

**GROWTH ECONOMIC DEVELOPMENT AND
COMMUNITIES CABINET COMMITTEE**

Thursday, 3rd March, 2016

10.00 am

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



AGENDA

GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Thursday, 3 March 2016 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

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UNRESTRICTED ITEMS

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

A - Committee Business

A1 Introduction/Webcast announcements

A2 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 12 January 2016 (Pages 7 - 18)

To consider and approve the minutes as a correct record

A5 Verbal updates by Cabinet Members and Corporate Director

To receive verbal updates by the relevant Cabinet Members and Corporate Director for the Growth, Economic Development and Communities portfolio.

A6 PRESENTATION

- University of Kent - Economic Development Role by Mr Marcus Wright, Enterprise Manager, accompanied by Phillippe De Wilde (Pro Chancellor for Research and Innovation).

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

B1 South East Business Boost (Pages 19 - 26)

To receive a report by the Cabinet Member for Economic Development and the Corporate Director of Growth Environment and Transport that explains the SEBB programme and sets out KCC's role. It seeks the support of the Cabinet Committee for KCC to accept the ERDF grant allocation if it is approved and to use it to fund a business support programme.

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

C1 European Funding Update (Pages 27 - 38)

To receive a report by the Cabinet Member for Economic Development and the Corporate Director, Growth, Environment and Transport on outcomes from the opening calls for EU-funded projects in support of economic development, growth and jobs, particularly under the South East LEP 'ESIF' programme.

C2 Working together with Kent's Universities: Scoping report (Pages 39 - 46)

To receive a scoping report by the Cabinet Member for Economic Development and the Corporate Director of Growth Environment and Transport on the development of a strategic approach to KCC's relationship with the universities, identifying the areas in which the Council can work most effectively with the sector.

C3 Proposed Response to the Highways England Consultation on proposed route options for a new Lower Thames Crossing (Pages 47 - 84)

To receive a report by the Cabinet Member for Environment and Transport, Cabinet Member for Economic Development; and the Corporate Director of Growth, Environment and Transport that outlines a proposed response to the Lower Thames Crossing route options consultation launched by Highways England on 26 January.

C4 Growth, Environment & Transport Directorate Business Plan 2016-17 (Pages 85 - 118)

To receive a report by the Cabinet Member for Economic Development, Cabinet Member for Community Services and the Corporate Director of Growth Environment and Transport that outlines the draft Growth Environment and Transport Directorate Business Plan (2016-2017) for consideration and comment, prior to publication outline in May 2016.

C5 Work Programme 2016 (Pages 119 - 126)

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 Risk Management: Growth, Environment and Transport (Pages 127 - 152)

To receive a report by the Cabinet Member for Economic Development, Cabinet Member for Community Services and the Corporate Director for Growth, Environment and Transport that presents the strategic risks relating to the Growth, Economic Development and Communities Cabinet Committee, in addition to two risks featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner'. The paper also explains the management process for review of key risks.

D2 RGF Programmes and Framework for Monitoring Report (Pages 153 - 166)

To receive a report by the Cabinet Member 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.

D3 Performance Dashboard (Pages 167 - 176)

To receive a report by the Cabinet Member for Economic Development, Cabinet Member for Community Services; and the Corporate Director for Growth, Environment and Transport that provides a progress report on performance against target for the Key Performance Indicators (KPIs) included in this year's Directorate Business Plans.

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

Wednesday, 24 February 2016

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, 12 January 2016.

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

ALSO PRESENT: Mr M C Dance, Mr P M Hill, OBE and Mr M A C Balfour

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr R Gill (Economic Policy and Strategy Manager), Mr D Smith (Director of Economic Development), Ms S Holt (Head of Culture & Sport Group), Mr K Tilson (Finance Business Partner - Customer & Communities), Miss K Phillips (Strategic Business Adviser - GET), Mrs D Chilmaid (Business Manager), Mr K Day (Sports and Physical Activity Services Manager), Mr J Pearson (Service Improvement Programme Manager), Mr D Shipton (Head of Financial Strategy), Mr A Stephens (Head of Service, Libraries, Registration and Archives), Ms J Winkler, Mr D Hughes (Head of Business Engagement and Economic Development) and Ms C A Singh (Democratic Services Officer)

UNRESTRICTED ITEMS**124. Apologies and Substitutes**
(Item A2)

1. Apologies for absence were received from Mr Baldock, Mrs Rowbotham, Mr Truelove and Mr Bowles.
2. Mrs Wiltshire attended as substitute for Mr Baldock, Ms Harrison attended as substitute for Mr Truelove and Mrs Stockell attended as substitute for Mr Bowles.

128. Presentation
(Item A6)

1. The Assistant Director of Research and Enterprise, Mr Uwe Derksen, of University of Creative Arts (UCA) gave his presentation using overheads and highlighted the following:
 - The University of Creative Arts had campuses based in; Farnham, Epsom, Rochester and Canterbury with a total of 6500 students. The levels of study were; foundation undergraduate and postgraduate, the majority were undergraduates.

- The graduate employment rate was 91.9% within six months of graduation.
- The areas of employment had a relationship to the creative industry including; animation, architecture, interior design, fashion and film.
- The jobs were not all local and could be anywhere in the world.
- The University attracted EU funding for projects by focusing on regional and local programmes through commissioned art work and exhibitions eg the “Dove of Peace” at the Dover Harbour Board and providing backdrops for the Royal Opera House. The aim was to build on the legacy of those programmes.
- The University provided the right environment for students to have the ability to create portfolios in textiles, printing etc.
- The University had set up opportunities for students to network with local industry.

2. Mr Derksen responded to questions by Members as follows:

- a) Mr Derksen advised that the infrastructure of UCA was totally geared to deliver the academic programme and to change this for other enterprise would be huge as the University was not set up to operate a private business. The priority was the student market as all universities were in competition. There were limited resources and to make changes would need a lot of resource which would not be available.
- b) Mr Derksen explained that he was working on a paper that was looking at the difference to local authority intervention against philanthropic intervention.
- c) Mr Derksen said that one way that KCC could work with UCA to come up with a solution on how to support economic development in Kent was to provide incubation spaces in the University. The University could present a plan to KCC on how best it could be supported and for this to be sustained.
- d) Mr Derksen advised that the University had set up a technical /professional service to show off student talents in the past but this was a very slow process and had now been restructured. The barrier had been the internal structure of the University.
- e) Mr Derksen explained that each course had its own specific industry links to employers. Some were local and some were not eg Folkestone Triangle and Turner Contemporary, Margate. The University used to support industry networks which it participated in and also hosted. The issue for UCA was that each network had slight differences. There was a struggle to get industry both local and regional involved in these fora. He advised that there had been more creative people working in non-creative sectors seven years ago.

3. The Cabinet Committee thanked Mr Derksen for attending the meeting.

4. RESOLVED that the responses to questions by Members and the information given in Mr Derksen’s presentation be noted with thanks.

129. Proposed Redesign of the Mobile Library service
(Item B1)

1. The Cabinet Member, Mr Hill, introduced a report that asked the Cabinet Committee to endorse the proposal for the council to undertake a customer engagement exercise with mobile library customers on proposed route efficiencies service improvements and changes as detailed in appendix A of the report.

2. Mr Hill advised that the mobile library service had not been reviewed for a number of years and this review was timely as the LRA was faced with saving £1.3 million over the next three financial years. He explained that the report identified that there had been a reduction in users of this service over many years. The present arrangements were inconsistent. He assured the Cabinet Committee that the proposals looked to make the service more consistent and efficient with those affected still having ways to access to a library service.

3. The Head of Libraries, Registration and Archives, Mr Stephens, and the Service Improvement Programme Manager, Mr Pearson, gave a brief overview of the report highlighting that if the decision was implemented following the consultation the service would retain 80% of the current visits through the proposed stops. There would also be an annual review of the mobile library service. There were currently 11 mobiles covering 657 locations. Visitor numbers had dropped by 20% over the last three financial years. It was advised that of the 368 stops that received 2 or fewer users on average over the period October 14 - September 15 and it was proposed to withdraw those stops. Alternative ways to access a Library service for those affected would be offered eg Home Library service. It was also proposed to change the days of the service from the existing Monday to Friday service to Tuesday to Saturday, move to a fortnightly schedule of stops and increase the minimum stop time to half an hour. The customer engagement exercise was proposed to run from Friday, 22 January to Friday 4 March and users of the mobile library service would be contacted directly as well as the material being available on the KCC website and on the mobile libraries. The service would also be making district borough council aware as well as Parish and Town councils where there was an existing mobile stop. A full analysis of the engagement will be produced.

4. Mr Stephens and Mr Pearson responded to comments and questions as follows:

- a) Mr Stephens advised that the LRA would need to establish criteria for taking the service forward for the future, for example to incorporate new housing estates as they are being developed.
- b) Mr Stephens agreed to provide figures in future reports as well as percentages.
- c) Mr Stephens advised that there was a general decline nationally in the use of libraries and he was able to supply this data outside the meeting.
- d) Mr Stephens agreed to submit a comprehensive report on the future direction of Library, Registration and Archive services at a future meeting of this Cabinet Committee.
- e) Mr Pearson explained that the position of other authorities' library services across the country had been looked at and there had been different approaches. Many local authorities had taken the same view as KCC such as Derbyshire Wrochester and Suffolk Councils to review the service against selection criteria. Other local authorities had withdrawn the mobile library service such as Hampshire County Council which was currently consulting on such a proposal. Mr Pearson considered that in terms of use

of the service beyond books that the LRA was seeing an increase in loans of e-books and e-audio books and the use of the website but a lot of the Library service was used for browsing therefore the visitor was a critical figure. The mobile service was limited as it did not have IT connections.

- f) Mr Pearson explained that two of the mobile libraries carried new branding on the sides of the mobile promoting the mobile library service and the six ways to wellbeing campaign. These were established in conjunction with public health. He considered that branding could be looked at to refresh the fleet of mobile vehicles.
- g) Mr Pearson said that in terms of engaging schools with the mobile service, this was a community service and the stock of children's books in a mobile library was limited. The future library service offer to schools needed to be considered as these is a key audience
- h) A comment was made that the library services for the visually impaired was very good and this should be advertised.

5. RESOLVED that:-

- a) the responses to questions by Members be noted; and
- b) the Growth, Environment and Communities Cabinet Committee endorsed the decision to be taken by the Cabinet Member for Community Services to undertake a customer engagement exercise with mobile library customers on proposed route efficiencies service improvements and changes as detailed in appendix A of the report.

130. Budget 2016/17 and Medium Term Financial Plan 2016/19
(Item C1)

1. The Head of Financial Strategy, Mr Shipton, gave an overview of the Council's draft revenue and capital budgets and Medium Term Financial Plan. He stressed that this was going to be the most difficult budget KCC had faced. He highlighted some of the listed factors prior to the introduction report.

2. He explained that one of the biggest issues was that KCC did not receive the spending plans from central government until the spending review was announced on the 25th November. This meant KCC was not aware of the total financial envelope it was working within. KCC did not get its own individual settlement until 17 December 2015. The settlement received on 17 December included a significant redistribution of Revenue Support Grant that KCC had not been able to anticipate. Of that redistribution the net impact was a £15m reduction on Kent's budget that it could not have anticipated before that announcement. This meant the papers were published for this Cabinet Committee with an assumption that there was still £8m of that £15m to find which was included in the appendices of the report for this Cabinet Committee. Since the report was published the Draft Budget was published on 11 January, and in that draft another £4m of the £8m had been identified, so there was now £4m left unidentified. None of the extra £4m identified in the published draft budget affected services within the remit of this Cabinet Committee's portfolio; it was nearly all being taken from Financing Items. Mr Shipton stated that there was still a little bit of gap to close which he understood made scrutinising the Budget difficult. He advised that

there was not a complete Budget for Members to scrutinise as this was a very late change and was unexpected.

3. He went on to advise that the provisional settlement also included the spending power calculation. This measured Kent's change in funding both through Council Tax and through Government Grants. This took no account of the additional spending requirements Kent County Council was facing either through the effects of inflation or the effects of the rising population or the impact of increasing competitive need. He suggested that the Cabinet Committee looked at the spending power figure which was reproduced in the report but reminded Members that this was only the funding half and not the spending half. He concluded that there were real term reductions in KCC's funding and KCC was not able to raise enough through Council Tax to compensate for both the spending demands and the reductions in central government funding, and therefore there was a need to make substantial savings.

4. Mr Shipton advised that the revenue support grant for 2016/17 of £1111.4m, a reduction of £49.6m on 2015/16 actual grant £58.1m or 32% on adjusted 2015/16 RSG. The council tax would raise £33m leaving a shortfall of £25m. This could not be compared to the revenue support grant. The consultation on the settlement we are working on the presumption that there would be no change. KCC would make representation and would ask for a settlement as a one off as KCC did not consider this sufficient for KCC to set its budget.

5. The Finance Business Partner for Growth, Environment and Transport, Mr Tilson, gave a brief overview of the draft budget as it affected the Growth, Economic Development and Communities Cabinet Committee portfolio.

6. Mr Tilson highlighted the detail in the appendices to the report explaining that:

- Appendix 1 - Budget Summary
- Appendix 2 - GET Directorate's MTFP spending prices and savings proposals
- Appendix 3 - An A to Z of Service Analysis
- Appendix 4 - The Capital Investment Plans 2016/17 to 2018/19

7. Growth, Environment and Transport Directorate had to make £12m in savings across the next financial year, £2½m of which fell within the Growth, Environment and Transport Directorate, primarily within the Economic Development Division and some within the Environment and Planning Enforcement Division and Libraries, Registration and Archives.

8. Mr Tilson advised that when the Library, Registration and Archive (LRA) Trust was proposed there were savings anticipated of £1.3m, due to the decision not to proceed with the proposal at this time the service was still required to deliver the £1.3m savings through the internally commissioned service. Mr Tilson referred to page 61, Appendix 2 and the column that referred to LRA Highways then pages 62 and 63 that highlighted how the savings were to be delivered through staffing restructures and procurement savings for books and the ICT budget.

9. Mr Tilson advised that the savings had been delivered by Highways through budget realignment on drainage but there were no additional savings. It was a standstill budget.

10. RESOLVED that:-

- (a) the response to a question by a Member be note and;
- (b) the Growth, Economic Development and Communities Cabinet Committee noted the proposed draft Budget 2016/17 and Medium Term Financial Plan (MTFP) 2016/19 (including responses to consultation and Government announcements) that was due to be considered by Cabinet on 25 January 2016 and County Council on 11 February 2016.

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

Mr McKenna made a declaration of interest regarding Item C4 "Kent County council Response to the Department for Transport Report on the First Interim Evaluation of High Speed 1", as he was employed by Network Rail.

126. Minutes of the meeting held on 1 December 2015
(Item A4)

RESOLVED that the Minutes of the meeting held on 1 December 2015 were correctly recorded and that they be signed by the Chairman.

127. Verbal updates by Cabinet Members and Corporate Director
(Item A5)

There were no verbal updates.

131. Progress on Internally Commissioning Library, Registration and Archive Services
(Item C2)

1. The Cabinet Member for Community Services, Mr Hill, introduced the report that outlined the approach for internally commissioning Libraries, Registration and Archives (LRA) against outcomes which it was proposed commenced from 1 April 2016 and the issues yet to be resolved. He highlighted that £1.3m saving was still required. This saving was going to be achieved through internal commissioning although remain internal. A meeting was held with the Commission Board and it was concluded for this to work there had to be freedoms and flexibility develop.

2. The Head of Services, Libraries, Registration and Archives, Mr Stephens, advised that the proposal was for an internally commissioned LRA. The approach had been supported by the corporate team to ensure they align with the KCC

commissioning approach. The approach considered the necessary freedoms and also tested the principles of the LRA itself. He referred the Committee to page 87 of the report which set out a diagram of the commissioning cycle. The proposed service specification had been reviewed by the LRA service management team and the Commissioning Advisory Board. The commissioning approach would be reviewed annually and an annual report would be submitted to this Cabinet Committee.

3. Mr Hill, Mr Stephens and Mr Pearson responded to questions by Members as follows:

- a) Mr Hill advised that the primary legislation did not allow the Registration service element to be delivered through an external Trust, and this could take a long time. This proposal would ensure that the service was Trust ready.
- b) Mr Hill explained that there were to be discussions held with Human Resources and Property regarding the services to be offered in house.
- c) Mr Hill agreed with the suggestion for representatives from a user group or readers to be invited to sit on the Strategic Board.
- d) Mr Hill assured Members that Libraries would continue to be called Libraries and would not be changed to "information hubs", he was determined to protect the library service and to improve the service.
- e) It was suggested that the Cabinet Member should not sit on the Strategic Board championing. There was a need for critical friends to be on the Board.
- f) A suggestion was made that there appeared to be a constraint on new collections in the Archives section this could be supported with representation from the University of Kent, Canterbury on the Strategic Board.
- g) Mr Stephens advised that there were 99 libraries in Kent where customers could register births and deaths in 98 of them.
- h) The use of the community space within libraries needed to be explored, as being entrepreneurial would be a cultural change.
- i) There was a Staff Engagement Group. Mr Stephens had been impressed in the way that staff had come forward with ideas, including cafes and pop up shops, to bring new users of the service. He concluded that there was a need to understand customers and non customers and how to engage them.

4. RESOLVED that:-

- a) the comments and responses to questions by Members be noted;
- b) the representation on the Strategic Board be expanded to include users or readers, critical friends and representation from the University of Kent as suggested by Members of the Cabinet Committee be agreed; and
- c) the Growth, Environment Development and Communities Cabinet Committee endorsed the service specification for LRA; the commissioning approach outlined in the report; and other issues associated with delivering the internal commissioned approach.

132. Cabinet Members' Priorities for Business Plans 2016/17

(Item C3)

1. The Strategic Business Adviser for Growth Environment and Transport, Ms Phillips, introduced a report on the Cabinet Members' priorities for 2016/17. Cabinet Members have identified their priorities early on in the business planning process so that they can be sufficiently reflected. The draft directorate business plan, will be submitted to the next meeting of this Cabinet Committee.
2. The Cabinet Member for Economic Development, Mr Dance, and the Cabinet Member for Community Services, Mr Hill, spoke on the bullet points under the "Economic Development" and "Community Services" respectively on page 124.
3. Mrs Cooper advised that the Growth Environment and Transport Directorate had led the way in identifying key commissioning activity in the 2015/16 business plan and are currently a mapping the directorate's commissioning activity for the next three years. This will be included in the directorate business plan to help Cabinet Committees and CAB plan their work plan accordingly.
4. RESOLVED that:-
 - (a) the response to a question by a Member be noted;
 - (b) the Cabinet Members' priorities for 2016/17 detailed in the report be noted; and
 - (c) the draft business plan for 2016/17 that fall under the remit of this Cabinet Committee portfolio be submitted to the March meeting be noted.

133. Kent County Council Response to the Department for Transport Report on the First Interim Evaluation of High Speed 1

(Item C4)

1. The Principal Transport Planner - Rail, Mr Gasche, introduced the report that sets out Kent County Council's response to the Department for Transport's First Interim Evaluation of High Speed1.
2. Mr Brazier considered that the HS1 chosen route suited all and had made an enormous difference; and had been adopted by the people of Kent. They were now able to travel to places they would not have considered before. He said that he had been happy to bear the premium fare of HS1. Mr Brazier commended the response to the Department for Transport's consultation.
3. The Chairman added that he considered that the HS1 was of enormous economic benefit to Kent.
4. Mr Gasche advised that there had been meetings to discuss the issues at Dover Priory.
5. RESOLVED that:-

- (a) the responses to questions by Members and the report be noted; and
- (b) the proposed service enhancements that Kent County Council would seek in its response to the Department for Transport's consultation on the new Southeastern franchise specification be endorsed.

134. Enterprise Zones in Kent and Medway
(Item C5)

1. The Economic Strategy and Policy Manager, Mr Gill, introduced a report on the new Enterprise Zone designation and sets out how it would complement Kent's existing Enterprise Zone at Discovery Park. Mr Gill advised that Kent had submitted an application for an Enterprise Zone in North Kent which was approved in November 2015 but there was uncertainty on what this meant. It was uncertain on how this impacted on new businesses tax but overall he considered this good news. This showed support from the government, although the financial support was minimal.
2. RESOLVED that the report be noted.

135. PE and School Sport in Kent'
(Item C6)

1. The Head of Countryside, Leisure and Sport, Miss Holt, introduced a report with an overview of the current position regarding PE and School Sport in the county and how it contributed to KCC's strategic outcomes. The report also described how the current Primary PE and Sport premium funding from the government was utilised by schools as they determine; and describes how inter school competitive sport was delivered, how talented athletes of school age were supported and other physical activity opportunities available to support young people in schools. Miss Holt agreed to forward the dates of the Kent School Games 2016 Finals to Members.
2. The Department for Culture, Media and Sport had published a new Sport Strategy headed "Sporting Future - a new strategy for an Active Nation".
3. The Cabinet Committee watched a film on Northdown Primary School, Margate and the "Primary School Sports Premium". <http://youtu.be/5yRIDhp1A4o>
4. Miss Holt, Mr Day and Mrs Winkler responded to questions by Members as follows:
 - a) Miss Holt advised that SEND children were integral to how the Sport and Physical Activity Service approaches any and all programmes. All programmes were fully inclusive. Mr Day added that whilst Special schools were also eligible to receive the Primary School PE and Sport Premium, this had not been specified in the report.
 - b) Mr Day advised that there was no measure of participation in sport in schools for young people. He said that the programme of the Kent School Games could be measured by the fact that there were now 8000 participants in the Finals compared to approximately 2000-3000 when the

games started. He advised that national participation figures produced were based on adults' participation which peaked in 2013 following the Olympic Games.

- c) Miss Holt and Mrs Winkler advised that the Kent School Games were held on the basis of winning and losing although there were Kent schools that had differing opinions about how to teach sport ie competitive versus fully participative. It was entirely a decision for the school. Northdown Primary School looked at "value" and the way students interacted with their peers and personal resilience was a large part of what pupils benefit from with PE being built into the national curriculum.
- d) Mrs Winkler advised that PE was taught inside schools and sport was taught outside school. She explained that sport was organised with rules and performance outcomes. Mrs Winkler considered that this appeared blurred with the government encouraging sports coaches to go into schools to deliver PE.
- e) Mr Day explained that the government had given funding directly to schools with an expectation that the school would produce a balanced programme. KCC did not have control over this delivery. Secondary, Primary and SEND schools participated in the Kent School Games and were competitive. The Secondary schools had trained specialist PE teachers and some schools had satellite clubs linked to those schools on site. The specialist PE teachers formed a curriculum that encouraged and engaged teenagers by broadening their curriculum. Miss Holt added that there were studies about the psychology on encouraging the least active children to participate in sport, and that these studies have proven the participative 'festival' element of sport works best for initial engagement.
- f) Miss Holt advised that the Sport and Physical Activity Service had managed to absorb the significant budget pressures to date by looking at staffing priorities and holding a service review on the operating model of the Service which sees one combined team of KCC staff and Sport England staff.

5. RESOLVED that the responses to questions by Members and the report; and the work jointly undertaken with partners to support PE and sport in schools be noted with thanks.

136. Locate in Kent

(Item C7)

1. The Head of Business Engagement and Economic Development, Mr Hughes, introduced a report that provided an update on the performance to date of the inward investment services contract with Locate in Kent (LIK). He then provided a verbal update on the outcomes of market engagement and the levels of interest from prospective suppliers.

2. The update was in two parts (i) Performance and (ii) Procurement for the new contract. LIK had over 200 new projects that had been identified in 2014/15. There were 290 companies in the pipeline of which 70% were UK based and 30% were foreign direct investment projects mainly near Europe countries and North America. In 2015 LIK successfully achieved 46 expansions/relocations in Kent. LIK recorded some 3,200 job outcomes for Kent, 58% of which were new jobs, 24% were

safeguarded jobs and the remainder were jobs that were directly created by suppliers.

