call in Equality Impact Assessments, and challenge if necessary to ensure they are robust and that they sufficiently assess impact of proposed commissioning or service changes on the customer groups with protected characteristics. Through these six-weekly meetings, the GET Equalities Group will build the evidence needed to demonstrate progress against KCC's corporate E&D objectives through the Annual Equality & Diversity Report for our Cabinet Committees.

In order to facilitate our approach, we will:

- Undertake Equality Impact Assessments for our major projects, policy changes and our service review/redesign/transition activities and share, and where required address, the findings to ensure that none of the nine protected characteristics are adversely affected or that sufficient mitigation has been provided.
- Maintain appropriately trained staff to ensure we meet our Equalities duties efficiently and effectively – this will include making sure that staff have the understanding and skills to carry out EIAs and know how to successfully identify and analyse data to inform the EIA process. As a minimum, all staff will undertake the appropriate E&D e-learning modules, and we will explore additional learning and development opportunities to strengthen the above-mentioned skills.

APPENDIX A

Suggestions for how we can ensure that we consider equality throughout the commissioning cycle

(In development by Akua Agyepong, Olivia Crill & Karla Phillips)

Commissioning Framework	Questions	Tools	Activity/Outputs
<p>Analyse</p> <p>Page 132</p>	<ul style="list-style-type: none"> At a population level, what do we know about current and future users of this service? What are the protected characteristics of current and future service users? What are the behaviours of different resident groups and how does this affect how they use the service? How are residents with different protected characteristics likely to be impacted by the service proposed? Have you used this analysis to inform the development of the Equalities Impact Assessment (screening and full assessment if necessary)? 	<p>EqIA – Screening</p> <p>EqIA – Assessment/ analysis</p> <p>Population data</p> <p>Service data</p> <p>Existing business plans</p> <p>Project proposals</p> <p>Existing service impact assessments</p>	<p>Adverse impact for protected characteristics are identified or discounted.</p> <p>Cost implications identified</p> <p>Opportunity for innovation</p> <p>Potential groups to engage are identified</p> <p>Evidence of due regard duty for decision making and service delivery</p> <p>Evaluation framework agreed</p>
<p>Plan</p>	<ul style="list-style-type: none"> What actions have come out of your analysis and who will be responsible? How does the design of the service need to be adjusted to reduce any negative impact on groups with protected characteristics? How will you ensure that you are involving people who will be affected by your proposals in the design of the service? What opportunities are there for increasing social value to all residents, in particular groups with protected characteristics? What will be the responsibility of the service provider to design and deliver the service to reduce any negative impacts? Are these plans reflected in the development of the Equalities Impact Assessment? 	<p>EQIA – Assessment/ Analysis</p> <p>EQIA- Action Plan</p> <p>Project plan framework</p>	<p>Activity to address direct indirect discrimination addressed</p> <p>Opportunities to advance are identified</p> <p>Opportunities to foster good relations are identified</p> <p>Performance criteria for delivery of equality elements is identified</p> <p>Evidence of due regard duty for decision making and service delivery</p>

<p>Do</p>	<ul style="list-style-type: none"> • Have you considered how you will ensure that service users involved in the procurement process are representative? • Can you identify any industry standards that are relevant to this service which require the provider to fulfil equality outcomes? • How should performance measures of the service/contract be designed to ensure that quality outcomes are delivered at the point of delivery? • Deliver service • Collect relevant equality information which will support the review process 	<p>EqIA actions/ activity put into place/ implemented</p> <p>KCC Equality Policy framework</p>	<p>Evidence of due regard duty for decision making and service delivery</p>
<p>Review</p> <p>Page 133</p>	<ul style="list-style-type: none"> • What information do we have about the equality outcomes being achieved and usage of the service by different customer groups? • What do service users tell us about the impact of the service/s commissioned based on protected characteristics? • How are we ensuring that equality considerations are part of our future commissioning plans and decisions? • What evidence have we collected which will inform our future commissioning activity • Are our senior officers requiring evidence of equality analysis throughout the commissioning cycle? 	<p>EqIA – Action Plan</p> <p>Project plan framework</p> <p>Performance management framework</p>	<p>Services are judged against Performance criteria</p> <p>Evidence of impact and outcomes</p> <p>Evidence of due regard duty for decision making and service delivery</p>

This page is intentionally left blank