3. In 2015/16 LIK had a pipeline of 300 companies attracting 120 new jobs. By the end of November 2015, LIK had reported 1,700 job outcomes, achieved 30 companies coming into Kent or expansions. LIK had a substantive property base used by prospective companies. Mr Hughes advised that localities for small businesses were difficult to find in Kent at present. There was a need to encourage developers to build suitable business space for small businesses. Mr Hughes referred Members to paragraph 2.8 of the report that identified some of the main issues identified by businesses supported by LIK's aftercare service.

4. Mr Hughes, Mr Dance and Mrs Cooper responded to questions by Members as follows:

- a) A comment was made that LIK should be given feedback saying "safeguarding and supply chain jobs".
- b) A suggestion was made that more comparative information was needed in order for Members to monitor LIK performance. Mr Hughes referred Members to paragraphs 2.2 and 2.3 of the report that gave comparisons.
- c) Mrs Cooper agreed to provide the information on data within future reports in a clear format.
- d) Mr Hughes explained that LIK worked with other organisations eg UK Trade and Industry and KCC and the cost of LIK created jobs was low.
- e) Mr Dance spoke on the lengths LIK had gone to to secure adequate working space for small companies. He stated that there was a lack of quality commercial buildings. Sourcing suitable commercial buildings for manufacturing was also an issue as it required larger spaces.
- f) It was agreed that a copy of an LIK management report be forwarded to Members.
- g) Members commended the transparency of LIK.

5. RESOLVED that:-

- (a) the responses to questions by Members and the report be noted; and
- (b) a more detailed performance report be submitted to a future meeting

137. Work Programme 2016
(Item C8)

RESOLVED that the proposed work programme for 2016 be noted.

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

To: Growth, Economic Development and Communities Cabinet Committee - 3 March 2016

Subject: South East Business Boost

Decision Number: 16/00022

Classification: Unrestricted

Past pathway of paper: None

Future pathway of paper: For Cabinet Member Decision

Electoral Division: All

Summary

The South East Business Boost (SEBB) programme will provide support to start-up and growing businesses, building on the recently-established Kent and Medway Growth Hub. In January, an application was submitted to the European Regional Development Fund which, if successful, will secure £1.2 million over three years for business support activities in Kent and Medway.

This report explains the SEBB programme and sets out KCC's role. It seeks the support of the Cabinet Committee for KCC to accept the ERDF grant allocation if it is approved and to use it to fund a business support programme.

Recommendation:

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision to accept grant funding of up to £1.2 million revenue to deliver the South East Business Boost programme; and to delegate to the Director of Economic Development the authority to sign a grant offer letter as required on behalf of KCC. A proposed Record of Decision is attached at appendix 2.

1. Introduction

- 1.1. In 2015/16, the Government made £254,000 available to Kent and Medway, via the South East Local Enterprise Partnership, to deliver a new 'Growth Hub' service, offering businesses a central point of information about the support that is available to them. A pilot service was launched in December, and the Government has since announced that funding for the Growth Hub service will be maintained for the next two years.

- 1.2. To supplement the Growth Hub service with a wider programme of free, easily accessible support to start-up and growing businesses, KCC has joined a partnership with the other authorities in the South East LEP area to seek additional funding from the ERDF programme to deliver the South East Business Boost (SEBB) project. Essentially, this enables the Growth Hub to expand the services it is able to deliver.

2. How the South East Business Boost project will operate

- 2.1. If approved, the SEBB project will offer:

- One-to-one advisory support to new businesses and small established businesses with growth potential. This will be additional to the mostly web- and telephone-based support that is currently offered within the existing Growth Hub budget, and responds to a widespread view expressed by business that there is a gap in the availability of consistent, independent, 'generic' business advice.
- Support in developing entrepreneurship, especially among groups and in geographical locations where levels of business ownership and start up rates are relatively low.
- Access to a small business grant scheme, which will provide part-funding to projects which will help SMEs to expand.

- 2.2. The SEBB project will operate across the South East LEP area (i.e. Kent and Medway, Essex and East Sussex), with Southend-on-Sea Council acting as the accountable body. The total amount of ERDF funding sought is £6.1 million, of which £1.2 million will be allocated to Kent and Medway and managed by KCC. Should the project be approved, it is envisaged that KCC will contract the delivery of the service through open competitive tender, linked with the re-tendering of the Growth Hub service. Within the tender, it will be important that potential providers demonstrate how they will link effectively with the other business support services that are available locally (such as those provided directly by KCC and the Kent Districts).

- 2.3. Within the bid to ERDF, the project has a target of supporting 837 businesses across the programme, with 211 jobs created.

3. Legal, financial and equalities implications

Financial implications

- 3.1. KCC will be accountable for ERDF funds delegated to it by Southend Council as the accountable body for the programme. This amounts to £1.2 million

between 2016-19. KCC will therefore need to ensure that funds are only used for eligible activities specified in the grant agreement.

- 3.2. As part of the proposal for ERDF funding, KCC has also agreed to contribute £8,580 in-kind match funding to the project.
- 3.3. It should be noted that the grant fund that will be made available to the SEBB programme will operate across the South East LEP area and will be managed by Southend Council. KCC will therefore not bear the risk of failure to deliver outputs associated with individual business grants. However, it is intended that KCC will, as a partner in the programme, have representation on any grant awarding committee.

Legal implications

- 3.4. KCC will be contractually committed to the delivery of outputs and for ensuring eligible expenditure via the ERDF grant agreement.

Equalities implications

- 3.5. The ERDF application contains an analysis of the equalities implications of the project and commits the partners to preparing an Equalities and Diversity Plan. The application also commits KCC to undertaking an Equalities Impact Assessment.
- 3.6. The project also contains actions to specifically promote entrepreneurship among groups underrepresented in the business community. This includes an Enterprise and Entrepreneurship Development Programme, offering workshops, coaching and one-to-one advice.

4. Risks

- 4.1. A project risk register is attached at Appendix 1. The main risk is a failure to meet outputs as a result of the complexity of the partnership structure involved in the project. This will be mitigated by clear output responsibilities for each partner and a strong project communications strategy. Overall, the risks to KCC are low.

5. Next steps

- 5.1. It is anticipated that ERDF funding for the SEBB project will be approved in late spring. A specification for the delivery of the Kent and Medway element of the project is currently being developed, with the intention commencing an OJEU procurement process in April/ May for a new contract for the SEBB project and the Growth Hub. This will lead to the service being delivered from October this year.

6. Recommendation

6.1. The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision to accept grant funding of up to £1.2 million revenue to deliver the South East Business Boost programme; and to delegate to the Director of Economic Development the authority to sign a grant offer letter as required on behalf of KCC. A proposed Record of Decision is attached at appendix 2.

7. Background documents: None

Contact details

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15 February 2016

APPENDICES

Appendix 1: Risk analysis

Appendix 2: Proposed Record of Decision

Appendix 1: Risk analysis

Inherent				Residual			
Risk	Impact	Likelihood	Total (I*L)	Mitigation	Impact	Likelihood	Total (I*L)
Insufficient resources to deliver project leading to requirement for KCC to make up shortfall	3	2	6	Costs carefully considered and covered within ERDF bid Delivery to be tendered and delivered within fixed cost	3	1	3
Delay in project start impacting on ability to deliver outputs	4	5	20	Prompt response to Government requests for information (although delay caused by Government is outside our control) Service specification and procurement plan to be developed in advance of grant approval	2	4	8
Failure to secure sufficient match funding for programme	4	2	8	Match funding mostly linked with business grant scheme, with risk borne by Southend Council as accountable body	3	2	6
Failure to secure sufficient business engagement, leading to lack of impact and inability to deliver outputs	5	3	15	Business engagement plan (including links with support organisations, districts, etc.) incorporated in service specification. Links with Growth Hub and KCC support products already established	4	2	8

Inherent				Residual			
Risk	Impact	Likelihood	Total (I*L)	Mitigation	Impact	Likelihood	Total (I*L)
Complex partnership structure limits effective oversight of costs and performance and impedes delivery of outputs	5	4	20	<p>Clear roles and responsibilities defined at start.</p> <p>Single accountable body (Southend) in receipt of ERDF grant</p> <p>Clear contracts with project partners to be put in place</p>	3	2	6
Failure to deliver effective exit strategy	3	4	12	Obligation in service specification for contractor to explore future funding	3	3	9

Appendix 2

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY:

Mark Dance, Cabinet Member for Economic Development

DECISION NO:

16/00022

For publication**Key decision***

Affects more than 2 Electoral Divisions

Expenditure or savings of > £1m

Subject: Title of Decision: South East Business Boost**Decision:**

As Cabinet Member for Economic Development, I agree to:

- i. accept grant funding of up to £1.2 million revenue to deliver the programme; and
- ii. delegate to the Director of Economic Development the authority to sign a grant offer letter as required on behalf of KCC.

Reason(s) for decision:

To enable KCC to commit to expenditure of up to £1.2million between 2016 and 2019 to deliver the South East Business Boost service, on behalf of the South East LEP

Cabinet Committee recommendations and other consultation:

Consultation with businesses took place in 2014/15 on new business support services.

Any alternatives considered:

Three alternatives were considered:

1. Do nothing – this would mean that the Growth Hub service would be delivered using Government funding, but there would be no provision for business advisory support, despite frequent views

from businesses that this would be useful

2. Submit an individual application to the ERDF – this would mean that KCC would receive the funding direct and provide KCC with greater control, but was not likely to be successful, given the specification of the ERDF call for projects
3. Seek central management of the South East Business Boost project without dedication funds to KCC – this could be simpler to manage but would limit KCC’s ability to align the new service with the other local support services, including the Growth Hub.

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

.....

..

signed

.....

date

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

To: Growth, Economic Development and Communities Cabinet Committee - 3 March 2016

Subject: European Funding Update

Classification: Unrestricted

Past Pathway of Paper: N/A

Electoral Divisions: All Divisions

Summary:

This paper reports on outcomes from the opening calls for EU-funded projects in support of economic development, growth and jobs, particularly under the South East LEP 'ESIF' programme.

Recommendation:

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

1. Introduction

- 1.1. This paper provides the latest position with attracting external investment to the county in support of economic development, growth and jobs. It illustrates the potential of EU-funded projects to help boost Kent's business, trade and inward investment, support the county's transition to a low carbon economy, create employment opportunities, invest in rail and ports infrastructure and develop our rural economy.
- 1.2. KCC has an overall target of securing £100 million in EU funding across Kent¹ from the new EU programmes 2014-20. Delays in Whitehall in approving programmes have however meant that the opening Calls for Projects were only launched in March and April 2015, but the first results are now starting to come through.

2. SELEP 'ESIF' programme

- 2.1. Some €202 million was allocated to the South East LEP under the European Structural and Investment (ESIF) programme. The programme is financed by three European Funds with different remits as follows:

¹ Maximising the Benefits from Kent's European Relations' – KCC Select Committee Report, February 2014 p.23

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
Interreg 5A 2 Seas Programme				
ISE (Innovative Sector Exchange)	Kent County Council – Steve Samson	£296,000	A business support project to help Kent companies innovate and internationalise by connecting them to SMEs in nearby European partner regions to promote collaborations and innovation	Referred Back for operational reasons – reworked Full Application to be submitted by 4 January 2016 (Amber)
FUSION 2	Kent County Council – Adam Morris	£600,000	Accelerating the transition to a circular and low carbon economy through support to SMEs	Rejected at PMC meeting on 3-4 November 2015 (Red)
2-Seas CRCL (Climate Resilient Coastal Landscape)	Kent County Council – Sarah Anderson	£588,000	To increase the resilience to climate change of landscapes in Kent with a focus on areas where ecosystem services are particularly vulnerable to environmental change	Rejected at PMC meeting on 3-4 November 2015
DWELL (Diabetes and WELLbeing)	International Health Alliance – Alice Chapman-Hatchett	£525,000	To encourage people with poorly controlled diabetes to make sustainable changes to health and wellbeing related behaviour.	Referred Back for strategic reasons - reworked Full Application to be submitted by 9 May 2016
PROFIT (Profitability Raise of SMEs through Innovations in Tourism)	Visit Kent	£240,000	To support Kent-based tourism SMEs to innovate and adapt traditional business models to encourage long-term growth.	Referred back for strategic reasons – reworked Full Application to be submitted by 9 May 2016.
Sensup (Social innovation in the local food & healthcare sector : short supply chain strategy for institutional kitchens)	Produced in Kent – Ed Martin	£210,000	Focused on the potential for supply, distribution and greater use of local foods in the healthcare sector.	Rejected at PMC meeting on 3-4 November 2015.
EDUCAT	University of Kent	£1,505,000	Empowering disabled people through assisted technology.	Referred Back for strategic reasons - reworked Full Application to be submitted by 9 May 2016
CLEANTECH 2	University of Kent	£607,000	Decreasing emissions from industry, road and maritime transport	Rejected at PMC meeting on 3-4 November 2015.
INCASE	University of Kent/University of Greenwich	£1,769,000	Facilitate smart growth through the development of automation technologies.	Referred Back for operational reasons – reworked Full Application to be submitted by 4 January 2016 (Amber)

SEANERGY	Thanet DC/Port of Ramsgate	£2,450,000	To strengthen capacity of port clusters, promote inter-port cooperation platform and share online training resources.	Rejected at PMC meeting on 3-4 November 2015
EPICE	Thanet DC/ Port of Ramsgate	£3,500,000	Transform port operations towards the circular economy	Rejected at PMC meeting on 3-4 November 2015.
Assisted Apprenticeships	Kent County Council – Mark Perrin		Support for employers and training providers to help individuals gain a qualification as well as 12 months' employment	Planned submission to Second Call for Concept Notes deadline of 4 January 2016
Sector Guilds	Kent County Council - David Knox		A project to provide strategic advice and an informed perspective through sector guilds aimed at identifying the need for skills succession and all forms of progressive employment, including apprenticeships, traineeships and work experience	Planned submission to Second Call for Concept Notes deadline of 4 January 2016
Choices Employability Programme	Kent County Council – Karen Laponder/Daniel Ratcliff		To support young people who find themselves unable to enter the workplace, either due to lack of opportunity, lack of English or Maths qualifications or lack of employability skills.	Planned submission to Second Call for Concept Notes deadline of 4 January 2016
Triple C	Kent County Council – Matthew Morris		Climate resilient community-based catchment planning and management – will support natural flood management measures in the Upper Darent.	Planned submission to Second Call for Concept Notes deadline of 4 January 2016
AGREE (Alternative financing for Retrofit and Energy Efficiency)	Kent County Council – Carolyn McKenzie	£240,000	A financing scheme for domestic energy efficiency measures	Previously rejected project being redeveloped for potential submission to Second Call for Concept Notes deadline of 4 January 2016
A-SHORE (Adapting to Support Holistic Resilience)	Kent County Council – Christine Wissink	£360,000	To support Kent Community resilience to climate change linked to key KCC services (social care etc.)	Previously rejected project being redeveloped for potential submission to Second Call for Concept Notes deadline of 4 January 2016
Interreg 5A France-England Channel Programme				
CHEFS (Channel Hub for Enhancing Food Specialties)	Produced in Kent – Stephanie Durling	£233,700	A project to increase the contribution of protected food marks to the local economy, add value to the food & drink sector products and help over 200 agri-food SMEs innovate and reach new markets	Phase 2 Full Application to be submitted.(Green)
Student Entrepreneurs	Kent Science Park – Richard Wheeler	£53,600	Increase the creation of enterprises by students, including through youth entrepreneurship.	Phase 2 Full Application to be submitted.

ADAPT	International Health Alliance – Alice Chapman-Hatchett	£1,131,500	Development of innovative assisted technology for people with severe cognitive and physical disabilities.	Phase 2 Full Application to be submitted.
Give Trades	University of Greenwich – Andres Coca-Stefaniak	£173,000	Using traditional markets as a catalyst for job creation, skills development and growth through the visitor economy.	Phase 2 Full Application to be submitted.
Interreg 5B North West Europe (NWE) Programme				
Boost4Health	Kent County Council (with Locate in Kent) – Steve Samson	£197,000	A project to connect Kent's new life science cluster and companies from different European countries and support them in their export journey by providing access to relevant expertise and business contacts through an innovation voucher scheme	Phase 2 Full Application to be submitted by December 2015
Interreg 5B North Sea Region (NSR) Programme				
Inn2Power	Kent County Council – Neil Hilkene	£185,000	To improve innovation capacity and access to the offshore wind industry for SMEs by creating the appropriate support conditions.	Referred back – reworked Full Application to be submitted from 15 January 2016.
FRAMES (Flood Resilient Areas by Multilayer Safety)	Kent County Council - Christine Wissink	£263,000	A project focusing on risk and crisis management and develop new mechanisms to improve local resilience to flooding.	To be resubmitted as a Full Application in March 2016.
BEGIN (Blue Green Infrastructure through social Innovation)	Kent County Council – Will Moreno	£70,000	To identify climate adaptation solutions for flooding in urban areas (Swale) service management approaches, business cases and social innovation approaches.	Referred back – reworked Full Application to be submitted from 15 January 2016.
Interreg 5C (Europe) Programme				
Nine (Networking Innovation in Health & Care)	Kent County Council – Anne Tidmarsh	£175,000	Exchange of experience to improve policies in support of innovation infrastructure (e.g. incubators, technology information centres, research centres) addressing the key societal challenges in the field of health, demographic change and well-being.	Rejected at PMC Feb 2016
Internationalisation of SMEs	Kent County Council – Steve Samson	£195,000	A policy exchange project focusing on the challenges and solutions for SME internationalisation. The project will enable KCC to	Approved

			learn and test new ways of supporting Kent SMEs into export markets and to forge links with other EU regions to help with market entry.	
CONCH (Capitalising on our natural and cultural heritage)	Kent County Council – Chris Drake	£472,000	A policy exchange project focusing on maximising the value of Kent's natural and cultural heritage.	Rejected at PMC Feb 2016
PASSAGE (Public Authorities Supporting Low Carbon Growth)	Kent County Council – Carolyn McKenzie	£213,000	Development of low carbon strategies to prevent pollution in maritime borders.	Approved
South East LEP ESIF Programme (ERDF)				
Growth Hub Business Finance	Kent County Council – Ross Gill	£3,006,000	To help small businesses to achieve their potential for growth through targeted financial assistance, bridging the gap in commercially available finance and enable them to create and adopt innovative products and processes, enter new markets and unlock commercial finance.	Previous I3 (Innovation Investment Initiative) advised to re-submit wider project to Second Call under the Delegated Grants and Loan Fund – rejected at 'Gateway'.
LOCASE (low carbon across the South East)	Kent County Council – Chris Seamark	£2,500,000	A business support project for supporting the shift towards a low carbon economy in all sectors.	Approved subject to conditions
Inward Investment Kent	Kent County Council – David Hughes	£1,840,000	A joint project with Locate in Kent to retain and attract investment into the life science sector, including the development of the emerging Biogateway Kent Life Science Cluster.	Approved subject to conditions
I2S (Innovate to Succeed)	University of Greenwich	£500,000	To provide tailored support to SMEs to help them enhance their innovation management capability including in depth diagnostic assessment and a bespoke package of support.	Full application submitted by 30 September 2015
South East Business Boost (SEBB)	Kent County Council (with Medway) – Ross Gill	£949,000 over 3 years	SEBB will provide direct 1:1 and one to many advice to Start-Up and early stage businesses and firms that are seeking to grow through process and product innovations. It also offers a grant programme focused on innovation	To be considered by ESIF sub-Committee in March 2016
South East LEP ESIF Programme (ESF)				
Employment Support for people with disabilities and long term health issues	Kent County Council – Karen Laponder	£3,574,000 over 3 years	KCC to work with Medway and East Sussex Councils to act as lead organisation with a partnership of locally based organisations to deliver	To be submitted to Phase 1 by 30 November 2015.

			support to this target group	
Employment support for people with mental health issues	Kent County Council – Karen Laponder	£2,260,00 over 3 years	KCC to work with Medway and East Sussex Councils to act as lead organisation with a partnership of locally based organisations to deliver support to this target group	To be submitted to Phase 1 by 30 November 2015
Employment support for lone parents	Kent County Council – Karen Laponder	£830,000 over 3 years	KCC to work with Medway and East Sussex Councils to act as lead organisation with a partnership of locally based organisations to deliver support to this target group	To be submitted to Phase 1 by 30 November 2015
Employment support for people with difficulty sustaining employment	Kent County Council – Karen Laponder	£870,000 over 3 years	KCC to work with Medway and East Sussex Councils to act as lead organisation with a partnership of locally based organisations to deliver support to this target group	To be submitted to Phase 1 by 30 November 2015.
South East LEP ESIF Programme (EAFRD)				
Charrington's Cider	Charrington Fruit Farms – Alex Charrington	£69,600	Installation of a cider press, fermentation tanks and bottling operation.	Full application submitted by 30 September 2015
Biddenden Fruit Handling and Contract Processing	Biddenden Vineyards – Richard Barns	£59,200	Purchase and installation of new fruit handling and pressing machinery.	Full application submitted by 30 September 2015
Bax Farm Smoothies	Bax Farm – Oliver Doubleday	£47,600	Purchase of fruit juice processing equipment to aid start-up venture for apple, pear and cherry juice.	Full application submitted by 30 September 2015
Simpson's Wine Estate Business Growth	Simpson's Wine Estates – Ruth Simpson	£105,000	Conversion of 2 agricultural buildings into a winery.	Full application submitted by 30 September 2015
Berryplants Soft Fruit Breeding & Propagation Facility	Berryplants Ltd – Tony Bentley	£108,300	New facility to integrate a glasshouse and poly tunnel breeding and propagation site.	Full application submitted by 30 September 2015
Strawberry Puree Manufacturing	Fourays Farm Ltd – Phil Acock	£68,600	Purchase and installation of a second hand pasteurising line	Full application submitted by 30 September 2015
Moor Organics Carbonator & Pasteuriser	Moor Organics Ltd – Nicholas Moor	£84,000	Purchase and installation of a carbonator and tunnel pasteuriser processing line.	Full application submitted by 30 September 2015
Gusbourne Estate Winery Expansion	Gusbourne Estate Ltd – Ben Walgate	£107,100	Extension to existing winery and construction of a visitor/retail centre.	Full application submitted by 30 September 2015
Connecting Europe Facility (CEF) Programme				
Ashford Spurs	Kent County Council -	£1,900,000	Re - signalling at Ashford International Station to	Project now to be fully funded

	Dafydd Pugh/Stephen Gasche		allow existing and future international trains to stop at the station	by SELEP – Dft and Network Rail have terminated previous contract negotiations.
BRIDGE (Building the Resilience of International & Dependent Gateways in Europe)	Port of Dover – Richard Christian	£18,900,000	Maritime and civil works – including new quay walls, dredging, land reclamation to create additional freight vehicle capacity.	Contract negotiations underway.
BRIDGE - Motorways of the Sea II	Port of Dover – Richard Christian	£23,450,000	Financing of refrigerated cargo terminal in Dover and relocation of cargo operations to initiate port-centric distribution and utilise empty backloads.	Contract negotiations underway.
ERASMUS + (Education & Training)				
Student Key Pass	Kent County Council – Allan Baillie		To develop a tool for the validation and recognition of all types of learning that students gain in non-formal, informal and formal learning.	Planned for submission to Phase 1 deadline of 30 March 2016.
BOOST (boosting the creativity of teaching)	Kent County Council – Sue Tunnicliffe		To develop a methodology for developing a whole school approach to creative teaching.	Planned for submission to Phase 1 deadline of 30 March 2016.
Radicalisation	Kent County Council – Nick Wilkinson		Project development on the ZAK tools developed in partnership with the University of Kent	Special Call expected in early 2016
Leadership in Schools	Kent County Council – Sue Tunnicliffe		A project to look at different models of leadership and leadership development in different educational structures to encourage more of the profession to develop and move into senior leadership roles in schools.	Planned for submission to Phase 1 deadline of 30 March 2016
ENGAGE!	Kent County Council – Gillie Heath		Comparative research across systems of education in Europe to improve classroom teaching and practice and consider similarities and differences.	Planned for submission to Phase 1 deadline of 30 March 2016
Virtual Classrooms	Kent County Council – Robert Malin		The project will service a core of health needs learners and the wider county where appropriate to raise attainment and outcomes for English, Maths, Science and ICT.	Planned for submission to Phase 1 deadline of 30 March 2016
Guild Platform	Kent County Council –		To create a web-based portal to assist employers in	Planned for submission to

	David Knox		signposting changing employment skills needs in order to meet existing demand and deliver skills pipelines in advance of future requirements.	Phase 1 deadline of 30 March 2016
ECO Early Years	Kent County Council – Steve Rawling		To develop a framework to support early years teaching	Planned for submission to Phase 1 deadline of 30 March 2016
STAR (SecTor Apprenticeship Recruitment)	Kent County Council – David Knox	£280,000	A project that will benefit our SMEs, in recruiting apprentices to a high level. We also wish for disadvantaged learners to have greater access to higher level opportunities being developed through the project	Submitted 15 January 2016 for proposed start date of 01/11/2016

N.B.

Projects with a ‘green’ rating have been approved or recommended to develop full stage 2 applications. ‘Amber’ projects are also mostly being developed into full applications but the Managing Authority has raised significant issues to be addressed, or projects have been recommended to apply to a later Call. ‘Red’ applications have been rejected by the programme authorities, often because they did not meet the new programmes’ increased emphasis on economic growth and job creation.

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

To: Growth, Economic Development and Communities Cabinet Committee - 3 March 2016

Subject: Working together with Kent’s universities: Scoping report

Classification: Unrestricted

Past pathway of paper: None

Future pathway of paper: None

Electoral Division: All

Summary

Last year, the Cabinet Committee agreed to receive presentations from each of the Kent universities, with the aim of identifying how KCC and the higher education sector could best work together to support economic growth.

With the last university presentation taking place on 3 March, this report is a discussion paper to inform the development of a strategic approach to KCC’s relationship with the universities, identifying the areas in which the Council can work most effectively with the sector.

Recommendations

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

- a) CONSIDER this report in the light of the university presentations received to date; and
- b) Agree to RECEIVE a further report at the next meeting of the Cabinet Committee outlining a strategic approach to KCC-university engagement.

1. Introduction: The university sector in Kent and Medway

1.1. Kent has a significant university presence. Combined, the county’s university campuses account for over 45,000 students and a substantial research base. Some 70% of the county’s student base is located at Canterbury, with most of the remainder at Medway, although business links and economic impact are more widely spread. In addition to the four universities (Greenwich, Kent,

Canterbury Christ Church and the University of the Creative Arts), the county's higher education base is also supplemented by specialist research institutions (such as NIAB EMR at East Malling) and by higher education provision offered via further education colleges.

- 1.2. The universities are of course a supply factor in the local economy, providing skills for the labour market. However, they are also economic drivers in their own right as significant direct employers and contractors, originators of research with economic applications and as a cause of highly-skilled in-migration and visitor economy-related activities. Overall, Kent's universities generate over £900 million annually to the county's GVA¹. University-related development has also acted as a key driver of regeneration (for example in the role of the Universities at Medway in supporting the transformation of Chatham Maritime) and in supporting local culture and quality of life.
- 1.3. Last year, the Growth, Economic Development and Communities Cabinet Committee decided to explore the impact of Kent's universities on the local economy and to examine ways in which KCC could work better with them in support of growth. Three of the four Kent universities – Canterbury Christ Church University, University of Greenwich and the University of the Creative Arts – have so far presented to the Committee, with the University of Kent due to present on 3 March alongside this item.
- 1.4. The discussions following the presentations noted both the opportunities associated with closer joint working and the challenges in making this happen. On the one hand, Kent's universities are locally headquartered, have extensive employer links and have a clear interest in economic growth. On the other, they operate in national and international – as well as local – markets, and often face tough competition. Bearing this in mind, this report considers the areas in which KCC and the universities could work together, first in supporting business innovation and growth, and second in developing the local higher-level skills base.

2. Supporting innovation and growth

- 2.1. The role of universities in facilitating economic growth has received significant Government interest in recent years. A recent review of universities and growth carried out for the Government by Sir Andrew Witty recommended that supporting business growth should be recognised as a core part of universities' mission. This includes, for example, measures to increase the transfer of knowledge from university research to business, support for new companies established by academics and students, and increased direct work with SMEs as part of the research process.

¹ Estimate, based on Universities UK (2015), *The Economic Role of UK Universities*, p.2

- 2.2. The Witty Review also recognised the role that universities can play in working with local authorities and with Local Enterprise Partnerships, for example in linking specialist research expertise with local business need. However, university-business links will often be national and global, rather than purely local, and the Review advised against taking too narrow a geographical view:

“A preoccupation with geographical units tends to lead to a myopic concentration on what is inside the boundary, to the exclusion of what is outside”²

- 2.3. KCC should also be clear about where its expertise and added value lies: generally, the Council does not have deep knowledge of particular technologies and their applications, nor do we have experience in accessing research funding. Nevertheless, we do understand the county’s economy and its current business base and there is a major opportunity to take advantage of the economic value of the presence of Kent’s universities. The following are areas that we could explore further in developing a stronger partnership:

Linking business support programmes more effectively

- 2.4. During the sequence of university presentations, the Cabinet Committee heard examples of companies which have benefited from incubation support within the universities and which have also secured support from KCC-backed programmes, such as the Expansion East Kent, Escalate and TIGER schemes. The focus of KCC’s recent programmes on support for innovation and a sectoral concentration on higher-value sectors such as life sciences and low carbon technologies has reinforced this.
- 2.5. There could be mutual benefit in greater cooperation between KCC and university business engagement programmes, in establishing a clear understanding on both sides of what the programmes deliver, better data sharing and informing the design of new financial and other support products that KCC and its partners might develop. This could be accompanied by a better communication to business (in particular the SMEs, on which the Kent economy is largely based) of local universities’ research capabilities and how local firms may be able to engage with them. These areas could be explored with some or all of the universities over the coming months.

Developing concentrations of activity

- 2.6. Although universities have geographically extensive business links, they can play a key role in supporting local concentrations of innovative activity, for

² BIS (2013), *Encouraging a British Invention Revolution: Sir Andrew Witty’s Review of Universities and Growth*, p. 13

example in the incubator and innovation centre facilities currently developed at Canterbury and Medway, and in the emerging higher education presence at Discovery Park.

- 2.7. In the past, Regional Development Agencies (and to some extent local authorities) have made significant capital investment in university-based innovation facilities and business parks. Current resources are clearly more limited, and funds emerging from local sources are likely to be marginal compared with those available to universities either commercially or directly from national Government. Nevertheless, where there are capital projects that would clearly increase the ability to commercialise research for the benefit of the local economy, and where it can be demonstrated that alternative sources of funding are not viable, there may be a case for working with higher education institutions to secure investment from the Local Growth Fund and similar sources.

Making the most of KCC's public service mission

- 2.8. There are also some areas in which KCC could use its specific market knowledge as a commissioner of public services to work with universities to develop new technological solutions with commercial potential. For example, there could be a logical relationship between university research expertise in new telecare solutions; KCC's interest in commissioning better and lower-cost care (and its direct access to a provider and customer base); and the commercial opportunities that may be available to firms able to develop new products. This is already being explored and could support a significant area of activity.

3. Developing the local higher-level skills base

- 3.1. There is growing demand for university-level skills. The recent Kent and Medway Workforce Skills Evidence Base demonstrates that by 2022, over half of the county's workforce will require skills at least equivalent to foundation degree level. The Government's current emphasis on bridging the productivity gap between the UK and other major economies also reinforces the need for a more intensive use of higher level skills.
- 3.2. However, while the UK currently has an under-supply of graduates, research indicates that as many as 30% of graduates are 'mismatched' (i.e. unable to secure work in the labour market requiring the qualifications they have obtained)³. This reflects both gaps in 'general' skills (communications, data and analysis, etc.) and technical or job-specific skills that vary between industrial sector and occupation.

³ Universities UK (2015), *Supply and Demand for Higher-Level Skills*, 2, 24

- 3.3. Both KCC and Kent's universities (and the FE colleges offering higher education provision) have an interest in addressing the mismatch issue. Future employment prospects play an increasingly important role in students' choice of university. At the same time, an inability to secure the right skills in the local labour market acts as a brake on business growth – which is likely to be reinforced in Kent by the county's proximity to London and by the relative absence of large anchor companies able to invest heavily in skills development.
- 3.4. There are several ways in which KCC could work together with universities in addressing skills gaps:

Using the Skills Commission network

- 3.5. The Cabinet Committee discussed in the autumn the establishment of the new Kent and Medway Skills Commission. This is intended to provide a stronger business voice in planning future skills provision, and includes business representatives from the sector-based guilds and provider organisations. While the Skills Commission is largely focused on further, rather than higher education (reflecting the fact that universities operate in a national, rather than exclusively local, student market), there is substantial joint working between the HE and FE sectors and there is a university interest in working closely with schools to raise aspiration. The Commission also provides a mechanism to more clearly articulate business demand. As the Commission develops, it would be helpful to link the Kent universities more effectively with it, where they see added value.

Developing new provision to meet business demand

- 3.6. Building on the work of the Skills Commission, where businesses report significant higher-level skills gaps, there is an opportunity for KCC to work together with universities to develop new provision to fill them. This might include supporting business case development (for example, ensuring that business networks are engaged in identifying demand and ensuring that feasibility work takes full account of the needs of the local economy). In some cases, it is possible that while there may be a strong economic rationale for additional provision, viability may be limited in the short term (for example, if there are initial capital costs).
- 3.7. While KCC does not fund higher education and has no budget to do so, the Council could work closely with universities to secure Government and other external funding for new facilities, where they will clearly help to address local business need.

Providing opportunities for graduates and undergraduates

- 3.8. KCC also has a direct role as an employer in providing work experience, internship and temporary opportunities for students at Kent universities. Across the authority, a number of programmes already exist: while these tend to be led within divisions, there could be a value in understanding what we currently offer collectively and whether this could be expanded.
- 3.9. At the same time, all the Kent universities work with a range of employers to provide placement opportunities. Linked with the business support actions outlined in para. 2.5 above, further work could be done to link those businesses with which KCC and Kent and Medway Economic Partnership are engaged with universities, where graduate/ undergraduate placements could help meet business need and provide individual opportunities.

4. Moving forward

- 4.1. Depending on the views of the Cabinet Committee, the strands of activity outlined above could be developed further to set out a clearer approach to KCC's engagement with the higher education sector.
- 4.2. It should be noted however, that not all institutions will necessarily want to engage with KCC at the same level. As the presentations to the Cabinet Committee have highlighted, Kent's universities operate with different sectoral specialisms and geographical footprints, and they are of course independent, non-governmental institutions. So any approach adopted by the Council should be flexible to the range of institutions in Kent – and indeed those beyond the county that may support Kent businesses or recruit students from within the county.
- 4.3. Following discussion by the Cabinet Committee, it is proposed that the activities set out in this paper will be discussed with the universities and with business representatives (for example through the Business Advisory Board). A further paper will then be taken to the Cabinet Committee later in the year for consideration, alongside an outline programme of activity.

5. Recommendations

- 5.1. The Growth, Economic Development and Communities Cabinet Committee is recommended to:
 - a) CONSIDER this report in the light of the university presentations received to date; and
 - b) Agree to RECEIVE a further report at the next meeting of the Cabinet Committee outlining a strategic approach to KCC-university engagement.

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15 February 2016

Supporting documents

BIS (2013), *Encouraging a British Invention Revolution: Sir Andrew Witty's Review of Universities and Growth*
<https://www.gov.uk/government/publications/universities-and-growth-the-witty-review>

BIS (2015), *The Dowling Review of Business-University Research Collaborations*
<https://www.gov.uk/government/publications/business-university-research-collaborations-dowling-review-final-report>

Universities UK (2015), *The Economic Role of UK Universities*
<http://www.universitiesuk.ac.uk/highereducation/Pages/TheEconomicRoleofUKUniversities.aspx#.VsMWBkqnyM8>

Universities UK (2015), *Supply and Demand for Higher-Level Skills*
<http://www.universitiesuk.ac.uk/highereducation/Pages/HigherLevelSkillsReport.aspx#.VsMUuEqnyM8>

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

To: Growth, Economic Development and Communities Cabinet Committee – 3 March 2016

Subject: **Proposed Response to the Highways England Consultation on proposed route options for a new Lower Thames Crossing**

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: Environment and Transport Cabinet Committee – 11 March 2016 and Cabinet - 21 March 2016

Electoral Division: Gravesham Rural – Bryan Sweetland, Gravesham East – Colin Caller, Jane Cribbon

Summary:

This report outlines a proposed response to the Lower Thames Crossing (LTC) route options consultation launched by Highways England (HE) on 24th January.

It is proposed that Kent County Council (KCC) responds in support of HE's selection of a bored tunnel at Location C (the east of Gravesend) as the only viable crossing location. However, it is proposed that regarding the route in Kent, KCC makes clear its support of the Western Southern Link (not HE's preferred route) in line with KCC's response to the previous 2013 consultation by the Department for Transport (DfT).

A key concern is the elimination of the C Variant (upgrades to the A229 Bluebell Hill) and so it is proposed that KCC reiterates the necessity for the HE/DfT to consider the connection between the M20 and M2. The proposed LTC route includes a junction with the A226 and so this will become an attractive route for local traffic in both Gravesend and the Medway Towns. More information is required on traffic redistribution and associated environmental effects (air/noise pollution, capacity on the existing network, road safety) as well as the contribution the junction makes to the economic case for the LTC before KCC can support this.

Section 2 of this report sets out HE's route options, and section 3 the key principles of the proposed content of KCC's response.

Recommendation:

Cabinet Committee is asked to consider and comment on the proposed response to the Highways England consultation on a proposed route for a new Lower Thames Crossing.

1. Background

1.1 For many years, Kent County Council (KCC) has campaigned for increased capacity crossing the River Thames. In doing so, the key objectives for KCC have been:

- The ability to maximise the opportunity to provide real economic benefits both locally and nationally, and;
- To provide urgently needed network resilience and reliability, and improved strategic connectivity.

In pursuing both objectives, however, KCC has made clear that any solutions would need to mitigate against potential adverse impact on people and the environment.

1.2 This latest consultation is the next step in a project that has been ongoing for a number of years, with the previous consultation carried out in 2013. The details of the 2013 consultation can be found in Appendix A. The current consultation is non-statutory in advance of a preferred route being chosen by the DfT, the necessary detailed design and assessments will then be completed before a Development Consent Order is sought.

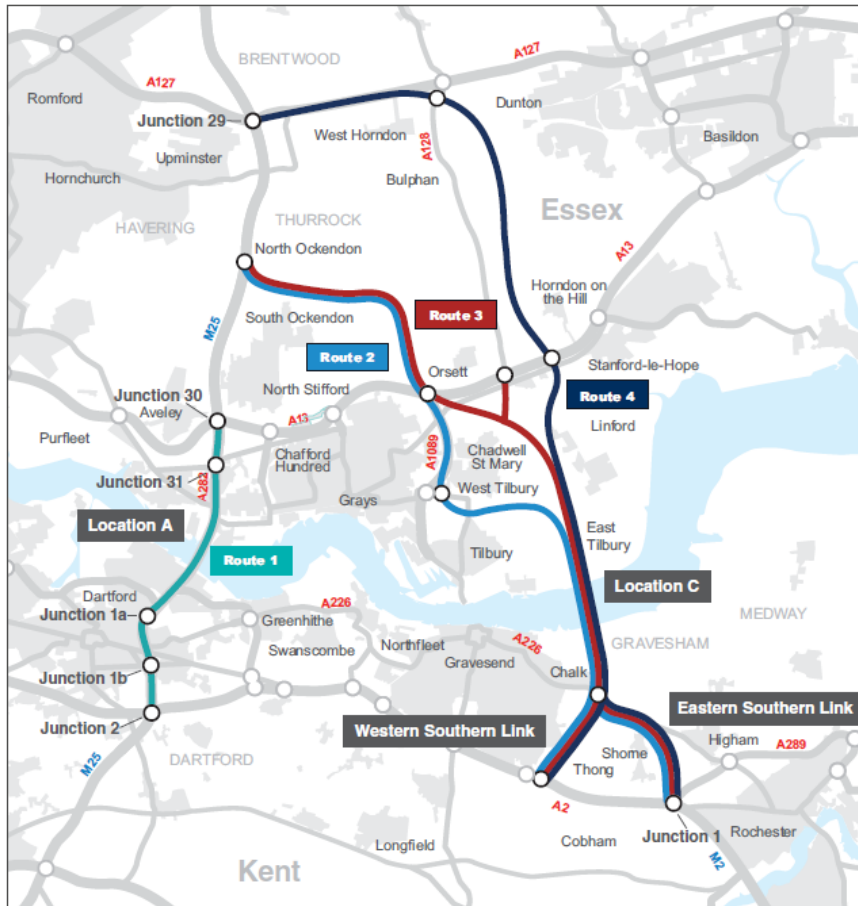
1.3. In response to the DfT's 2013 consultation, KCC expressed strong support for locating the new crossing at Option C (to the east of Gravesend), given the economic growth and job creation potential along with its positive impact on network resilience and the creation of a new strategic route from Dover to the Midlands and the North. This was supported on the condition that the connection of the proposed new Crossing to the M2 was moved westwards, thus connecting into the A2 and avoiding significant adverse environmental impact on the Kent Downs Area of Outstanding Natural Beauty (AONB), a Site of Special Scientific Interest (SSSI), ancient woodland and KCC's flagship country park (Shorne Woods). KCC's proposed western alignment would connect to the A2 between the East of Gravesend and Cobham junctions. Tunnelling was also supported as it was considered that this method would help to reduce the impact on the internationally protected Marshes. KCC also supported the Option C Variant (improvements to the A229 Bluebell Hill), recognising the importance of connectivity between the two motorway corridors.

1.4 KCC's full response to the Department for Transport's 2013 consultation on a new Lower Thames Crossing is attached at Appendix A.

2. Current consultation – January 26th to March 24th 2016

2.1 Following the 2013 consultation, Highways England (HE) was tasked with investigating route options for a new crossing. Location A (in the vicinity of the existing Dartford Crossing) and Location C (east of Gravesend) were assessed and, following further appraisal, a shortlist of four routes has been arrived at. The routes at Location C have two possible alignments in Kent: the Western Southern Link and the Eastern Southern Link. These proposed alignments, along with route options 1, 2, 3 and 4 through Essex are shown in Figure 1.

Figure 1- Lower Thames Crossing Route Consultation 2016 – Options



2.2 The current public consultation defines a proposed scheme within the Option C corridor¹: Route 3 with the Eastern Southern Link (ESL). This would be a dual carriageway connecting Junction 1 of the M2 to the M25 between Junctions 29 and 30, using a twin bored tunnel. There would also be a new junction with the A226. This proposal is stated to best meet the scheme objectives, which are:

- To support sustainable local development and regional economic growth in the medium to long term.
- To be affordable to Government and users.
- To achieve value for money.
- To relieve the congested Dartford Crossing and approach roads and improve their performance by providing free flowing north-south capacity.
- To improve the resilience of the Thames crossings and the major road network.
- To improve safety.
- To minimise adverse impacts on health and the environment,

2.3 HE’s proposed scheme has been recommended on the grounds that it:

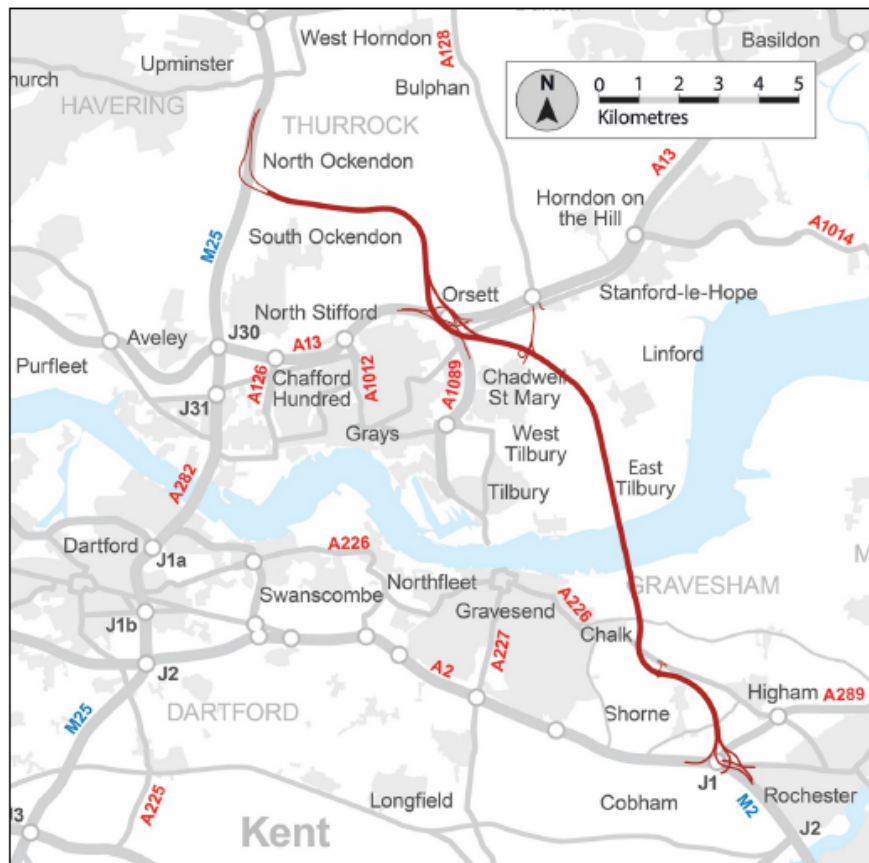
- Provides the best economic benefits of all the shortlisted routes evaluated and reduces traffic at Dartford and therefore reduces congestion.

¹ Consultation available at: <https://highwaysengland.citizenspace.com/cip/lower-thames-crossing-consultation>

- Can be largely constructed off-line avoiding the disruption caused by on-line works at Location A.
- Provides network resilience through a second independent crossing of the Thames.
- Provides a motorway-to-motorway experience for drivers.
- Reduces air and noise pollution along the existing A282 corridor at Dartford, whilst recognising that there are environmental and community impacts in the vicinity of the new scheme, including noise and air quality on communities alongside the proposed route.
- Will provide a new strategic link to the local, regional and strategic road network, increasing resilience and addressing future increases in traffic demand.

2.4 HE's proposed scheme is shown in Figure 2. The estimated the cost of construction is £4.3bn - £5.9bn.

Figure 2 - Highways England's Proposed Scheme – Route 3 with ESL



2.5 HE's analysis rejects additional capacity at the Dartford Crossing (Location A) as not meeting the transport and economic objectives for a new crossing. According to HE analysis, traffic would still have to be funnelled through the existing Dartford corridor junctions, so severe constraints on the network would remain, resulting in congestion. In addition, construction is anticipated to cause considerable disruption to the existing crossing for an estimated period of at least 6 years involving reduced speed limits and extensive traffic management. Finally, it was concluded that this location offered far less value for money compared to the three route options at Location C. However, the DfT are clear that Location A is still an option that they will consider in making their decision.

2.6 The two proposed route options in Kent will have varying impacts on the surrounding area. These, and more information on the current proposals, are explained in Appendix B.

3. Proposed KCC Response to the Highways England Consultation

3.1 Appendix C sets out the proposed detailed response to the Consultation Questionnaire. The key principles of this draft response are set out below. Further details will be added as they are received from KCC Officers and colleagues at Medway Council and Gravesham Borough Council.

3.2 KCC strongly agrees with the proposal for a new Crossing at Location C, east of Gravesend and Tilbury. The reasons for this are:

- **Economic benefits** – fundamentally the economic benefits of a new Crossing at Location C are significant and this location has the greatest potential for regeneration and job creation. Further, these benefits are of a substantially greater scale than expansion of capacity at Dartford can provide (see Table 1). The 2010 KPMG study calculated that Location C could contribute £12.7 billion to the local economy,
- **Network resilience** – the provision of an independent crossing built to modern standards and suitable for all users will not only radically improve the resilience of crossing the Lower Thames but also the resilience of the strategic road network (SRN) between Kent, the Midlands/North and mainland Europe.
- **Strategic transport benefits** – the HE consultation documents and other studies have shown that during incidents at Dartford, traffic diverts to other crossings (notably the Blackwall Tunnel) or the long way around the M25. Therefore by providing a suitable alternative crossing point, with the dual benefit of releasing capacity at Dartford, capacity will be released elsewhere on the SRN. The provision of a faster, more reliable route to the Midlands and North from the Kent ports will be particularly attractive to long-distance freight traffic and will have the benefit of diverting many of these journeys away from Dartford.
- **Bifurcation** – the new Crossing will enable Kent's policy objective of bifurcation to be implemented, splitting traffic to and from the Eastern and Western Docks in Dover between the M2/A2 and M20/A20 corridors. With the addition of some improvements to the M2/A2, this will create a high quality strategic corridor that will cater for the likely significant growth of the Port and thereby release capacity on the M20. By varying tolls linked to the Dartford Crossing, traffic can be encouraged to choose a particular route.

Table 1: KCC commissioned studies by KPMG and URS – job creation

	Location A	Location C
KPMG (jobs)	1000	6000
URS (jobs)		
Local jobs	7,600	9,100
Local + hinterland (all of Kent and Essex counties)	23,000	32,300

- 3.3 Essex County Council has proposed to support KCC’s route choice south of the river and it is therefore proposed that KCC should reciprocate and support Essex’s choice of Route 2, 3 or 4 to the north of the Thames. Regardless of the specific route chosen north of the river, the need for connectivity between the ports and the Midlands/North is imperative. The HE traffic modelling has shown that forecast traffic volumes on Routes 2, 3 and 4 are broadly similar at around 77,000 on average each day. Therefore traffic volumes have not been a factor in determining the HE’s preferred route north of the Thames
- 3.4 KCC strongly supports the **Western Southern Link (WSL)**. This is also the proposed position of Medway Council and, as above, Essex County Council will offer their support. This is not HE’s proposed route. The reasons for this route choice are:
- **KCC’s proposals** – in 2014 KCC commissioned work to design an alternative alignment because the DfT’s indicative route in the 2013 consultation went centrally through Shorne Country Park. It is KCC’s alignment that is referred to as the WSL in the 2016 consultation and therefore historically we have supported it.
 - **Junction with the A2/M2** – the Eastern Southern Link (ESL) would terminate with the M2 at Junction 1. This is already a complex junction and using this will require a fourth level of slip roads on viaducts up to 23m high. The increase in complexity will also have possible safety implications and could lead to the whole junction locking up if there is an incident on one part of it. Conversely the WSL would create a new junction on the A2. Although this would require realignment of the A2, this could be completed with minimal disruption to the running of the A2.
 - **Relationship with Gravesend** – currently the majority of Gravesend Borough Council’s (GBC) planned growth is to the west of the town centre but this new link to the SRN to the east of Gravesend could see development proposals put forward. The WSL would create a defined boundary that would limit urban expansion. The WSL is also an opportunity to enhance flood defences.
 - **Environmental impacts** – the WSL would mostly be located outside of the Kent Downs Area of Outstanding Natural Beauty (AONB) whereas the ESL has a greater footprint within it, as well as impacting on the Great Crabbles Wood Site of Special Scientific Interest (SSSI) Both would have impacts on the area’s heritage but the ESL would divide Shorne Parish and be in closer proximity to a number of listed buildings.
 - **Traffic flows** – the choice of WSL or ESL does not have a significant impact on the total volume of traffic using the Crossing but it does influence the distribution of traffic on the existing road network. The ESL tends to attract more HGV traffic but with the WSL more light vehicles would divert

from Dartford. The ESL provides more relief to the A2 west of M2 Junction 1 and to the M20 at Maidstone, but puts significantly greater pressure on the M2 west of Junction 1 compared to the WSL.

- 3.5 KCC will argue that it is essential that property owners, who have already been blighted by the two proposed routes, are fully compensated for the loss of property value and inability to now sell if they need or want to move. This consultation has caused considerable distress in the local community and a swift decision on the preferred route option must be taken by Government following the consultation so as to minimise the uncertainty around the two potential routes through the community.
- 3.6 If Location C is chosen, irrespective of whether the WSL or ESL is built, there will be an improvement in air quality at Dartford on opening year owing to the forecast 14% decrease in traffic at the existing Crossing. The HE modelling has shown that no sensitive receptors (residential properties) will be at risk of exceeding air quality limits on any of the Location C routes. However, full modelling will be carried out at the next stage of project development. KCC is liaising with GBC on the air quality implications. For noise impacts the modelling has shown a net benefit as properties close to roads where traffic flow will decrease will have a reduction in noise levels but those in the vicinity of the new road or roads where traffic volumes will increase will have likewise experience an increase in noise levels. Again, KCC is liaising with GBC on this issue.
- 3.7 KCC strongly supports the choice of a bored tunnel because this would minimise the impacts on residents and the environment in North Kent. It will also eradicate the risk of a closure due to high winds, which already affects the Dartford Crossing. A bored tunnel will provide the most resilient river crossing. Of the three crossing alternatives (bored tunnel, bridge or immersed tunnel), the bored tunnel provides the least damaging environmental impacts, KCC therefore agrees with the HE contention that it is the **only viable option**.
- 3.8 Longer distance traffic using the new Crossing should remain on the Strategic Road Network (motorways and trunk roads) and not leak onto the Local Road Network which would cause traffic problems for KCC's roads. Therefore KCC requires more evidence before a judgement can be made on the proposals for a new junction with the A226. The reasons for this are:
- The new junction will improve accessibility to Gravesend, the Medway Towns and via the rural roads from the Hoo Peninsula. It is likely that traffic on the A226 (including through Higham) will increase as well as that on the local road network leading into the A226. The HE modelling shows an increase in the order of 8,000 vehicles per day on average using the A226 on opening year but it does not state which proportion will be from the west or east of the junction. No modelling demonstrating the effects on the local road network has been made available.
 - Likewise, in the event of an incident at the junction with the A2/M2 the alternative junction with the A226 will become the alternative route. It has not been demonstrated that the proposed junctions with the A226 can support forecast traffic flows and are future-proofed for growth; although the

WSL design is a substantial interchange the ESL design involves two relatively small roundabouts.

- KCC needs to assess modelling of a “no A226 junction” scenario to establish the impacts on trip distribution and at key pressure points on the network; and also the effect on the economic benefits of the Crossing.
- However, the addition of this junction would potentially be of benefit in the event of an incident in or near the tunnel as traffic could be directed to leave the LTC.

3.9 KCC urges the HE and DfT to address the C Variant (upgrades to the A229 Bluebell Hill, including the possibility of free-flow slips at the M2 and M20 junctions) in wider road investment plans. Although KCC welcomes the commitment to consider the A229 in regional route planning, the A229 is the most direct link between the M20 and M2 and already suffers from significant congestion and stress at peak times. The link between the two motorway corridors needs to be considered as part of the Lower Thames Crossing project. The reasons for this are:

- KCC has to date not been able to assess any traffic modelling that demonstrates why the C Variant has been ruled out. However, the information available shows that the A229 will have an increase in traffic. It can be inferred that a high proportion of the decrease in traffic volumes on the M20 west of the A228 would have diverted to the M2, with the A229 being the most attractive route. This is in the order of 5,000 vehicles a day.
- Not addressing the junctions at either end of the A229 but nevertheless encouraging increase traffic will have possible safety implications, with the slip roads blocking back on the A229. Information on how the junctions have been modelled is not available in the consultation documents and therefore it is unknown if this is fully taken account of.

3.10 KCC promotes a number of wider network improvements and believes these must be delivered in conjunction with the Crossing to fully realise its benefits. It is vital to the UK economy that the Channel Corridor operates efficiently and is resilient to incidents on the network. By splitting Port traffic between the M2/A2 and M20/A20 corridors (bifurcation) a second strategic route is available. To make this a high quality route the following upgrades are required:

- M2 Junction 7 (Brenley Corner) improvements to increase capacity and provide free-flow between the M2 and A2.
- Dualling sections of single carriageway on the A2 north of Dover along Jubilee Way to Whitfield and near Lydden.
- M20 Junction 7 improvements to provide ease of access between the A249 and M20.
- M2 Junction 5 Stockbury improvements to provide free-flow between the M2 and A249, which will improve another strategic link between the M2 and M20.

3.11 These upgrades have been costed by KCC and could be delivered for (*high level cost estimates are currently being updated*). In addition to these essential improvements, upgrades to the A249 to include widening and straightening, and the removal of at-grade junctions for local traffic would support bifurcation.

- 3.12 This consultation, whilst it is focused on route options, also needs to consider the impact on existing junctions on the local road network. Where improvements are required as a result of the changing traffic flows created by the new Crossing then such improvements should be funded as part of the scheme to avoid future problems for the Highway Authority.
- 3.13 KCC believes that the anticipated opening year of 2025 is unacceptably far away when congestion at the Dartford Crossing is a problem today. KCC disagrees with the contention that using private sector funding would lead to a 2 year delay in opening the Crossing, and has conducted research that demonstrates that private infrastructure investors across the world are ready to be involved in such a project today.
- 3.14 Finally, the Consultation Questionnaire asks for comments on the consultation itself. It is proposed to state:
- The consultation was launched unexpectedly without prior stakeholder notification. Hard copies of the Scheme Assessment Report were received a week after launch and hard copies of the appendices (including detailed maps) a week after that.
 - Information has been sporadically released on the consultation website throughout the first few weeks of the consultation, including relating to property blight which will be particularly pertinent and sensitive to the communities on the proposed routes.
 - A range of technical information that is necessary in assessing the impacts of the proposed scheme and relative merits of the different routes is not available, and has not been forthcoming following multiple requests to HE. This has also been the experience of other stakeholders, including Medway Council who have also tried to get the same information.

4. Financial Implications

- 4.1 It is unknown if there are any financial implications at this time. This is considered to be dependent on the final route chosen by the DfT and could include the potential for KCC to sell any property in the vicinity of the route.

5. Legal implications

- 5.1 In terms of KCC's consultation response, no known legal implications.

6. Equalities implications

- 6.1 In terms of KCC's consultation response, no known equalities implications.

7. Other corporate implications

- 7.1 In terms of KCC's consultation response, no known corporate implications.

8. Governance

- 8.1 The delivery of a new Lower Thames Crossing is being led by Highways England and KCC is part of a Stakeholder Advisory Panel.

9. Conclusions

- 9.1 Highways England's route consultation will close on 24th March 2016, after which they will make a recommendation to the Secretary of State on the preferred option. A final decision by the Secretary of State is expected before summer recess. At present, the expected timescales for delivery are for construction of the new crossing to commence in 2020/21 during the next Road Investment Strategy (RIS), with an anticipated operational date of 2025.
- 9.2 This paper is also being presented to Cabinet on 21st March 2016.

10. Recommendation

- 10.1 Cabinet Committee is asked to consider and comment on the proposed response to the Highways England consultation on a proposed route for a new Lower Thames Crossing.

11. Background Documents

Appendix A – KCC's Full Response to the Department for Transport's 2013 Lower Thames Crossing Consultation.

Appendix B – Background to the Lower Thames Crossing consultation and further details on the 2016 route options.

Appendix C – KCC's detailed proposed response to the consultation (draft).

Appendix D – Extract from Highways England Maps of Western Southern Link and Eastern Southern Link.

12. Contact details

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Appendix A

Options for a new Lower Thames crossing KCC draft response to the Department for Transport's (DfT) 2013 consultation questionnaire

1. Do you agree that there is a strong case to increase road-based river crossing capacity in the Lower Thames area?

Agree.

Kent County Council (KCC) categorically agrees that it is clear from existing traffic volumes and levels of congestion on the Dartford -Thurrock Crossing that more road based capacity is needed across the Lower Thames now.

Traffic volumes are such that the design capacity of the crossing is regularly exceeded and the regular average delay per vehicle (almost 50% of vehicles in excess of 9 minutes) clearly points to the fact that the existing crossing is a current and real constraint to growth. The Council believes the DfT's estimated cost to the economy of this congestion of £15m is significantly underestimated (the DfT have previously quoted £40m) and that in reality, this figure should be substantially higher.

DfT's 2011 forecasts of traffic growth of 41% by 2035¹ on top of the existing congestion levels are sufficient to establish that the introduction of free-flow tolling will not create anything other than very short term relief. The fundamental issues of the crossing being over capacity and providing extremely low levels of network resilience will remain.

In addition to this the Thames Gateway is Europe's biggest regeneration area with 160,000 houses and 225,000 jobs planned by 2026. There are a number of substantial developments coming forward within this area including London Gateway opening in the 4th quarter of 2013 which will be the UK's biggest deep water port and Europe's largest logistics park generating 12,000 jobs and proposals for Paramount Park Resort generating 27,000 jobs with an anticipated opening in 2018.

Current congestion on the existing crossing along with forecast traffic growth and the significant scale of potential development makes additional crossing capacity top priority to ensure growth is not constrained across the Thames Gateway and the area delivers its full potential for the local and national economies.

While KCC agrees that more crossing capacity is required in the Lower Thames area and that in the first instance this needs to be roads based, the Council also urges DfT to maximise the opportunities for modal shift through scheme design.

¹ DfT Road Traffic Forecasts 2011

2. Which of the following location options for a new crossing do you prefer?

Option C variant: connecting the M2 with the A13 and the M25 between junctions 29 and 30, and additionally widening the A229 between the M2 and the M20.

Other

If other, please provide details.

KCC supports Option C variant on the condition that the connection to the M2 is moved westwards thus connecting into the A2. By realigning this connection westwards, significant adverse environmental impact on the Kent Downs Area of Outstanding National Beauty, a Site of Special Scientific Interest (SSSI), ancient woodlands and KCC's flagship country park can be minimised. This western alignment would connect in to the A2 between the East of Gravesend and Cobham junctions. KCC acknowledges it is likely there will be some impact for local access options where insufficient merge/weave lengths on the A2 may require the closure of a slip road. The Council's view is that overall, given the potential extent of the environmental impact of the DfT proposed connection, this realigned connection would be preferable and is a feasible and deliverable alternative.

In addition, to reduce the impact of this route on the residents on the eastern edge of Gravesend and on a SSSI to the north east of Chalk, KCC would want to see the tunnelling start south of Lower Higham Road (approx. chainage 2500 rather than chainage 4000).

Option C variant provides a clear opportunity for the DfT to not only radically improve the capacity and resilience of crossing the Lower Thames, but to also provide urgently needed resilience in the strategic network across Kent and between Kent's ports and the Midlands and the North. KCC has bifurcation, the splitting of traffic to and from the eastern and western dock facilities in Dover, between the M20/A20 and M2/A2 corridors, as a key objective of its transport policy. In addition to a new Lower Thames Crossing, bifurcation involves a number of improvements on the A2 to deliver a high quality strategic corridor that will cater for the significant growth planned at Dover with its plans for a new terminal, and Calais which is set to double in size by 2016, as well as general traffic and freight growth. DfT forecasts are for HGV volumes to growth by 43% and LGVs by 88% by 2035¹. In addition Government forecasts growth in Roll on Roll off (RoRo) traffic will grow by 101% by 2030². This would equate to 3.8 million HGVs using Dover with around 1.3 million of these using a Lower Thames crossing.

These improvements to achieve bifurcation of traffic between the M20/A20 and M2/A2 corridors to and from Dover include:

- A2 Lydden dualling and dualling of a number of single carriageway sections on approach to Dover

² National Ports Statement

- M2 J7 Brenley Corner improvement to increase capacity and provide free flow between the M2 and A2
- M2 J5 Stockbury to provide free flow between the M2 and A249 to enable the A249 link between the M2 and M20 to provide relief to the A229 link and additional network resilience
- Improvements to A249 including widening and straightening of A249 Detling Hill and 2 underpasses to remove local access
- M20 J7 improvements to provide ease of access between A249 and M20.

KCC has carried out preliminary work to assess the feasibility of the above works and concludes that these schemes are feasible and deliverable. A preliminary cost estimate for the above works is £280 million.

KCC advocates in the strongest terms and presses Government to deliver as a matter of urgency:

1. Option C variant with the connection to the M2 J1 realigned to the west between East of Gravesend and Cobham junctions
2. An increased length of tunnelling from chainage 4000 to chainage 2500
3. The bifurcation improvement works and A249 resilience works outlined above and costed at £280 million.

KCC firmly believes the above offers the best option to support local and national economic growth.

Conversely, Options A and B lack strategic vision, are a missed opportunity to deliver real economic growth, and the lack of network resilience and reliability afforded by each of these corridors would lead to continued misery for motorists and costs to business. Also a significant omission and fundamental flaw in DfT's cost estimates is the exclusion of the cost of M25 J30/J31 at £750 million and J2 improvements (not costed). This would significantly reduce the BCR and hence value for money of either Option A or B.

3. Please indicate how important the following factors were in influencing your preference for the location of a new crossing, in answer to Q2.

	Not Important	Important	Very Important
Forecast contributions to the national economy			x
Forecast reductions in congestion at the existing Dartford-Thurrock Crossing and forecast improvements to the resilience of the surrounding road network			x
Forecast reductions in greenhouse gas emissions			x
Smaller forecast adverse impacts on environmentally sensitive areas and larger forecast improvements in quality of life relative			x

to other location options			
Smaller forecast adverse impacts on planned development relative to other location options			x
The distribution of forecast impacts on people within a range of different income groups		x	
Lower estimated costs relative to other location options	x		
Forecast value for money		x	
Other			

The key objectives for KCC in securing additional crossing capacity of the River Thames are:

- The ability to maximise the opportunity to provide real economic benefits both locally and nationally, and;
- To provide urgently needed network resilience and reliability, and improved strategic connectivity

while achieving both these elements with the least adverse impact on people and the environment.

Economic benefit, network resilience and strategic connectivity

In terms of the economic growth and regeneration aspects, a number of studies have been carried out over the years. The table below sets out the results of 3 of those studies.

Regeneration	Option A	Option B	Option C	Option C variant
DfT study (jobs)	500	2100	3000	3200
KPMG study ³ (jobs)	1000	-	6000	-
URS study ⁴ (jobs)				
Local jobs	7,600	10,600	9,100	-
Local + hinterland	23,000	35,807	32,300	-

Economic Growth	Option A	Option B	Option C	Option C variant
Total business benefits	£950m	£1,800m	£3,400m	£4,400m

For regeneration potential and the creation of jobs, the DfT work as part of the current consultation shows that Option C and C variant will provide the greatest job numbers. The KPMG study commissioned by KCC in 2010 similarly shows that Option C would contribute £12.7 billion to local GVA, through a six-fold increase in jobs over Option A. The most recent study by consultancy firm URS, jointly

³ Lower Thames Crossing, KPMG for Kent County Council (August 2010)

⁴ Third Thames Crossing Regeneration Impact Assessment (December 2012)

commissioned with Essex County Council and Thurrock Council, shows that Option B has slightly greater job potential than Option C and significantly greater than Option A. These URS figures include the Paramount Park Resort development and therefore assume that this development would be compatible with Option B. The DfT Option B corridor, however, clearly impacts on the potential to deliver the Paramount Park Resort as well as the already consented Ebbsfleet development for 3,300 dwellings and commercial quarter. An earlier iteration of the URS work without Paramount Park Resort concluded that Option C performed better than Option B for the number of jobs created.

While all 3 studies have used different methodologies in assessing regeneration impacts, they are relatively consistent in concluding that Option C (this is the case for the URS work without Paramount Park Resort) will provide the strongest regeneration benefits.

For total business benefits again Option C and C variant provide substantially higher returns than either Options A or B.

Regarding the network resilience aspect key to the objectives KCC would want from any new crossing it is clear that Option A, while relieving the immediate crossing will not do anything to the approaches to the crossing. Congestion and incidents on these approaches will to a large extent negate the benefits from the additional crossing capacity in this location. Peak traffic volumes of up to 180,000 vehicles per day will still gridlock J30/31 and J2 and the approach roads and will lead to queuing traffic for 18 hours a day. This will simply reduce UK productivity and competitiveness and result in a missed opportunity to boost British business and the national economy.

The DfT's own modelling work concludes that Option B is attractive for local trips and therefore will operate to add traffic to the already congested local road network while providing none of the network resilience or strategic connectivity so vital to productivity and economic growth.

Environmental and local impacts

For environmental factors covering biodiversity, landscape and townscape, the pattern is greater impact the further east the route on the Kent side of the Thames. Option B has number of significant heritage constraints in Kent and the key issues for Option C in Kent are in relation to environmental designations to protect wildlife and habitats. For greenhouse gas emissions Option C variant and C are strongest as they produce the greatest reductions due to the reduced journey distances for long distance traffic.

Option C variant is forecast to provide the most benefit in relation to local impacts on air quality due to the shortened journey distances for long distance trips combined with free flow traffic conditions over a greater area of the road network. Option B performs worst in relation to air quality. Option A is forecast to have least impact in terms of noise with this impact increasing as the corridor options move east.

For congestion Options C and C variant produce the greatest congestion reduction in Dartford and Thurrock and also the most network resilience through the creation of a new strategic route as an alternative to the existing crossing corridor. The table below summarises this.

Key to Table	
□□	Very positive impact
□	Positive impact
-	No discernible impact
x	Negative impact
xx	Very negative impact

	Option A	Option B	Option C	Option C variant
Biodiversity	Slight to large adverse xx	Moderate to large adverse xx	Very large adverse xx	Very large adverse xx
Landscape and townscape	Neutral to slight adverse x	Moderate adverse xx	Moderate to large adverse xx	Moderate to large adverse xx
Greenhouse gases	£31m □	-£60m x	£278m □□	£381m □□
Air quality	£0m	-£2m	£8m	£10m
Noise	-£9m	-£70m	-£72m	-£79m
Congestion: - In Dartford - In Thurrock	-16% 1%	-17% 1%	-19% -3%	-20% -3%

It is KCC's view that the only option that will provide a real opportunity to boost economic growth, assist regeneration and provide the strategic connectivity business needs to boost productivity and competitiveness while 7 minimising adverse impacts, is Option C variant with the additional improvements specified in Q2 above.

4. Is your preference for the location of a new crossing, in answer to Q2, conditional on whether a bridge, bored tunnel or immersed tunnel is provided?

Yes

Either bored or immersed tunnel

KCC would want to see either a bored or immersed tunnel structure for Option C as this presents good value for money for this route which would, with an additional 1.5km of tunnel from chainage 4000 to chainage 2500, minimise impact to residents and the environment in North Kent. A tunnel option will also eradicate the issue of

disruption and congestion caused by restrictions or closure of a bridge due to high winds.

5. Do you wish to add any further comments?

KCC has held extensive discussions with North American private sector investors who regularly finance large scale tolled roads projects and are keen to be involved in the delivery a new Lower Thames crossing. They firmly hold the view that this scheme could be delivered at no cost to the public purse and are hungry for such opportunities.

KCC also urges DfT to significantly accelerate their programme of delivery to a 2018 start on site and an opening year of 2020 rather than the DfT stated starting date of not later than 2021 with an opening year of 2025. With a clear lead from Government, KCC believes a 2018 start date would be feasible and more importantly, is essential, given the clear and immediate need for additional crossing capacity.

KCC firmly believes the option set out under Q2 presents a real and deliverable opportunity for Government to show the kind of leadership and vision that the Victorians demonstrated in building the great transport systems of over a century ago which are still critical to business and society today. Choosing the least cost option would obviously be the easy option, but it would also be a real missed opportunity that the UK economy simply cannot afford. DfT needs to make a bold decision that will be the right choice for not only Kent, but also the Treasury through the long term returns to the national economy.

The vision KCC's preferred option will deliver is not only a resilient and futureproofed strategic network, but a massive and much needed boost to the local Thameside economy and more importantly, to UK plc.

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Appendix B – Background to the Lower Thames Crossing consultation and further details on the 2016 route options.

1 Background

- 1.1 On the 21st May 2013, the Department for Transport (DfT) launched their first consultation on the need and options for a third Lower Thames Crossing. This consultation focused on three corridor options: Option A (at the existing Dartford Crossing), Option B (crossing the Swanscombe Peninsula) and Option C (a route to the East of Gravesend). There was also an Option C Variant providing additional improvements to the A229 Bluebell Hill, the link between the M2 and the M20.
- 1.2 In response to the DfT's 2013 consultation, KCC expressed strong support for locating the new crossing at Option C, given the economic growth and job creation potential along with its positive impact on network resilience and the creation of a new strategic route from Dover to the Midlands and the North. This was supported on the condition that the connection of the proposed new Crossing to the M2 was moved westwards, thus connecting into the A2 and avoiding significant adverse environmental impact on the Kent Downs Area of Outstanding Natural Beauty (AONB), a Site of Special Scientific Interest (SSSI), ancient woodland and KCC's flagship country park (Shorne Woods). KCC's proposed western alignment would connect to the A2 between the East of Gravesend and Cobham junctions. Tunnelling was also supported as it was considered that this method would help to reduce the impact on the internationally protected Marshes. KCC also supported the Option C Variant in response to the 2013 consultation, recognising the importance of connectivity between the two motorway corridors.
- 1.3 As a result of the 2013 consultation, Option B (Swanscombe) was discounted by the DfT due to it posing significant risk of jeopardising major redevelopment of the Swanscombe Peninsula combined with a lack of public support. The DfT then instructed Highways England (HE) to further investigate Option A, C and C Variant.

2 Current consultation – January 26th to March 24th 2016

- 2.1 Following the 2013 consultation, HE appraisal ruled out the C Variant because, according to HE assessment, it was shown to have insufficient impact in transferring traffic from the existing Dartford Crossing to the new Lower Thames Crossing, would have a high capital cost, and a high environmental impact on the AONB. However, it does anticipate giving further consideration to this link separately as part of HE's ongoing regional route planning.
- 2.2 A shortlist of four routes was then produced, one at Location A and three at Location C that take different routes through Thurrock and Essex. The Location C routes each have two options south of the river in Kent; the Eastern Southern Link (running to the east of Shorne village) and the Western Southern Link (to the west of the village of Thong).

- 2.3 The current public consultation was launched by HE on 26th January 2016, proposing a preferred route within the Option C corridor¹. The proposed scheme is Route 3, a dual carriageway connecting Junction 1 of the M2 to the M25 between Junctions 29 and 30, using a twin bored tunnel. The Eastern Southern Link has been identified by HE as the option best meeting the scheme objectives. However, KCC has to date favoured the connection being to the west into the A2 to minimise environmental impacts. Both options include a new junction with the A226, which will affect traffic flows on the local road network in Gravesend and from the Medway towns. The reasons for the HE's route recommendation are that it:
- Provides the best economic benefits of all the shortlist routes evaluated and reduces traffic at Dartford and therefore reduces congestion.
 - Can be largely constructed off-line avoiding the disruption caused by on-line works at Location A.
 - Provides network resilience through a second independent crossing of the Thames.
 - Provides a motorway-to-motorway experience for drivers.
 - Reduces air and noise pollution along the existing A282 corridor at Dartford, whilst recognising that there are environmental and community impacts in the vicinity of the new scheme, including noise and air quality on communities alongside the proposed route.
 - Will provide a new strategic link to the local, regional and strategic road network, increasing resilience and addressing future increases in traffic demand.
- 2.4 HE's analysis rejects Route 1 (additional capacity at the existing Dartford Crossing) as not meeting the transport and economic objectives for a new crossing. However, this is still an option that the DfT will consider in choosing their preferred route.
- 2.5 The two possible route alignments in Kent will have different impacts. These are explained in more detail below, and outline plans of the routes are shown in Figure 1.
- 2.8 **Western Southern Link (alignment proposed by KCC in 2014)**
To the north of the A2, the route would be on an embankment before moving to a cutting and passing under Thong Lane between Gravesend and Thong and then crossing the golf course towards the A226. The tunnel portal would be between the A226 and Lower Higham Road. At the A226 to the east of Chalk would be an all movements grade separated junction. To achieve the required slip road length, the A226 would have to be realigned approximately 1km from the tunnel portal.
- 2.9 The junction with the A2 would be all movements free-flowing but owing to limited space, it would require the realignment of the A2 to the north over a length of approximately 2.5km. Owing to tight curvatures, speeds on the slip roads would be limited, some to 30mph. There would also be some changes

¹ Consultation available at: <https://highwaysengland.citizenspace.com/cip/lower-thames-crossing-consultation>

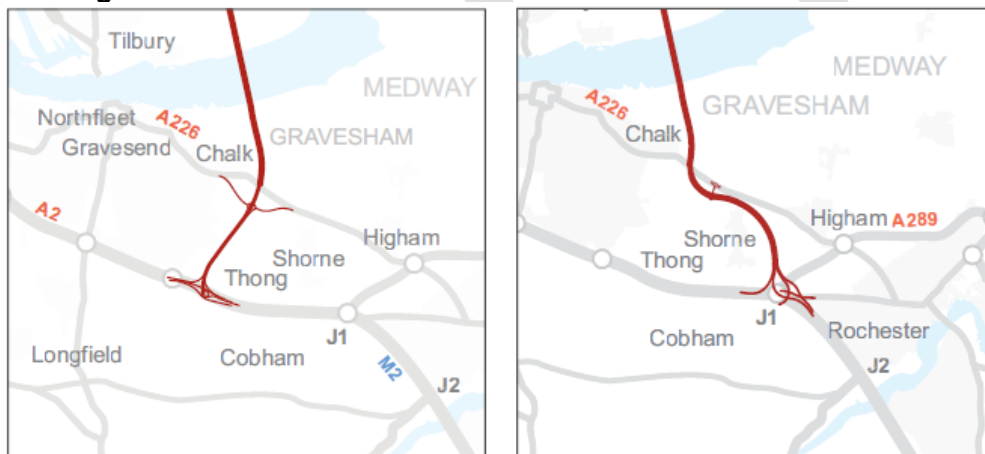
to local access to the A2, with a new link road provided. It would also require the demolition of the service station on the A2.

2.10 Eastern Southern Link (HE's proposed scheme)

From Junction 1 of the M2 the route would go to the west of Great Crabbles Wood and east of Shorne, then on towards Lower Higham Road and Chalk. To the north of the M2, the road would be on a viaduct before entering a cutting beneath Pear Tree Lane, and then an embankment for approximately 800m before a cutting at Crown Lane, and embankment at the proposed junction with the A226. From this point, the alignment would be in a cutting to the tunnel portal.

2.11 The junction with the M2 would be complex, with the new connection creating a fourth level of slip roads. In combination with the topography of the area this will require pier heights up to 23m. Speeds on the slip roads would vary between 50mph and 70mph

Figure 1 – The Western Southern Link and Eastern Southern Link



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Appendix C - KCC's detailed proposed response to the consultation (draft).

This is a draft of the proposed response set out to each of Highways England's (HE) consultation questions. Supplementary information is being prepared and the responses will have further detail added from KCC Officer comments and work being undertaken by colleagues at Medway Council and Gravesham Borough Council.

Information included in italics does not form part of the draft response but is to be updated or added to as the draft is progressed.

1 **Q: On balance, do you agree or disagree with our proposal for the location of a crossing, at Location C?**

Strongly agree.

1.1 KCC strongly agrees with the proposal for a new Crossing at Location C, east of Gravesend and Tilbury. The reasons for this are set out below.

1.2 **Economic benefits**

Fundamentally, the economic benefits of a new Crossing at Location C are significant in their own right. Further, they are substantially greater at Location C than at Location A. Work undertaken by the Department for Transport (DfT) as part of the 2013 consultation identified that Location C and the C Variant had the greatest potential for regeneration job creation.

1.3 KCC has also previously commissioned studies to further investigate the potential economic benefits of each proposed location. In 2010, KPMG produced a high level assessment of the economic benefits of a new crossing based on an opening year of 2021. This calculated that Location C has the potential to contribute £12.7 billion to the local economy, mainly through job creation. This is six times higher than at Location A. Subsequently, in 2012 URS carried out a more detailed assessment of the regeneration impacts. The findings supported the KPMG work and found Location C would generate the highest number of jobs and housing development. These studies are summarised in Table 1.

Table 1: KPMG and URS studies job creation

	Location A	Location C
KPMG (jobs)	1000	6000
URS (jobs)		
Local jobs	7,600	9,100
Local + hinterland (all of Kent and Essex counties)	23,000	32,300

1.4 A new Lower Thames Crossing (LTC) at Option C would also benefit the logistics sector (both in Kent and nationally) by enabling reliable and quicker journey times and thereby reducing operating costs. Access to potential

- employees and to other businesses would be improved, including to the Midlands and North (and its aspirations to become the Northern Powerhouse), which will in turn, make Kent a more attractive place to do business.
- 1.5 The growth of Heavy Goods Vehicle (HGV) traffic crossing the Thames is severely constrained by the current congestion and capacity problems at Dartford. HGV activity is correlated with economic activity and the HE analysis has shown that generally the Location C routes increase HGV traffic over and above the Location A route, which is indicative of the increased potential for economic growth at Location C.
- 1.6 In addition, growth in the Dartford area (particularly that generating employment opportunities), is constrained by the congestion at Junctions 1a, 1b and on the A2. This prevents access to the Strategic Road Network (SRN) for businesses and causes the frequent severance of Dartford town centre from the rest of the Borough. Congestion at these junctions and on the A2 can result in the B255 St Clements Way and the A206 Crossways Boulevard being used as an alternative route with implications for Junction 1a and, importantly, the A2 Bean Junction and the A226 London Road/St Clements Way Junction. A new Crossing at Location A would not resolve these problems but would in fact worsen them, imposing constraint on the planned growth for the Ebbsfleet Garden City.
- 1.7 *KCC has written a summary narrative of the work undertaken to date on the economic benefits of a new LTC to the east of Gravesend, which will be appended to this response.*
- 1.8 It is also worth noting that it is for economic reasons that KCC opposed the now ruled out Location B. The principle reason for this is the detrimental impact it would have on plans for growth and regeneration in North Kent, which have now been given further impetus with the formation of the Ebbsfleet Development Corporation and the Government's plans to create a 21st Century Garden City at Ebbsfleet and the proposal for the London Paramount Entertainment Resort. Other issues with Location B include:
- The density of the existing community to the north of the Thames at Grays/Tilbury.
 - The potential negative impact on Tilbury Docks.
 - The ability of the A1089 corridor to deal with both strategic and local traffic.
- 1.9 **Network resilience**
Although the introduction of free-flow tolling (Dart Charge) has seen some improvements in journey time and congestion at the Dartford Crossing, it has done nothing for resilience when incidents occur that affect the flow of traffic at or around the Crossing. The provision of an independent crossing built to modern standards and suitable for all users will not only radically improve the resilience of crossing the Lower Thames but also the resilience of the strategic road network between Kent, the Midlands/North, and mainland Europe.

- 1.10 The new crossing will enable Kent's policy objective of bifurcation to be implemented, splitting traffic to and from the Eastern and Western Docks in Dover between the M20/A20 and M2/A2 corridors. With the addition of some improvements to the M2/A2, this will create a high quality strategic corridor that will cater for the significant likely growth of the Port and thereby release capacity on the M20.

To be added – data on likely growth at the Port of Dover and growth in HGVs handled by the Port and Eurotunnel.

- 1.11 Whilst Route 1 at Location A would provide extra capacity at the existing Dartford Crossing itself, it would not mitigate constraints on the road network on the approach to the Crossing. The same issues when either the tunnels or the QEII Bridge have to be closed would remain, with the resultant congestion affecting not only the strategic road network but the local road network in Dartford and south east London. The QEII closure on 8th February 2016 due to high winds resulted in 11 hours of delays, which not only demonstrates that Dartford is not a suitable location for providing extra capacity but also that any new crossing should not be a bridge if such disruptions are to be avoided. The HE consultation itself states that on average the Dartford Crossing is closed for 27 minutes per day and that must be avoided at the new Crossing.
- 1.12 Congestion and incidents on the approaches will to a large extent negate the benefits of additional crossing capacity. Constructing the Crossing at Route 1 would be a missed opportunity to boost British business and the national economy, and enhance transport connectivity between Kent and Essex, as well as nationally and internationally. Conversely, constructing a new crossing at Location C provides an alternative route in the event of an incident at the Dartford Crossing that can be accessed by remaining on the Strategic Road Network.
- 1.13 **Strategic transport benefits**
Aside from the clear benefits to Kent and Essex from having two crossing points on the Lower Thames, there will also be impacts felt nationwide due to increased connectivity between the rest of the UK and Kent, which is the Gateway to mainland Europe.
- 1.14 Information released in the HE consultation documents and supported by a freight study commissioned by the South East Local Enterprise Partnership (Atkins, 2013) shows that when there is congestion at the Dartford Crossing traffic diverts to other crossings (notably the Blackwall Tunnel) or uses the long way around the M25. Therefore, by releasing capacity at Dartford and increasing resilience in the event of any incident by providing a crossing at Location C, capacity elsewhere on the wider transport network will also be released. Location C will also relieve sections of the A13 and A2 and journeys to the strategically important ports in East Anglia and Kent will be improved both in terms of journey time and reliability.
- 1.15 Further, the two possible locations for the Crossing will attract different users. If extra capacity is provided at Dartford then the same users as today will be

served in greater number (i.e. suppressed demand will be released). However, by locating the Crossing at Location C, the route will attract mainly traffic travelling between Kent/the Channel Ports and the M25/East Anglia. It will also attract a higher total volume of traffic crossing the Thames than expansion at Dartford would because of the higher capacity and improved connectivity. The provision of a faster, more reliable route to the Midlands and North from the Kent ports will be particularly attractive to long-distance freight traffic and will have the benefit of diverting many of these journeys away from Dartford.

- 1.16 It is clear that a new LTC must provide a strategic network solution rather than primarily catering for shorter journeys. Location C provides this connectivity both from Kent into neighbouring Essex and, most significantly, from Europe to the concentration of distribution centres in the Midlands and the North. As a result, increased capacity at Dartford (Route 1, Location A) will not provide nearly the same scale of benefits as LTC to the east of Gravesend (Location C).
- 1.17 *A summary narrative on the strategic transport benefits has also been produced, and will be appended to this response.*
- 1.18 *Further issues that are under consideration:*
- **Air quality** – with Route 1 (Location A), air quality will worsen at Dartford. With any Location C route air quality will improve at Dartford and no property on the new route will be at risk of exceeding air quality limits. The HE assessment did include sensitive receptors (residential properties) on the A226 both west and east of the proposed new junction with the LTC. KCC is liaising with Gravesham Borough Council in their assessment of air quality implications. However, the initial feeling is that there is insufficient information on forecast traffic flows to make a thorough assessment.
 - **Noise** – with Route 1 there would be a worsening of noise whereas with Location C overall there would be a net improvement in noise, although properties in the vicinity of the new route or on roads that would see an increase in traffic would see a corresponding increase in noise. As per air quality, KCC is liaising with GBC on noise impacts.

2 Q: There are three route options north of the river in Essex – Routes 2, 3 and 4. Where do you think the route should be located north of the river?

Route 2/3/4

- 2.1 Essex County Council has proposed to support KCC's route choice south of the river and it is therefore proposed that KCC should reciprocate and support Essex's choice to the north of the Thames.
- 2.2 *Regardless of the specific route chosen north of the river, the need for connectivity between the ports and the Midlands/North is imperative. The HE traffic modelling has shown that forecast traffic volumes on Routes 2, 3 and 4*

are broadly similar at around 77,000 on average each day. Therefore traffic volumes have not been a factor in determining the HE's preferred route.

3 Q: Thinking about the three route options north of the river, on balance do you agree or disagree with our proposals for each of these?

Route 2 -
Route 3 -
Route 4 -

3.1 As above, it is proposed to support Essex's choice for these route options and therefore KCC will replicate their response to this question.

4 Q: There are two route options south of the river in Kent – the Western Southern Link (WSL) and the Eastern Southern Link (ESL). Where do you think the route should be located south of the river?

4.1 KCC strongly supports the **Western Southern Link (WSL)**. This is also the proposed position of Medway Council and, as discussed above, Essex County Council will offer their support. The reasons for this route selection are:

4.2 LTC junction with the A2/M2

The Eastern Southern Link (ESL) would terminate with the M2 at Junction 1. This is already a complex junction and using this will require a fourth level of slip roads on viaducts with piers up to 23m in height. The number of slip roads could result in safety issues owing to its increased complexity. Further, as this would not be a dedicated junction an incident on one part of it could potentially affect the whole junction, with implications for traffic diverting on the local road network. It would not provide sufficient resilience to an incident of this nature.

4.3 Conversely, the WSL would create a new junction on the A2. However, this would require realignment of the A2 north of Junction 1 of the M2 so that the required slip roads can be accommodated between the A2 and HS1 rail line. This realignment work can largely be completed offline with minimal disruption to the running of the A2. However, owing to the proximity of the existing slip roads a new link road would have to be built south of the A2. The coast-bound on-slip at the Gravesend (E) junction would be closed so that traffic would have a minor diversion to cross the A2, use the new link road, and join at the Shorne on-slip.

4.4 Relationship with Gravesend

Currently, the largest proportion of Gravesham Borough Council's planned growth is to the west of the town centre, but it is under pressure to find sufficient land allocations to meet its housing and employment needs. The new link in the Strategic Road Network to the east of Gravesend may encourage developers to put forward proposals that would see the urban area expand eastwards, which would be hard to defend against. However, the

choice of the WSL would create a defined boundary to the east of the town that would limit urban expansion.

4.5 Further, there is potential for the embankments required for the WSL alignment to be dual purpose and enhance local flood defences. The Thames Estuary 2100 plan (TE2100) requires a secondary defence to Gravesend and the WSL could provide this.

4.6 **Impacts on the built and natural environment**

The Crossing route should be selected to minimise negative environmental impacts as much as possible. The WSL would have less negative environmental impact compared to the ESL, which passes directly adjacent to Shorne village.

4.7 The WSL would mostly be located outside of the Kent Downs AONB, with only a slip road located within it. Although the new road would be visible from parts of the AONB, the alternative ESL has a greater footprint within the AONB. Both routes would result in the loss of ancient woodland but the ESL will result in a greater loss of ancient woodland in the Great Crabbles Wood Site of Special Scientific Interest (SSSI) which is also a designated Local Wildlife Site. Both possible alignments would have an impact on listed buildings, including Chalk Church.

4.8 There are major strategic issues for surface water in relation to the location of the route and potential impacts relating to construction. Both routes cross the Thames Estuary Marshes but the ESL for a greater length is underlain by SPZ 3 (Groundwater Source Protection Zone) and may have restrictions as a result of crossing SPZ 1 and 2. Whereas the WSL provides an opportunity to enhance flood defences for Gravesend, the ESL would require more detailed assessment so that a final design can be formed that does not compromise flood defence plans.

4.9 **Traffic flows**

The choice of WSL or ESL does not have a significant impact on the total volume of traffic using the LTC, but it does affect the distribution of traffic on the local network and between the two river crossings.

4.10 Assuming Route 3 is chosen north of the river then by 2041, compared to the WSL, the ESL will have 600 fewer vehicles Annual Average Daily Traffic (AADT) on the LTC and an additional 1,000 vehicles using the Dartford Crossing. This trend is true for all Location C routes. Again, assuming Route 3 is chosen north of the river, if the WSL is chosen, then in 2025 (opening year) there will be on average 500 fewer HGVs a day crossing the Thames than if the ESL was chosen (i.e. the ESL tends to attract more HGVs). With the WSL more light vehicles (cars and vans) would use the LTC rather than Dartford.

4.11 The ESL provides greater relief to the A2 west of the LTC (M2 Junction 1) and to the M20 at Maidstone, but it puts significantly greater pressure on the M2 east of Junction 1 compared to the WSL (in the region of 10,000 additional vehicles a day on average). There is little difference on opening year between

the two southern links on how much extra traffic they attract to the A226, but by 2041 the WSL increases average traffic on the A226 significantly more so than the ESL. On opening year, AADT on the A226 to the east of Gravesend is forecast to more than double with both the WSL and ESL.

4.12 There is forecast to be relatively little difference between the WSL and the ESL in the traffic attracted to the LTC. Therefore, on balance and considering the range of other potential negative impacts that the HE's preferred ESL route option has, KCC supports the Western Southern Link. On balance, the WSL would have less negative environmental impacts and is the only option creating a new junction with the Strategic Road Network with opportunities to improve flood defences and define urban growth boundaries for Gravesend.

4.13 *Can the WSL be constructed without any impact on the AONB?*

Mitigation for the impact on the historic environment.

More to be added from Officer comments on the heritage implications.

Irrespective of which Link in Kent is chosen there will be an improvement in air quality at Dartford and no sensitive receptors (residential properties) will be at risk of exceeding air quality limits. The HE assessment states that traffic pollutants decrease to background levels 200m away from the centre of the road, however, more detailed air quality modelling will be undertaken in the next phase of scheme development. KCC is liaising with GBC on the air quality and noise implications.

With both route options cycle routes, footpaths, bridleways and other public rights of way will be affected, resulting in diversions and possibly severance. There will also be some loss of amenity through impacting on local woodland. The WSL will directly affect the Southern Valley Golf Club. The extent of the impacts on community facilities will not be quantified until the next phase of the project but both alignments will have impacts.

5 Q: Thinking about the two route options south of the river, on balance do you agree or disagree with our proposal for each of these?

Eastern Southern Link – **Tend to Agree**

Western Southern Link – **Strongly Agree**

5.1 On balance KCC strongly agrees that Location C is the right corridor to locate the new Crossing within. The WSL is KCC's preferred route in Kent for the reasons set out above and for those reasons implores the DfT to disregard HE's preference for the ESL.

5.2 *More information to follow on whether KCC will support the ESL if it is a choice between that and no crossing.*

6 Q: Having evaluated the options, our proposed scheme is a new bored tunnel road crossing at Location C, following Route 3 north of the river and the Eastern Southern Link south of the river. On balance, do you agree or disagree with our proposed scheme?

- 6.1 KCC strongly agrees with the choice of the Location C corridor for the new Lower Thames Crossing.
- 6.2 KCC strongly supports the choice of a bored tunnel because this would minimise the impacts on residents and the environment in North Kent. It will also eradicate the risk of a closure due to high winds, which already affects the Dartford Crossing. Of the three crossing alternatives (bored tunnel, bridge or immersed tunnel), the bored tunnel provides the least damaging environmental impacts and the most resilient crossing. KCC therefore agrees with the HE contention that it is the **only viable option**.
- 6.3 *Route choice north of the River does not make a significant difference to traffic flows and so it is proposed to support Essex County Council's preferred route.*
- 6.4 However, KCC strongly disagrees with the choice of the Eastern Southern Link and urges HE/DfT to instead support the Western Southern Link. The reasons for this support are explained in the previous two questions but include the comparatively reduced environmental impact, the reduced impact on heritage sites, the dedicated new junction with the A2, the greater distance from residential properties (whereas the ESL would divide Shorne Parish), and the potential benefit to flood defences.

7 Q: We are proposing to create junctions with existing roads including the M2/A2, A226, A13 and M25. We would like to hear your views on whether you believe additional junctions would be beneficial. We would welcome any comments you may have on our proposals for junctions.

7.1 A226

The proposals include a junction with the A226, improving accessibility to Gravesend and diverting traffic from the A2 to join the LTC at the A226. Under this scenario, it is likely that traffic on the local road network leading into the A226 is also increased. Whilst development in the Ebbsfleet Valley should have improved access to the A2 at Ebbsfleet, planned development along the riverside could see the A226 as a better route to/from the LTC. However, it is more likely that the A226 could be the more attractive route to the LTC from the Medway towns rather than using the A2. This would see an increase in traffic through Higham and on the local road network in the Hoo Peninsula.

7.2 It is KCC's view that longer distance traffic using the new Crossing should remain on the Strategic Road Network (motorways and trunk roads) and not leak onto the Local Road Network which would cause traffic problems for KCC's roads. Therefore before KCC can come to a view on this proposed junction, detailed interrogation of the modelling needs to be undertaken and understood so that the following potential issues can be explored. KCC would need to see HE's modelling to ascertain:

- The likely impact of significant additional traffic accessing the new junction with the LTC. Scenario testing including a "no A226 junction" needs to be conducted to establish how the junction impacts on the existing/future trip

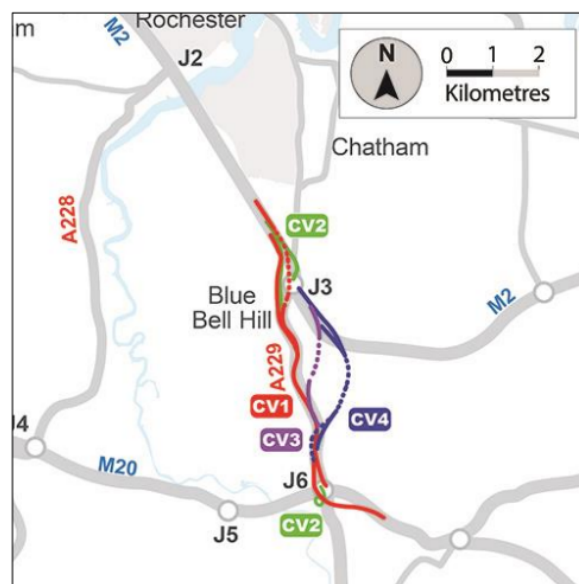
distribution on the local/North Kent road network. It also needs to determine how the “no A226 junction” scenario affects the economic impacts of the LTC.

- The likely impact of additional traffic on the A226 to east and west of the proposed junction with LTC route. For example, what would be the anticipated flow of traffic from Gravesend/Medway Towns which currently uses the A2/M2 to M25 Dartford Crossing alignment, which might be expected to transfer onto the A226 and access the proposed tunnel from the local road network.
- The likely impact of additional traffic on Gravesend East/Higham/Chalk from existing traffic changing routes from south and westerly movements, to an easterly movement.
- The likely (cumulative) impact of potential development pressures/consented development east of Gravesend.

7.3 C Variant

The C Variant was proposed in earlier consultations as a route upgrade associated with the construction of a LTC at Location C because it is a key link between the M20 and M2. Although in this consultation it is primarily referred to as widening of the A229 Bluebell Hill, the possible route options considered (diagram below) also include changes to the junctions at either end, such as free-flow slips.

C Variant – all route options considered by HE



7.4 However, the C Variant has been ruled out of the proposals and it has been stated to have no influence over route choice between Dartford and the LTC. The modelling to support this contention is not provided in the consultation documents and has not been provided following requests from KCC to the HE to do so. KCC urges the HE and DfT to address the C Variant (upgrades to the A229 Bluebell Hill, including the possibility of free-flow slips at the M2 and M20 junctions) in wider road investment plans. Although KCC welcomes the

HE's commitment to consider the A229 in regional route planning, the A229 is the most direct link between the M20 and M2 and already suffers from significant congestion and stress at peak times. The link between the two motorway corridors needs to be considered as part of the Lower Thames Crossing project.

- 7.5 The limited traffic modelling data provided shows that on the M20 between the A228 (Junction 4) and the M26 (Junction 3) there is a forecast decrease in vehicles of 5,000 on average per day with the WSL and 6,400 with the ESL in 2025. Traffic flow data for the A229 is not provided but it can be inferred that these vehicles have diverted from the M20 to the M2, and it is likely that they will have used the A229 as the shortest and most direct link. Given that the A229 is at present a congested and stressed part of the road network in both the morning and evening peaks this clearly demonstrates that the C Variant is required to support the LTC.
- 7.6 Another consideration is the safety implications of increasing traffic on the A229. As the gyratory system at M2 Junction 3 is currently saturated at peak times, the extra traffic will increase blocking back on to the A229 from the off-slip road. The HE safety assessment shows a worsening of the accident rate on this road, but without access to the modelling report to assess how the queuing has been modelled, it is unclear if this is fully taken into account. With this in mind, the need for free-flow slips at M2 Junction 3 and M20 Junction 6 requires further detailed consideration.
- 7.7 Whilst KCC recognises and welcomes the HE's commitment to consider the A229 in ongoing regional route planning this is a foreseeable problem that can, and should, be resolved within the current planning and design work for the LTC.
- 7.8 **Wider network improvements**
It is vital to the UK economy that the Channel Corridor operates efficiently at all times and is resilient to incidents on the network. Port traffic is currently routed along the M20/A20, which results in severance between Dover town centre and the harbour. With the construction of the new LTC, a second strategic route will be available between Dover and the Midlands and North – i.e. the potential bifurcation of the strategic route from the Southeast to the Midlands and North of the country. The project to revive the Dover Western Docks plus expansion of the existing Port would naturally split traffic so that for the Western Docks and Channel Tunnel would use the M20/A20, and traffic for the Eastern Docks would be encouraged to use the M2/A2. Bifurcation will also facilitate growth of Whitfield, Folkestone, Ashford and Maidstone by releasing capacity on the M20.
- 7.9 The LTC cannot be looked at in isolation. The network improvements that are essential to creating a high quality strategic corridor along the M2/A2 must be delivered in conjunction with the crossing to maximise the benefits it provides. To deliver bifurcation, upgrades are required along the M2/A2 at:

- M2 Junction 7 (Brenley Corner) improvements to increase capacity and provide free-flow between the M2 and A2.
- Dualling sections of single carriageway on the A2 north of Dover along Jubilee Way to Whitfield and near Lydden.
- M20 Junction 7 improvements to provide ease of access between the A249 and M20.
- M2 Junction 5 Stockbury improvements to provide free-flow between the M2 and A249, which will improve another strategic link between the M2 and M20.

7.10 These upgrades have been costed by KCC and could be delivered for (*high level cost estimates are currently being updated*) at 2016 prices.

7.11 In addition to these essential improvements, upgrades to the A249 to include widening and straightening, and the removal of at-grade junctions for local traffic would support bifurcation.

7.12 Finally, the likely impact of the proposal in terms of future traffic flows/travel patterns across the wider area need to be made. Particularly, the emerging Ebbsfleet Garden City and potential major developments, such as London Paramount Entertainment Resort, should be acknowledged. For example, would a new junction east of Chalk, accessing the A226, see a significant increase in traffic going through Gravesend, potentially worsening traffic conditions there (such as Lion Roundabout, A226, east of Gravesend which is already congested at peak times). This consultation, whilst it is focussed on route options, also needs to consider the impact on existing junctions on the local road network and identify where improvements would be required. Where these are as a result of the new LTC such improvements should be funded as part of the scheme to avoid them becoming issues for the Highway Authority at a later date.

8 Q: We would welcome any other comments you may have on our proposals.

8.1 Financing the Crossing

The anticipated opening year of 2025 is unacceptably far away when serious capacity and congestion problems at Dartford are an issue today. The consultation documents state that using private sector funding would lead to a 2 year delay in opening the crossing (in 2027) but it is not clear why this is the case. KCC research has shown significant interest from the private sector in financing a new Lower Thames Crossing and that there are infrastructure investors in Europe, North America and elsewhere that are ready to be involved in such a project today.

8.2 KCC has, in 2016, updated the previously commissioned work looking at the appetite for private finance for a new crossing, the conditions that would be needed to secure such investment and the level of investment that would be needed. Key findings from this work which surveyed the views international banks, construction parties, fund managers and pension investors include:

- Option C is prioritised over Option A as the only option, given its overwhelming benefits to the UK, London, Essex & Kent, as evidenced in a number of reports.
- Use of tolls will allow the project to be self-funding and therefore can be delivered without the need for public funds. Toll setting is not an issue if there is a controllable trade-off between toll level and concession term length, allowing Government to control the parameters of the tolling rate.
- A Design, Build, Finance and Maintain (DBFM) model is desirable with a 35+ year concession arrangement that includes toll revenue from the existing Dartford Crossing.
- The tolling model should incorporate the existing (Dartford) and new Crossing and tolling regulations should be transparent and certain over the life of the concession.
- Government should consider holding confidential market meetings with identified funders and investors to discuss how to bring forward the project.
- The new Crossing and the Dartford Crossing should be integrated for project financing and the tolls should be aligned to provide optimal efficiency and traffic management. Not linking the two crossings will create a traffic volume risk situation that will render a private financing option for the new Crossing untenable for many investors.
- Traffic risk and Government willingness to see tolls increased are key to revenue forecasting and must form part of an acceptable model for Government and investors.

8.3 Although the details of the future charging regime are not part of this consultation, it is nevertheless stated that it is Government policy to toll estuarial crossings. Whether privately or publically operated, the tolls need to be operated in conjunction with the existing crossing so that they can be set to encourage bifurcation between the M2/A2 and M20/A20 corridors to/from the Port of Dover.

8.4 **Minerals**

There are known mineral deposits (Sub-Alluvial River Terrace Deposits and River Terrace Deposits) that are threatened with sterilisation by the potential development at Location C. Therefore, the proposed development should identify the minerals that are threatened with sterilisation and in accordance with the National Planning Policy Framework's drive for sustainable minerals use in Section 142, seek to ensure that prior extraction is fully investigated for the chosen route.

8.5 **Surface water**

The Assessment identifies major strategic issues for surface water in relation to location of the route and potential impacts in relation to construction. The Assessment, however, does not clearly state the impacts in relation to increased surface water flow from construction of the project itself, whether in relation to water quantity or quality. It would be expected that impacts relating to construction and operation will be mitigated through compliance with regulation for surface water management.

8.6 Compensation

It is essential that property owners, who have already been blighted by the two proposed routes, are fully compensated for the loss of property value and inability to now sell if they need or want to move. This consultation has caused considerable distress in the local community and a swift decision on the preferred route option must be taken by Government following the consultation so as to minimise the uncertainty around the two potential routes through the community.

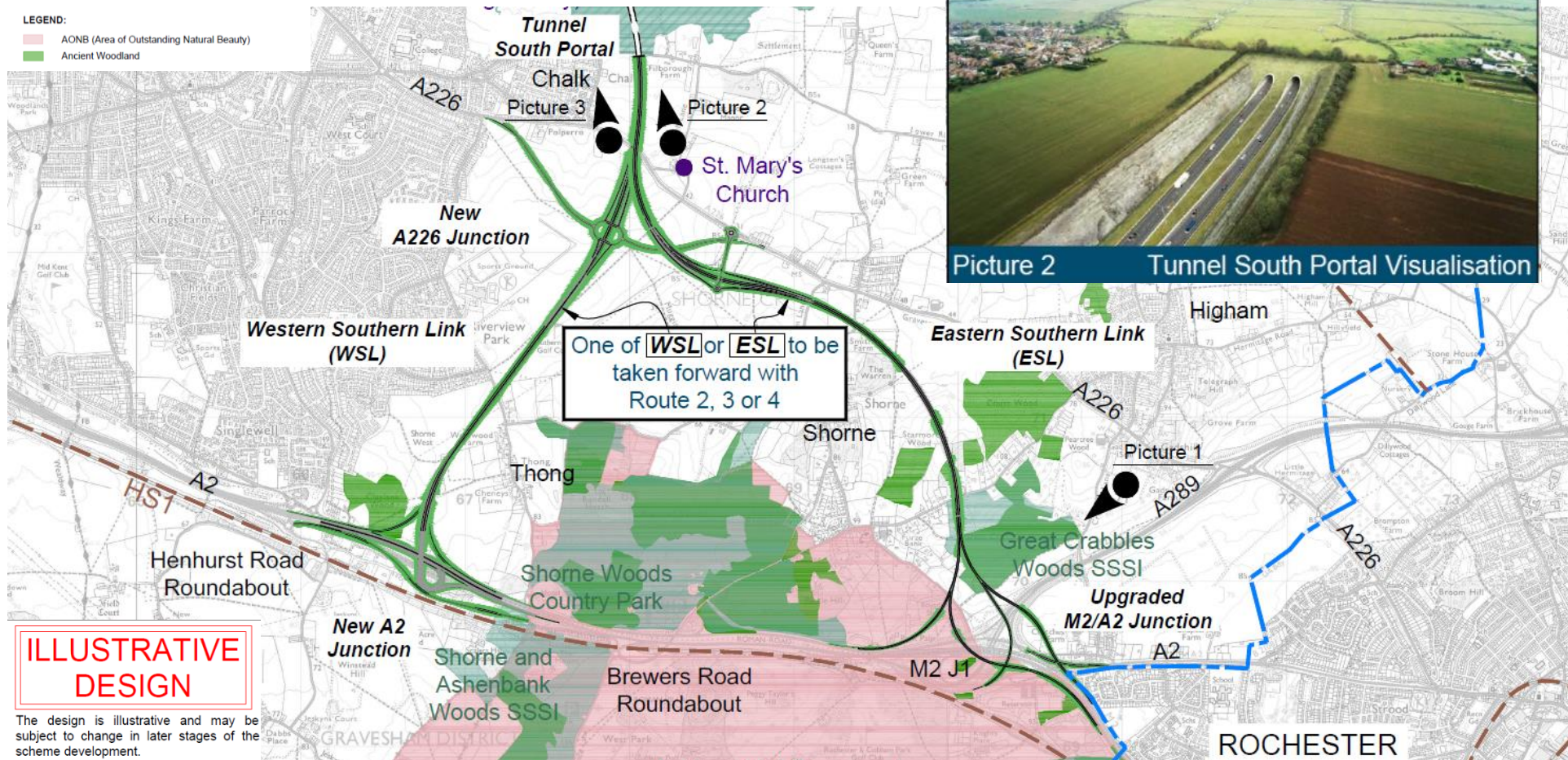
9 Q: Do you have any feedback on this consultation – events, information provided, advertising, etc.?

- 9.1 The consultation was launched on 26th January 2016 without prior stakeholder notification and in a considerably rushed and unexpected way. Hard copies of the Scheme Assessment Report were sent to KCC a week after launch, and hard copies of the appendices (including the detailed plans) were received a week after that. The duration of the consultation, being only 8 weeks long, is a short period of time.
- 9.2 Information that is particularly pertinent to members of the public on the proposed routes, such as that relating to property blight, only became available online two weeks after the consultation had commenced. This is unacceptable and presumably unhelpful to the consultation because members of the public would have been able to submit a response before they had the full information available.
- 9.3 Of substantial concern to KCC is that a range of technical information that would have been helpful in assessing the impacts of the proposed scheme and route options is not available; and on requesting this information from HE it has still not been forthcoming. For example, the Appraisal Specification Report for the traffic modelling is referred to in the consultation documents but not published. Traffic volumes on key local links have also not been published despite these being of known importance to KCC and other stakeholders. For example, it is stated that the C Variant (upgrades to the A229) has been rejected from further investigation because it has been shown not to affect route choice between the Dartford Crossing and the LTC but the parameters used in the modelling are not known, including how the junctions and congestion at either end have been modelled. Similarly, the forecast traffic increases on the A229 Bluebell Hill have not been made explicit; rather the traffic volume data for both the M2 and M20 has been shown as links starting at the junctions with the A228. Therefore, increases in traffic on the A229 can only be inferred from this information.

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Appendix D – Extract from Highways England consultation maps of the Western Southern Link and Eastern Southern Link

LEGEND:
■ AONB (Area of Outstanding Natural Beauty)
■ Ancient Woodland



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From: Mark Dance, Cabinet Member for Economic Development
Mike Hill, Cabinet Member for Community Services

Barbara Cooper, Corporate Director for Growth,
Environment & Transport

To: Growth, Economic Development and Communities
Cabinet Committee - 3 March 2016

Subject: Growth, Environment & Transport Directorate Business
Plan 2016-17

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: Cabinet Meeting

Summary: This report outlines the draft Growth, Environment and Transport Directorate Business Plan (2016-17) for consideration and comment, prior to publication online in May 2016.

Recommendation(s):

The Cabinet Committee is asked to:

- (1) Consider and comment on the draft Growth, Environment and Transport Directorate Business Plan (2016-17)
- (2) Note that the final Directorate Business Plan will be published online in April 2016

1. Introduction

- 1.1 The Strategy, Policy, Relationships & Corporate Assurance division is responsible for coordinating the annual business planning process. In September 2015, the Policy & Resources Cabinet Committee agreed the business planning approach for 2016-17. This approach was also reinforced by the paper approved by County Council in December 2015 which highlighted the need to embed strategic commissioning as business as usual.
- 1.2 Directorate Business Plans play an important part in reflecting how each directorate will support the achievement of the County Council's five year Strategic Statement "*Increasing Opportunities, Improving Outcomes*".
- 1.3 Cabinet Members, Corporate Directors and Directorate Management Teams have taken strong ownership of the development of draft Directorate Business Plans, with appropriate support from the policy team.

- 1.4 The Growth, Economic Development and Communities Cabinet Committee is asked to consider and comment on the draft Growth, Environment & Transport Directorate Business Plan set out in **Appendix 1**. This feedback will be used to help shape and inform the final version of the Directorate Business Plan, which will be published online in May 2016.

2. Business Planning Process 2016-17

- 2.1 The changes made to business planning in the last two years have not only allowed the organisation to focus on creating more strategic business plans which reflect the County Council's new Strategic Statement "*Increasing Opportunities, Improving Outcomes*", but is increasingly supporting Kent County Council's move to becoming a strategic commissioning authority. This is designed to encourage the organisation to become more forward looking (beyond the annual business planning cycle), and to support the Commissioning Advisory Board and Cabinet Committees to inform their agenda setting and pre-scrutiny role, by highlighting major forthcoming commissioning activity they may wish to explore in more detail.
- 2.2 Below directorate level, there is no prescriptive corporate approach for business planning, which gives services the freedom to design business plans in a way which best suits the needs of their business. However, all business plans and individual action plans should have a 'golden thread' to the Strategic Statement, and reflect how each part of the organisation is contributing to improving outcomes.
- 2.3 Key information includes:
- **Directorate and significant divisional priorities** - these reflect the Cabinet Members' priorities, brought to this Cabinet Committee in January 2016 and link to the relevant supporting outcomes in KCC's Strategic Statement.
 - **Major service redesign and commissioning activity over the next three years** - indicating the commissioning cycle stages of Analyse, Plan, Do, Review and when Key Decisions are required, where relevant.
 - **Which services are delivered internally or externally** - those externally delivered will also include the contract's value and provider. All services will indicate when they will next be reviewed, and where the provision is in-house the review will include an assessment of 'contestability'.

3. Growth, Environment & Transport Directorate Business Plan

- 3.1 The draft Growth, Environment & Transport Directorate Business Plan is set out in **Appendix 1**. Due to the earlier scheduling of Cabinet Committees this year, GEDC Cabinet Committee has the opportunity to comment on an early draft of the business plan, with a longer time frame for the directorate to shape and refine the content based on comments

received before final publication in May 2016. The content, particularly the information on the directorate's commissioning activity is in the process of being cross-checked and will be updated for the final version to be approved collectively by Cabinet Members.

3.2 As part of this year's business plan, the Growth, Environment and Transport directorate has identified the following key cross-cutting priorities:

- Implementing GET's Customer Service Programme
- Continuing GET's commissioning journey
- Progressing devolution and District Deals, with a focus on developing co-commissioning and strengthening our partnerships
- Developing and implementing our countywide strategies, such as the Growth and Infrastructure Framework, Kent Environment Strategy and Local Transport Plan 4
- Embed the Prevent strategy within the directorate

3.3 We welcome the opportunity for the Cabinet Committee to consider and comment on the draft content, and wherever possible we will reflect this feedback in the final version of the document.

4. Next Steps

4.1 The draft business plan will continue to be developed, and the final version will be approved by Barbara Cooper, Matthew Balfour, Mark Dance and Mike Hill. It will then be taken with the other three directorate business plans to Cabinet Members' Meeting on 25 April for collective approval, prior to being published online on Kent.gov.uk.

4.2 As with last year's process, divisional and service business plans will be made accessible to elected members and staff in a single area of KNet. This allows sharing of good practice and provides members with the opportunity to see the detail of service delivery in areas of particular interest.

4.3 The Strategy, Policy, Relationships & Corporate Assurance division will then review the effectiveness of this year's business planning approach, in order to make iterative improvements for next year's process.

5. Recommendations

5.1 The Cabinet Committee is asked to:

(1) **Consider and comment** on the draft Growth, Environment & Transport Directorate Business Plan (2016-17).

(2) **Note** the final Directorate Business Plan will be published online in April 2016.

Appendices:

Appendix 1: Draft Growth, Environment & Transport Directorate Business Plan (2016-17)

Background Documents:

- 'Annual Business Planning Review', P&R Cabinet Committee 10 September 2015
<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=750&MId=5861>
- 'Embedding Strategic Commissioning as Business As Usual', County Council 10 December 2015
<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=113&MId=5819>
- Cabinet Members' Priorities for Business Plans 2016/17, GEDC Cabinet Committee 12 January 2016
<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=833&MId=6114>

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Growth, Environment and Transport Directorate Business Plan 2016-17

Contents:

- A. Foreword
 - B. GET at a Glance
 - C. Directorate Priorities
 - a. Cross-Cutting Priorities
 - b. Forthcoming Major Commissioning & Service Redesign activity - table
 - c. Service Delivery and Review Schedule - table
 - d. Divisional Priorities
 - D. Directorate Infrastructure Requirements
 - E. Directorate Organisational Development Priorities
 - F. Directorate Risks
 - G. Directorate Performance Indicators
- Appendix A – Outcomes Framework within KCC’s Strategic Statement

A. Foreword

To be completed

DRAFT

B. GET at a Glance

The Growth, Environment & Transport directorate is considerable in its breadth and depth. With a budget of **£163.6million** and over **1200 staff**, we are responsible for an array of services that include the more familiar services that shape our communities such as maintaining and improving Kent's roads, protecting communities against flooding, managing our waste and fostering a lifelong love of reading through our libraries. But we also provide loans to help local businesses thrive or convert empty properties into much needed residences, create running routes for residents in our Country Parks, protect vulnerable residents against rogue traders, actively support the low carbon sector, and bring history alive for local communities.

Our Financial Resources for 2016/17

Division	Staffing	Non Staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Management & Directorate Budgets	416.7	1,017.5	1,434.2	0.0	-68.0	0.0	1,366.2
Economic Development	2,967.0	3,756.8	6,723.8	-100.0	-1,615.3	-249.3	4,759.2
Highways, Transportation & Waste	17,401.0	133,688.8	151,089.8	-431.9	-16,772.6	-1,227.8	132,657.5
Environment, Planning & Enforcement	14,350.0	7,995.5	22,345.5	-616.7	-6,431.6	-1,106.2	14,191.0
Libraries, Registration & Archives	11,771.3	4,781.6	16,552.9	-464.5	-5,466.3	0.0	10,622.1
DIRECTORATE TOTAL	49,906.0	151,240.2	198,146.2	-1,613.1	-30,353.8	-2,583.3	163,596.0
CAPITAL 2016/17	£123.1m (part of £821.2m three year programme)						

Our Staff Resources

Division	FTE	Grade Band ¹	FTE	%
Growth, Environment & Transport		KR6 & below		
Economic Development		KR7-9		
Highways, Transportation & Waste		KR10-13		
Environment, Planning & Enforcement		KR14-15		
Libraries, Registration & Archives		KR16+		
Total	1,273.4	Total		

GET's 'Plan on a Page'

Inspired by KCC ICT's Strategy on a Page, we have created our own 'plan on a page' overleaf, which draws together all of the key components that shape our work for this year: the principle KCC strategic outcome that we deliver to, our Cabinet Members' priorities, our guiding principles and cross-cutting priorities, the resources and measures required to implement our priorities and the divisional business plans which provide the detail on how GET's divisions will achieve their objectives for 2016-17.

¹ Staff paid on Non KR Grades have been grouped according to full time salary

GET's Plan on a Page

Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life

KCC Outcomes

Physical & mental health improved

Business growth supported

Communities & economic growth

Good quality of life

Well-planned housing growth

Physical & natural environment protected

Cabinet Member priorities

Community Service

Internally commissioned LRA
Cultural commissioning
Turner Contemporary
Embed Arts & Sports
Integrated Resilience & Community Safety
Intelligence-led Public Protection

Economic Development

Marine activity
Planning support
Strategic infrastructure
Business support
Maximise developer contributions

Environment & Transport

Highways assets
Growth & Infrastructure Framework (GIF)
Commissioning VFM
Operation Stack
Thanet Parkway
Waste management
Local Growth Fund
On-street parking
Heritage & Rural
Kent Environment Strategy
Income generation
Shape Local Plans

Shaping Communities

C³ Customer ■ Commissioning ■ Communities

Devolution & District Deals

PREVENT Strategy

Countywide strategies:

GIF ↔ Local Transport Plan 4 ↔ Kent Environment Strategy ↔ Strategic Economic Plan

GET Resources

Staff: 1,273.4 FTE

Budget: £163.6m

GET Supporting Information

ICT & Property requirements

OD Priorities

Risks

Performance Indicators

Divisional Business Plans

Economic Development

Environment, Planning & Enforcement

Highways, Transportation & Waste

Libraries, Registration & Archives

C. Directorate Priorities

In this section we set out our key priorities and forthcoming major transformation, commissioning and procurement activities for the year.

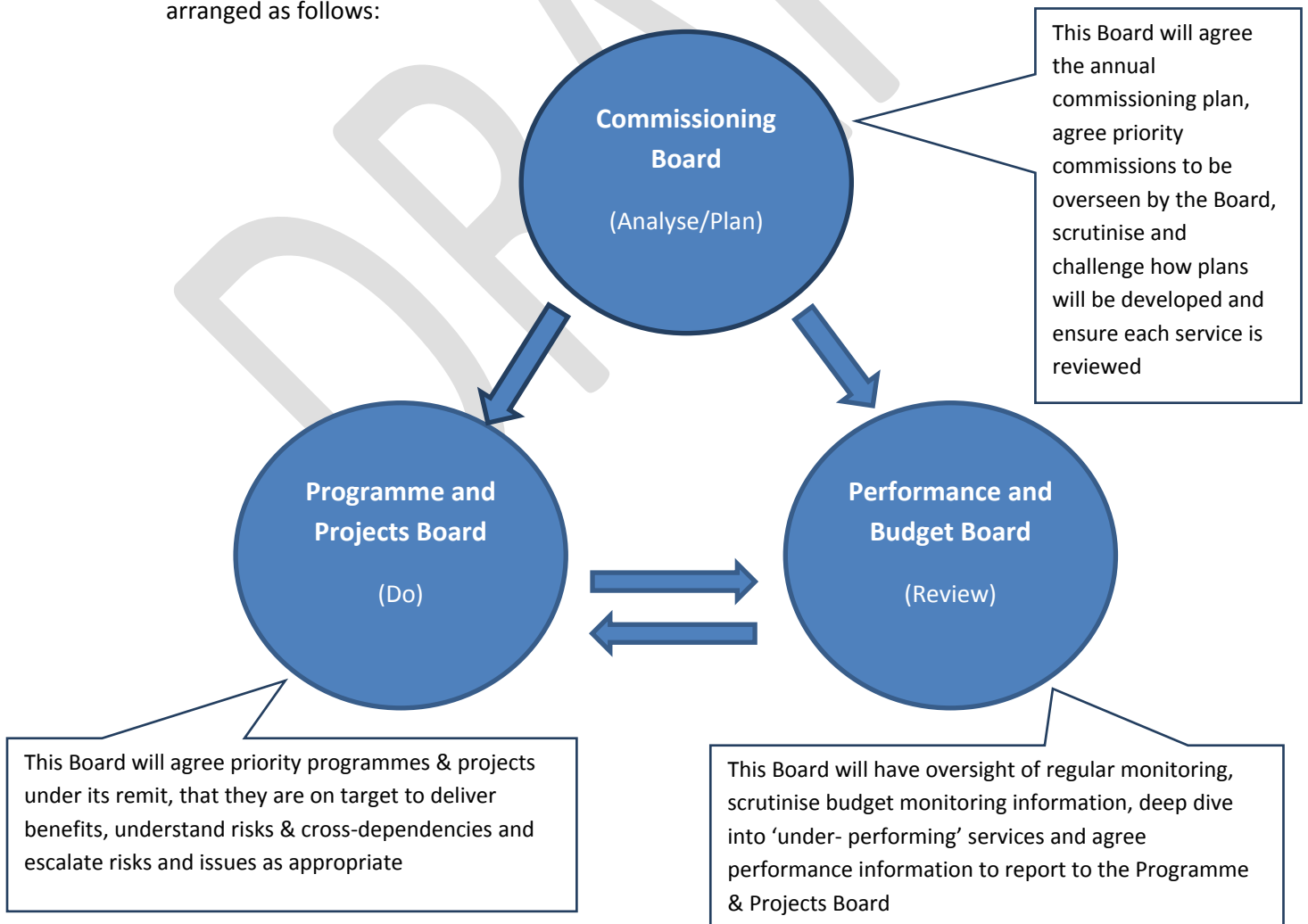
a) Cross-Cutting Directorate Priorities

1. Continuing GET's Commissioning Journey

We will continue our work to strengthen commissioning, procurement and contract management within the directorate, ensuring all major contracts and commissions provide optimal value for money. We will develop our approach to the Commissioning Cycle with a particular focus on 'Analyse' in how we take an intelligence-led approach to our decision-making, commissioning and delivery.

Creating the conditions to support strategic commissioning

With the continual transformation to a strategic commissioning authority, it is important that the organisation is able to demonstrate transparency in both its continued transformation but also in its decision-making and accountabilities. To this end, GET will implement new governance arrangements to reflect KCC's new executive member governance which comes into effect in April 2016. This builds on the work that GET's DMT and Portfolio Board have undertaken in the last eighteen months to oversee its transformation programmes. GET's new governance will be arranged as follows:



2. Implementing and embedding our Customer Service Programme

The GET directorate delivers a diverse range of services through a variety of customer channels and with varied customer needs. With the twin challenge of decreasing funding and increasing demand, we must find ways which enable people to access us, how and when they want to. Digital tools are key to this and we would like to encourage our customers to be 'digital by choice' – this does not mean digital is a 'one size fits all' solution.

We must consider the needs of our customer carefully by listening to feedback and drawing on accurate data to provide the best fit. Consistency of the customer experience is key and greater collaborative working across the directorate is needed to achieve this.

The Customer Service Programme for GET aims to build upon the findings of a review phase last year with the following outcomes:

1. Customers will be able to access GET services how, when, and where they choose – accessing them digitally by choice – delivering sustainable savings for KCC.
2. When customers need to contact us they will have a consistently excellent experience, in line with the KCC Customer Service Policy and GET [Customers Happy principles](#).
3. We will use customer insight and contact data in a consistent way to improve delivery and to redesign our services.
4. All Kent residents will have equitable access to GET services in compliance with the Equality Act 2010.
5. There will be increased public confidence in our services.

Activity is structured around four key elements:

- **Voice of the customer** - what do we know about our customers? What are they telling us and are we listening? How are we using that to improve services? How is this embedded in our commissioning?
- **Managing for success** - developing customer care standards and finding out what skills are needed to embed excellent customer service.
- **Customer first** – using data to decide which services to review first. This may include greater use of digital channels with an enhanced digital offering.
- **Staff culture and leadership** - how do we, as a directorate, approach customer service and what support do we need to help us deliver excellent results?

Customers, commissioning and communities are central to GET activity - our approach to **customer** service coupled with **commissioning** equips us to build sustainable services for the future meeting the needs of our **communities**.

3. Devolution and District Deals

Working with colleagues across KCC, GET will be playing a key role in the roll out of both the devolution discussions and the individual district deals. Priorities for 2016/17 will be to:

- Progress discussions with the three proposed clusters of West Kent, East Kent and North Kent and Maidstone regarding options for the future configuration, co- commissioning and delivery of services such as highways, street scene, sports development, economic development and community safety
- Building on deals with Ashford and Tunbridge Wells, progress deals with Tonbridge and Malling, Sevenoaks and explore deals with other districts as appropriate

4. Develop and implement GET's county-wide strategies

GET has played a lead role in shaping and defining county wide strategies such as the Growth and Infrastructure Framework and the Kent Environment Strategy. Efforts will now be focused on ensuring both KCC and our partners take account of these strategies in planning future priorities and in driving forward the delivery plans for each. In addition, the fourth Local Transport Plan is being drafted. It is an important document for the whole of Kent, determining priorities for investment in the transport network for the county and will be prepared for wide consultation in the summer.

5. Embed the Prevent Strategy within GET

We will play our part in implementing the Prevent Duty which requires local authorities to take action to prevent people from being drawn into terrorism, including ensuring staff are appropriately trained and that Prevent requirements are built into our contracts where appropriate.

b) Our Forthcoming Major Commissioning and Service Redesign Activity

The table overleaf summarises the Directorate’s expected major commissioning and service redesign activity over a rolling three-year period from 1 April 2016. It sets out when each activity will move through the stages of the commissioning cycle (Analyse, Plan, Do, Review) and when a Key Decision will be made (if applicable). The key below explains the stages in more detail. The information in this table will support Commissioning Advisory Board and Cabinet Committees to plan their forward agendas and have appropriate involvement and oversight of commissioning and service redesign activity.

KEY			
Categories: (C) Commissioning Activity		(SR) Service Redesign	
(A) Analyse	(P) Plan	(D) Do	(R) Review
<ul style="list-style-type: none"> • Defining and scoping the problem • Data & requirement gathering • Diagnostics report • Assessment activity • Market intelligence • Options development • Early stakeholder engagement 	<ul style="list-style-type: none"> • Options appraisal • Equalities impact of preferred option(s) • Public consultation • Market engagement • Commissioning strategy/plan • Contract/technical specification • Procurement plan • Placing a Prior Information Notice (PIN) • Procurement exercise • Tender evaluation • Contract award 	<ul style="list-style-type: none"> • Mobilisation of the contract • Rolling out the preferred option • Delivering the service/contract operation • Contractor and provider management • Performance management • Budget management • Tracking benefits 	<ul style="list-style-type: none"> • Evaluation • Contract and provider review • Sustainability of change • Closing down the project
(K) Key Decision			

Category	Description	2016/17				2017/18				2018/19				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Highways, Transportation and Waste														
C	Highway Traffic Systems Maintenance contract (traffic signals etc) 5-year contract with option to extend for a further 2 years end date	D												
C	Highway Term Maintenance: routine pothole repairs, winter gritting, gully cleaning, streetlight maintenance, surface dressing etc across Kent. Ends August 2018 with extension	R	K	P		K	P		K	D				
C	Technical and Environmental Services: specialist consultancy services such as highway design, surveys, investigations and transportation modelling ⁽¹⁾	R	K	P		K	P			D				
C	Road Resurfacing: a contract to deliver larger road reconstruction and resurfacing schemes	D				R	P		K	P	D			
C	Soft Landscaping contracts	P		K	P	D								
C	Customer enquiry, job and asset management software	P		K	P	D								
C	Bulk Waste reception, handling and haulage - End date: November 2017; review date November 2016	D		R	P		K	D						
C	Green Waste Composting. end date: March 2017; review date March 2016	P		K	P	D								
C	A28 Chart Road, Ashford: Improvement Scheme	P					K	D						
C	St Clements Way, Greenhithe: Junction Improvement	P									K	P		
C	Sturry Link Road	P											K	
C	Dartford Town Centre Improvements	P				K	D					R		
C	Thames Way dualling	P						K	D					
C	Smartcard: review current production	K	P	K	P	D								

Category	Description	2016/17				2017/18				2018/19			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
C	A2 Wincheap, Canterbury: new slip road	P						K	D			R	
C	Highway Condition Survey Contract: end date, March 2019; review date march 2017	D		R	K	P	K	P	D				
C	Coring & Materials Testing Contract: end date August 2019; review date, August 2016	D				K	P		R	P			
C	Surface Treatments (surface dressing, micro-surfacing and slurry seal): linked to Amey (TMC) review; review date September 2017	R	K	P			K	P	D				
Libraries, Registration and Archives													
SR	LRA are in the process of moving to an internally commissioned service (* As this is a new service delivery model, the expectation is for a formal review as the model is developed and rolled out across the service).	D		R	A	P	D						
C	Library Management Systems Contract - ends 31.07.16 - working through SELMS	P	D										
C	Book supply CBC Contract – ends 31.3.16. New contract already procured	D									R		
C	Library RFID Contract – ends 30.6.16	P	D										
C	Volunteer Development Programme – ends 31.3.16	D							R	A	P		
C	Registration Management System CARA (ongoing as part of LRA systems review)	P	D										
C	CALM – Archives Management System (ongoing as part of LRA systems review)	P		D									
Economic Development													
C	Visitor Economy contract extension	D		R	K	D							
C	Inward Investment service – formal review at end of each year	D			R	D			R	D			
C	Growth Hubs		R	D									

Category	Description	2016/17				2017/18				2018/19			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	the Warm Homes programme												
C	PP: Coroners Accommodation	A	P			D/R timing depends on solution chosen							
C	SPP: Commissioning of elements for Growth and Infrastructure Framework <i>(details tba)</i>		R										
C	CLS: Commissioning of marketing support to Country Parks, following review of pilot <i>(details tba)</i>	D			R								

c) Who's Delivering Our Services

Service	Internal or external	If external:			Next review date ²
		Contract value (£)	Provider name	Contract end date	
Economic Development					
Visitor economy	External	£280,000	Visit Kent	March 2020	July 2019
Inward investment service	External	TBC dependent on ESIF either £3.3 million over three years or £1.7 million over three years	TBC	March 2019	January – March 2017 and 2018
Growth Hubs	External	£150,000	Kent Invicta Chamber of Commerce	October 2016	July – September 2016
Kent Foundation (grant based)	External	£53,000	Kent Foundation	Ongoing	January - March 2016
Action for Communities in Rural Kent ACRK (grant based)	External	£53,000	ACRK	Ongoing	January – March 2016
Business and Enterprise	Internal				tbc
Infrastructure	Internal				tbc
Strategy and Partnerships	Internal				tbc
Environment, Planning and Enforcement					
SPP: Transport Strategy	Internal				cOct 2018
SPP: Planning Policy	Internal				cOct 2018
SPP: Heritage Conservation	Internal				cOct 2018
SPP: Flood and Water	Internal				cOct 2018
SPP: Natural Environment	Internal				cOct 2018
SPP: Emergency Planning/Business Continuity	Internal				Spring 2016
SBC: Sustainable Business & Communities	Internal				Autumn 2018
CLS: Country Parks	Internal				2017/18

² Could be a contract break clause, contract end date, internal contestability exercise, or other review activity. There is no time constraint on the review date given.

Service	Internal or external	If external:			Next review date ²
		Contract value (£)	Provider name	Contract end date	
CLS: Sport and Physical Activity	Internal				Summer 2016
CLS: Explore Kent	Internal				2016/17
CLS: Countryside Management Projects	Internal				2016/17
CLS: Volunteering	Internal				2016/17
PP: Trading Standards	Internal				Q2 - 2016
PP: Coroners	Internal				Q2 - 2016
PP: Public Rights of Way & CLVG	Internal				Q1 - 2018
PP: Kent Scientific Services	Internal				Q1 - 2018
PP: Kent Resilience Team	Internal				Q1 - 2016
PP: Gypsy and Traveller Unit	Internal				Q1 - 2017
PP: Community Safety & Wardens	Internal				Q2 - 2016
PP: Group Business Development	Internal				Q2 - 2016
PAG: Planning Applications and Minerals & Waste local plan	Internal				c. June 2017
KDAONB: Kent Downs AONB Unit	Internal				tbc
Libraries, Registration and Archives					
Libraries, Registration and Archives	Internal				tbc
LRA – Volunteer Development Programme	External	£195k	Volunteering Matters	March 2016	April 2016
Highways, Transportation and Waste					
Highway Term Maintenance – routine pothole repairs, winter gritting, gully cleaning, streetlight maintenance, surface dressing etc across Kent	External	£500 million	Amey plc	September 2021	September 2017
Technical and Environmental Services – specialist consultancy services such as highway design, surveys, investigations and transportation modelling	External	£40 million	Amey plc	September 2023	April 2018

Service	Internal or external	If external:			Next review date ²
		Contract value (£)	Provider name	Contract end date	
Traffic Signal & Systems – maintenance of all traffic signals, variable message signs etc in Kent	External	£1.5 million	telent	March 2016	March 2016
Road Resurfacing – A contract to deliver larger road reconstruction and resurfacing schemes	External	£4 million	Eurovia	July 2018	July 2016
SEN Home to School Transport – The arrangement of transport services on behalf of EYP to enable students to access their learning provision. We currently transport approximately 4000 SEN clients around Kent consisting of more than 1200 different contracts.	External	£20.2 million	various	various	various
Mainstream Home to School Transport – The arrangement of transport for mainstream students on behalf of EYP, enabling access to their learning provision. We currently transport in excess of 9000 students travelling on various public networks and on over 400 hired contracts.	External	£9.3 million	various	various	various
Socially Necessary Local Bus Contracts	External	£1.3 million	Arriva	various	various
Socially Necessary Local Bus Contracts	External	£2.2 million	Stagecoach	various	various
Allington Waste to energy – managing approximately 325,000 tonnes of waste	External	£30 million	KEL Ltd	July 2030	tbc

Service	Internal or external	If external:			Next review date ²
		Contract value (£)	Provider name	Contract end date	
Management of 12 Household recycling centres and 3 transfer stations	External	£4.4 million	BIFFA	Nov 2026	Nov 2020
Pepperhill - Household Waste Recycling Centre and Transfer Station Built by FCC and awarded a 25 yr. contract	External	£2.6 million	FCC	April 2035	tbc
Dartford Heath, Swanley, Tovil - Household Waste Recycling Centre and Transfer Station	External	£1 million	John Slattery Ltd	July 2019	tbc
North Farm and Dunbrik - Household Waste and Transfer Stations	Internal	£2.6 million	Commercial Services	tbc	tbc
Blaise Farm - Green and organic waste	External	£1.8 million	New Earth Solutions	April 2020 to 2024	tbc
Ridham Docks - Green and organic waste	External	£1.0 million	Countrystyle	April 2020	tbc

d) Divisional Priorities supporting KCC's Outcomes

This section sets out the major priorities for our divisions this year and which KCC Outcomes they support. The full framework of KCC's Outcomes can be found in Appendix A.

A) Children and young people in Kent get the best start in life

Libraries, Registration and Archives

- LRA service offer for Schools: Review the current LRA offer for schools and explore how we can meet the need of this key audience group in future.

A1) Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people

Environment, Planning and Enforcement

- Increasing business and community resilience to severe weather events, climate change related incidents, for example, continuing to deliver Winter Flood recommendations, SWIMS project
- Continuing focus on increasing community resilience through a multi-agency approach to emergency planning and business continuity including providing advice and assistance to businesses and voluntary sector on business continuity, and developing, maintaining and exercising arrangements for evacuation and shelter in the event of an incident
- Building the intelligence-led and joined up approach to business regulation and advice, through further development of our trading standards service, linking across other KCC and partner services where appropriate, particularly focusing on raising young people's awareness and understanding of consumer safety, including cyber security
- Develop further our multi-agency approach to community safety, in hosting the Kent and Medway Police and Crime Panel and hosting and leading on the Kent Community Safety Partnership, which is driving the integration of the Community Safety functions of KCC, Kent Police and Kent Fire and Rescue, and providing a network of Community Wardens to deliver a safer community for Kent residents of all ages

Highways, Transportation and Waste

- Casualty Reduction – working closely with key partners such as the Police to review the implementation plan set out in the Strategy to ensure we are doing as much as we can to reduce casualties on Kent's roads.
- SEN Transport Procurement - Transition the current methodology for the procurement of Special Education Needs (SEN) transport to a process that utilises the Kent Business Portal, incorporates procurement best practice and develops and shapes the market

B1) Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing

Environment, Planning and Enforcement

- Facilitating opportunities to enhance overall public health through participation in sport and access to activity opportunities in the countryside (in Country Parks, on the PROW network, through volunteering schemes etc) which help improve physical and mental health
- Facilitating infrastructure which promotes health and wellbeing including healthcare infrastructure and green open space infrastructure through the Growth and Infrastructure Framework and our countryside-related services

B2) Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure

GET-wide, all divisions:

- We will work with partners to secure the strategic infrastructure necessary to unlock sustainable housing and employment, such as Operation Stack, Thanet Parkway, Lower Thames Crossing, M20 Junction 10a, M2 Junction 5, the Richborough Connection electricity project, broadband through the BDUK programme, flood defence schemes such as Leigh Barrier and the Minerals and Waste Core Strategy and site plans

Economic Development

- Over the three year period of the re-tendered inward investment contract target a minimum of 4800 jobs and 120 successful projects i.e. new businesses locating in Kent or expansions of Kent-based businesses.
- Through the devolution agenda, work with district and other partners to maximise business rates generation from business growth
- Commission and oversee performance of the growth hub to support business development and trade
- Develop Kent as a visitor destination, maximising the value of our contract with Visit Kent
- Contract manage phase 2 of the Broadband BDUK programme and complete closure for phase 1
- Secure funds for and look at opportunities for providing business support and build on the Regional Growth Fund to ensure recycled loans are used to best effect

Environment, Planning and Enforcement

- More proactive and evidence-based approach to the identification and attraction of investment to strategic infrastructure priorities for Kent and Medway, developing the Growth and Infrastructure Framework and the Local Transport Plan 4

Highways, Transportation and Waste

- Fix the Potholes – ensure that we repair potholes quickly and to a good quality and balance the need for reactive repairs with our asset management approach to invest in maintenance to stop them from occurring in the first place
- Highway Asset Management – develop an accessible knowledge base for the highway asset and a strategy for maintaining it. Ensure a tool for the correct apportionment of budget in accordance with the need of the asset and identify the risks if funding is not in line with this.
- Delivering the benefits of the synergy between Streetworks & Operational maintenance – ensure we maximise the benefits to highway users from our redesign linking the streetworks team with the Highway Managers operational team and closer working with District Councils on delivery of both strategic transportation schemes and local highways works.
- Deliver Local Growth Fund projects (April 2015 until March 2021) – deliver the programme milestones and wherever possible secure further funding to support projects in the future, identifying new bids as appropriate
- Maximise opportunities from developer contributions – ensure that we work closely with others teams across KCC to leverage fair developer contributions to support priority council services.

B3) All Kent's communities benefit from economic growth and lower levels of deprivation

Economic Development

- Explore the opportunities for maximising the tourism, trade and renewable energy potential of Kent's maritime economy

Environment, Planning and Enforcement

- Delivery of targeted business support and finance initiatives to help business cut costs and stimulate the Low Carbon economy through projects such as LoCase.

Libraries, Registration and Archives

- Pop up-shops/Community cafes: Continue to look at ways LRA can generate income by providing space for additional customer offers such as pop-up shops and artisan fairs that focus on locally produced crafts and gifts and café spaces
- Public WiFi expansion: Complete the rollout of Wi-Fi to an additional 66 libraries so that every library has this option to improve our service to customers.

B4) Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities

Economic Development

- Grow the creative economy recognising creative and cultural contribution to local economy skills and quality of life.
- Promote the impact of cultural activity on a range of KCC strategic outcomes.
- Fund Turner Contemporary as a key cultural asset for Kent and work with them to look at options for diversifying their funding streams

Environment, Planning and Enforcement

- Maximise customer participation in sport and physical activity by shaping, securing and co-ordinating delivery of Sport England funded programmes

Libraries, Registration and Archives

- Develop Community and Cultural Hubs in partnership with district and town councils which will bring local services together with LRA's, such as the Tunbridge Wells Cultural Hub and Southborough Community Hub
- Sandgate & other community libraries: Complete the agreement for Sandgate Parish Council to be commissioned to deliver library services on a day to day basis at Sandgate library. Use this model to explore potential for this model of operation on other locations where the local appetite to be more involved in the delivery of library services exists.
- Open+: Explore the potential for a pilot of an innovative way of offering access to a library building without the need for staff as a way to complement times when a member of staff is present
- Archives: Enhance our Archives service by progressing plans to digitise some of the Archive collections to widen access to these materials for customers, and work to apply to The National Archive for Archive Accreditation, the nationally recognised benchmark for Archives

- Passport application checking service: Having piloted this service with HMPO this now has sign-off to be embedded as part of our service offer alongside the Nationality Checking service
- LRA promotion & marketing: Review how we promote and market the service by looking at new ways of reaching out to customers this will include looking at the website for all elements of the service as well as regular customer newsletters for Library and Archive services. In addition we will also be surveying people who do not currently use our services to inform how we shape future service offers as well as how we do adapt our marketing to reach a wider audience.
- In response to the KCC service specification, LRA will develop service plans for all elements of the service which will detail how the service will meet KCC outcomes and will include targeted local delivery of services to meet specific areas of need

B5) We support well planned housing growth so Kent residents can live in the home of their choice

GET-wide, all divisions

- We will ensure the right infrastructure is planned and installed to support Kent's strategic sites, such as Ebbsfleet Garden City, Paramount Park and Chilmington, coordinating KCC's input, providing expert advice and coordinating with partners

Economic Development

- Secure funding through Local Growth Fund (LGF) and Developer Contributions for strategic and community infrastructure ensuring the council's priorities are understood and reflected in negotiations
- Build stronger relationships with Kent districts, Medway, neighbouring authorities and London to deliver strategic infrastructure
- Work with EPE and HTW to identify capital investment priorities for funding from the Local Growth Fund and other sources, ensuring that these contribute to the delivery of the essential infrastructure identified in the Growth and Infrastructure Framework (GIF)
- Work with districts to provide timely planning advice for infrastructure planning

Environment, Planning and Enforcement

- Work to shape Local Plans to deliver sustainable growth and infrastructure, using the GIF and other county-wide tools where possible to enable Local Planning Authorities to fulfil their duty to cooperate, to ensure that KCC's interests are recognised and incorporated into the supporting Infrastructure Delivery Plans

Highways, Transportation and Waste

- Support economic and housing developments – develop and approve Transport Strategies for Maidstone, Tunbridge Wells, Swale, Thanet, Ashford and Tonbridge & Malling

B6) Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors

Environment, Planning and Enforcement

- Strategic co-ordination and commissioning of the Kent Environment Strategy and its Implementation Plan and KPIs to support healthy, resilient communities, protection and enhancing the intrinsic value of our natural and historic environment, landscapes and the rural agenda
- Delivery of Flood risk management priority projects, including Downs Road flood alleviation scheme, and development of on-line flood asset register

Highways, Transportation and Waste

- Deliver the Streetlighting LED project – meet milestones for this key project over the 3 year delivery programme. Ensure a smooth delivery of LED lantern conversion and a handover of maintenance from the current to the new provider.
- Waste collection partnership – fully engage in partnership working between KCC and key stakeholders, with a particular emphasis on District/ Borough Councils and Parish councils to maximise the efficiency of waste collection and ensure the collection process produces wastes that can be efficiently disposed of (including the West Kent waste collection project)
- Improve the county's drainage system – ensure that routine cleansing is in accordance with our published programme and deliver capital repairs to improve flooding hotspots

C4) Older and vulnerable residents feel socially included

Environment, Planning and Enforcement

- Provide a network of community wardens and further Public Protection initiatives provided through Trading Standards to assist socially isolated and vulnerable residents to better access care and support to enable them to live more independently and safely

Libraries, Registration and Archives

- Mobiles redesign: Complete a redesign of the mobile library service following the completion of customer engagement. This will also include looking at how we promote the new service offer

Divisional Priorities Supporting Business Transformation

The following priorities focus on business transformation and achieving efficiency to enable the services to deliver KCC's strategic and supporting outcomes more effectively.

Economic Development

- Develop a more rigorous intelligence and evaluation base to support commissioning and de-commissioning activity and customer focus
- Co-ordinate and streamline programme and project management in support of effective cross-divisional and cross-directorate working and improved customer service.
- Leverage funding opportunities in support of KCC's strategic outcomes. This includes a target over a six-year programme (2014-2020) of £100million from EU funds

Environment, Planning and Enforcement

- Delivery of Phase 2 of EPE transformation, which will include the following:
 - develop the intelligence and data led approach to services to inform the commissioning approach
 - achieve financial targets through well-managed costs and increased income
 - explore different ways and models of working, and in so doing assess the contestability of our internally commissioned services

Highways, Transportation and Waste

- Supporting a commissioning authority – ensure that all major contracts and commissions prove optimal value for money, have in place clear commissioning milestone gateways that are signed off and outcome focused
- Identify opportunities for income – ensure we are charging fairly and generating income to enable the delivery of services without impacting the council tax payer.

Libraries, Registration and Archives

- Making internal commissioning work through the service specification review, pursuing freedoms and flexibilities, developing Service Level Agreements, promoting staff engagement and culture and innovation through new service models and technology.
- Delivering KCC outcomes for the benefit of communities through modern, evidence-based targeted services that are shaped by a stronger understanding of local customer and community needs.
- Developing a business and commercial approach, maximising income generation and use of assets, not only to better deliver the service specification's outcomes but place LRA in a position to be commissioned to deliver outcomes for other services and organisations.
- Improving our customer service through implementation of GET's Customer Service Programme; sharing LRA's experience and learning from others in the directorate

D. Directorate Infrastructure Requirements

Ongoing discussions are taking place regarding ICT and property. GET's requirements will be identified in the final version.

DRAFT

E. Directorate Organisational Development Priorities

We take the learning and development of our people seriously

We're a directorate in constant demand, meaning our people are too. Our diverse range of services need professional, highly skilled teams in place, who can adapt to change quickly and draw on their knowledge, skills and experiences to help shape strong, sustainable communities with all our customers, residents and businesses in mind.

To support KCC's workforce and organisational development (OD) priorities, we too have identified four themes that will focus us on getting the fundamental needs of our directorate right and build strength and resilience across the directorate.

Our four themes:

- **Workforce planning** - making sure we have the right people, with the right skills, doing the right jobs and that we're developing their skills and experience.
- **Attracting and retaining talent** – encouraging new generations with fresh ideas into our directorate, while identifying existing people, who given the freedom and opportunity, would excel and progress in the organisation. Allowing us to retain knowledge, experience and expertise, while inspiring and supporting aspirations.
- **Managing performance** – doing the right thing at the right time and knowing why it's important – helping us understand how our roles contributes to the bigger picture.
- **Manager responsibilities** – capturing the importance of the manager role and encouraging them to be the managers we all want to be, making sure everyone is given the opportunity to learn and develop the skills needed to achieve the right outcomes for all.

We know our people are crucial to the success of our directorate and by giving them the support and learning they need, we can help them understand how they make a difference, and together meet the growing demands on our directorate.

Our approach to organisational development will enable us to deliver our customer service aspirations and commission services based on our understanding of what our customers need - ensuring Kent's communities continue to grow and thrive in the future.

KCC Corporate OD Priorities to be added in; awaiting information from HR.

F. Directorate Risks

There are a number of strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment and Transport directorate. Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage a number of corporate risks, with all risks reviewed by the Directorate Management Team quarterly as a minimum. Further details on these risks and their mitigations are contained in the corporate and directorate risk registers.

Summary Risk Profile

• Low = 1-6	Medium = 8-15	High =16-25
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Risk Title	Current Risk Rating	Target Risk Rating
Corporate level risks		
Ability to access resources to aid economic growth and enabling infrastructure across the county.	12	8
Civil contingencies and resilience – ensuring effective planning for, and the response to, incidents and emergencies.	12	8
Directorate level risks		
Delivery of 2016/17 budget targets	12	6
Health & Safety considerations in the delivery of services, relating to KCC staff, contractors or the public.	10	10
Partner organisations or commissioned providers not offering the required level of service to Kent residents.	9	6
Ensuring the services across the directorate are resilient and respond effectively to severe weather incidents, minimising subsequent disruption to the people of Kent.	12	6
Skills shortage and capacity issues to apply for funding and manage contracts and projects	12	6
Loss of, or disruption to, key ICT systems in the GET Directorate causing a detrimental effect to the services provided.	12	9

G. Directorate Performance Indicators

Each Directorate produces a regular report of performance against targets set for Key Performance Indicators and monitoring of activity against expected Upper and Lower thresholds. This is set out in a Directorate Dashboard which is regularly reviewed by the relevant Cabinet Committee. A selection of the Key Performance and Activity Indicators are also reported each quarter in the Council wide Quarterly Performance Report.

The targets for Key Performance Indicators and Activity Thresholds for 2016/17 for the Growth, Environment & Transport Directorate are outlined below.

Performance Indicators relating to Customer Service

Ref	Indicator Description	2015/16 Target	2015/16 Actual ³	2016/17 Floor ⁴	2016/17 Target
HT02	Routine faults/enquiries reported by the public completed in 28 calendar days	90%	91%	80%	90%
HT04	Customer satisfaction with routine Highways service delivery (100 Call back survey)	75%	80%	60%	75%
HT08	Customer satisfaction with completed local 'schemes'	75%	80%	60%	75%
WM04	Customer satisfaction with Household Waste Recycling Centre Services (on-line and face to face)	90%	94%	85%	96%
LRA04	Average number of online contacts to Libraries, Registrations and Archives per day	2,800			
LRA06	Customer satisfaction with Birth and Death Registration	95%			
LRA07	Customer satisfaction with ceremonies	98%			
LRA08	Customer satisfaction with Libraries and Archives	93%			
HT**	Report a Highways fault online	40%	32%	35%	40%
HT**	Apply for a Young Person's Travel Pass online	75%	51%	60%	70%
HT**	Apply for a Concessionary Bus Pass online	25%	10%	5%	10%

³ 2014/15 figures are provisional at time of printing and are up to December 2015/January 2016. Therefore they will be updated accordingly when full end of year results are available.

⁴ 'Floor standard' is the minimum level of acceptable performance.

Ref	Indicator Description	2015/16 Target	2015/16 Actual ³	2016/17 Floor ⁴	2016/17 Target
HT**	Highways Licence applications online	40%	56%	50%	60%
HT**	Apply for a HWRC recycling voucher online	85%	94%	80%	90%
HT**	Book a Speed Awareness Course online	75%	76%	65%	75%
EPE14	Percentage of PROW faults reported on-line (year to date)	50%			
LRA**	Renew a library book online	73%			
LRA**	Book a Birth/Death Registration appointment online	52%			

Activity Indicators relating to Customer Service

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2016/17 Expected
HT05	Total number of contacts received from the public for HTW services	Upper	65,000	65,000	65,000	65,000	240,000
		Lower	55,000	55,000	55,000	55,000	
HT06	Number of enquiries raised for action by HT&W	Upper	26,000	26,000	28,000	36,000	110,000
		Lower	21,000	21,000	23,000	30,000	
HT07a	Work in Progress at any point in time (open routine enquiries) for H&T services	Upper	2,000	2,000	2,500	3,000	n/a
		Lower	1,500	1,500	2,000	2,000	
HT07b	Work in Progress at any point in time (non-routine enquiries) for H&T services	Upper	6,000	6,000	6,500	6,500	n/a
		Lower	4,500	4,500	5,000	5,000	

Performance Indicators Relating to Business Activity

Ref	Indicator Description	2015/16 Target	2015/16 Actual	2016/17 Floor	2016/17 Target
HT01	Potholes repaired in 28 calendar days	90%	91%	80%	90%
HT03	Street lights repaired in 28 calendar days	90%	92%	80%	90%
HT**	Casualties – number of casualties on Kent's	Report comparison against annual trend			

Ref	Indicator Description	2015/16 Target	2015/16 Actual	2016/17 Floor	2016/17 Target
	Roads NEW				
HT**	Capital Programme Monitoring NEW	A low number of 'red' rated projects and action plan for those flagged as such			
ED04	Jobs: Jobs created/safeguarded through RGF jobs committed numbers	1070			
ED05	Homes: units brought back to market (through No Use Empty)	580			
ED06	Businesses: Businesses supported, via any programme (including LiK, Visit Kent, PinK, other KCC programmes)				
ED07	Investment: External investment secured				
ED08	Infrastructure: developer contributions secured against total contributions sought	80%			
WM01	Municipal waste recycled and composted	49.9%	46.6%	41.6%	46.6%
WM02	Municipal waste converted to energy	41.7%	45.3%	36.3%	41%
WM03	Waste recycled and composted at Household Waste Recycling Centres (HWRC)	71.8%	69.5%	64.5%	69.5%
EPE02	Serious and/or Persistent Offenders investigated by Trading Standards	30	28	28	30
EPE03	Dangerous/unsafe products prevented from entering or removed from the market	10,000	97,018	90,000	100,000
EPE04 <i>(Revised)</i>	Individual Businesses assisted for business growth and development (Including acting as a Primary Authority) by Trading Standards	-	-	180	200
EPE05	Average PROW fault resolution time (days) – rolling 12 month	50			
EPE06	Kent Scientific Services external income	£690k			
EPE07	Income generated by Kent Country Parks	£1.057m			
EPE08	Volunteer Hours deployed in Kent Country Parks	11,000			
EPE09	Sport and Physical Activity Income levered into county	£2.75m			
EPE10	Participation of young people aged 11-25 in programmes coordinated by Sport and Physical Activity Service	2,743			

Ref	Indicator Description	2015/16 Target	2015/16 Actual	2016/17 Floor	2016/17 Target
EPE12	KCC investment/spend ratio generated on projects delivered by Countryside Management Partnerships	£89k/ £2.1m £1:£23.60			
EPE13	Total Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes	47,524 (Sept 15)			
LRA03	Average number of eBooks issued per day	340			
LRA05	Number of ceremonies conducted by KCC officers, including Bexley	6,000			

Activity Indicators Relating to Business Activity

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2016/17 Expected
WM05	Waste tonnage collected by District Councils	Upper		540,000			540,000
		Lower		510,000			
WM06	Waste Tonnage collected at KCC Household Waste Recycling Centre	Upper		175,000			175,000
		Lower		155,000			
LRA01	Number of visits to libraries (including mobile libraries) - 000's	Upper					
		Lower					
LRA02	Number of books issued (includes eBooks and audio books) – 000's	Upper					
		Lower					

APPENDIX A

The Outcomes framework within KCC's Strategic Statement, 'Increasing Opportunities, Improving Outcomes'. GET supports and delivers primarily to the middle Strategic outcome, as highlighted.



From: Peter Sass, Head of Democratic Services
 To: Growth, Economic Development and Communities Cabinet
 Committee – 3 March 2016

Subject: **Work Programme 2016**

Classification: **Unrestricted**

Past Pathway of Paper: **None**

Future Pathway of Paper: Standard agenda item

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

Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2016.

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 2016

- 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 21 January 2016, 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 for Tuesday, 29 March 2016.
- 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 2016.</p>

6. Background Documents

None.

7. Contact details

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GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 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		
Decision	Decision Taker	Date to be taken
Old Town Hall, Gravesend	Cabinet Member for Economic Development	Tba
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	March 2016	
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
A report on BioKent Bio-gateway (Invite Paul Wookey)	22/01/15	Further updates
Economic Impact of Margate Seafront	15/9/15	17 May 2016
Update on the work of the Kent Film Office	15/9/15	tba
Broadband	21/01/16 (agenda setting)	tba
Skills Commission update	21/01/16 (agenda setting)	tba
Locate in Kent Performance Report	24/2/16	4 May 2016
Award of Inward Investment Contract	24/2/16	4 May 2016
KCC's relationship with FE (the intention is for this paper to coincide with the Skills Commission Strategic Area Review)	24/2/16	tba

PRESENTATIONS		
Proposed Topic	Date requested	Cabinet Committee meeting
Ebbsfleet Garden City	14/10/14 <i>(agenda setting meeting)</i>	19 July 2016
Margate Seafront	14/10/14	tba Following visit to Margate. Update to include Dreamland Paper + possible presentation
Presentations on the 4 District Deals (TWBC, TMBC and SBC)	22/01/15	Depending on decision route and timetable for agreeing deals
To ask the Chambers 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 committee so that we can better understand what help and assistance Kent businesses need from KCC. The results of which could advise future agenda items.	31/07/15	Invite Kent Invicta Chambers of Commerce – Chief Executive, Ms Jo James; and Thanet and East Kent Chamber of Commerce, Chief Executive, Mr David Foley, and the Chairman of the Kent and Medway Economic Partnership, Mr Geoff Miles KMEP, to give a presentation to include the conclusions of the questionnaire carried out by the Chambers of Commerce etc. [Following on, hold a separate meeting (consider a small group of Members) with local businesses to discuss issues that affect them] Members to make recommendations on their findings to be submitted to the Cabinet Member for consideration.
Kent Savers Credit Union	13/10/15	tba
VISITS		
Visit to be arranged to the regeneration sites in Margate	22/1/15	tba

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

To: Growth, Economic Development and Communities Cabinet Committee – 3 March 2016

Subject: **Risk Management: Growth, Environment and Transport**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary:

This paper presents the strategic risks relating to the Growth, Economic Development and Communities Cabinet Committee, in addition to two risks featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner'. The paper also explains the management process for review of key risks.

Recommendations:

The Cabinet Committee is asked to consider and comment on the directorate risk register and relevant corporate risks outlined in appendices 1 and 2.

1. Introduction

1.1 Directorate business plans are reported to Cabinet Committees each March / April as part of the Authority's business planning process. The plans include a high-level section relating to key directorate risks, which are set out in more detail in this paper.

1.2 Risk management is a key element of the Council's Internal Control Framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled. The process of developing the registers is therefore important in underpinning business planning, performance management and service

procedures. Risks outlined in risk registers are taken into account in the development of the Internal Audit programme for the year.

- 1.3 Directorate risk registers are reported to Cabinet Committees annually, and contain strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment & Transport directorate, and often have wider potential interdependencies with other services across the Council and external parties.
- 1.4 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register. The Corporate Director for Growth, Environment & Transport directorate is designated 'Risk Owner' for several corporate risks, two of which (CRR 3 – access to resources to aid economic growth and enabling infrastructure; and CRR 4 – civil contingencies and resilience) are of relevance to this Committee and are presented for comment in appendix 1.
- 1.5 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly the current level of risk is assessed, taking into account any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a 'target' risk level is set and further mitigating actions introduced with the aim of reducing the risk to a tolerable and realistic level.
- 1.6 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the KNet intranet site.

2. Financial Implications

- 2.1 Many of the strategic risks outlined have financial consequences, which highlight the importance of effective identification, assessment, evaluation and management of risk to ensure optimum value for money.

3. Policy Framework

- 3.1 Risks highlighted in the risk registers relate to strategic priorities and outcomes featured in KCC's Strategic Statement 2015-2020, as well as the delivery of statutory responsibilities.
- 3.2 The presentation of risk registers to Cabinet Committees is a requirement of the County Council's Risk Management Policy.

4. Risks relating to the Growth, Environment & Transport directorate

- 4.1 There are currently six directorate risks featured on the Growth, Environment & Transport directorate risk register (appendix 2), none of which are rated as 'High'. Many of the risks highlighted on the register are discussed implicitly as part of regular items to Cabinet Committees.
- 4.2 Since last reported to Cabinet Committee in March 2015, the risk relating to delivery of 2015/16 budget targets (GET 01) has been closed, with the directorate forecasting an underspend at time of writing. However, a new risk has been added relating to delivering budget targets for the coming year 2016/17. One risk has been assessed as decreasing in severity (GET 05 – directorate response and resilience to severe weather incidents). A risk has been closed relating to the spread of Ash Dieback, although this still being monitored at divisional level.
- 4.3 Mitigations for risks are highlighted and implemented on a regular basis as required. For example, in relation to GET 02 (Health & Safety considerations), during the past year an independent Health & Safety review on Waste Management has shown a substantial level of improvement; the Director and all service managers and Heads of Service have been receiving Health & Safety training; and 420 library staff have taken a personal safety eLearning module, with further conflict resolution training organised for all library staff in the coming months.
- 4.4 Inclusion of risks on this register does not necessarily mean there is a problem. On the contrary, it can give reassurance that they have been properly identified and are being managed proactively.
- 4.5 Monitoring & Review – risk registers should be regarded as 'living' documents to reflect the dynamic nature of risk management. Directorate Management Teams formally review their risk registers, including progress against mitigating actions, on a quarterly basis as a minimum, although individual risks can be identified and added to the register at any time. Key questions to be asked when reviewing risks are:
- Are the key risks still relevant?
 - Have some risks become issues?
 - Has anything occurred which could impact upon them?
 - Has the risk appetite or tolerance levels changed?
 - Are related performance / early warning indicators appropriate?
 - Are the controls in place effective?
 - Has the current risk level changed and if so is it decreasing or increasing?
 - Has the "target" level of risk been achieved?

- If risk profiles are increasing what further actions might be needed?
- If risk profiles are decreasing can controls be relaxed?
- Are there risks that need to be discussed with or communicated to other functions across the Council or with other stakeholders?

5. Recommendation

Recommendation:

The Cabinet Committee is asked to consider and comment on the directorate risk register and relevant corporate risk outlined in appendices 1 and 2.

6. Background Documents

6.1 KCC Risk Management Policy on KNet intranet site.

7. Contact details

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KCC Corporate Risk Register

CORPORATE RISKS LED BY OFFICERS IN THE GROWTH ENVIRONMENT & TRANSPORT DIRECTORATE

**Corporate Risks led by Officers in the Growth Environment & Transport Directorate
Summary Risk Profile**

Low = 1-6 Medium = 8-15 High =16-25

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel
CRR 3	Access to resources to aid economic growth and enabling infrastructure	12	8	↔
CRR 4	Civil Contingencies and Resilience	12	8	↔

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Control Title	Control Owner
Growth and Infrastructure Framework for Kent and Medway published, setting out the infrastructure needed to deliver planned growth and a 10-point action plan	Katie Stewart, Director Environment Planning & Enforcement
Environment Planning & Enforcement and Economic Development teams working with each individual District on composition of infrastructure plans including priorities for the CIL and Section 106 contributions, from which gaps can be identified	David Smith, Director Economic Development / Katie Stewart, Director Environment Planning & Enforcement
Coordinated approach in place between Development Investment Team and service directorates	David Smith, Director Economic Development
Dedicated team in Economic Development in place, working with other KCC directorates, to lead on major sites across Kent.	David Smith, Director Economic Development
Economic Development SMT review of "critical" programmes/projects and review of KPIs to ensure continued appropriateness and relevance	David Smith, Director Economic Development
Infrastructure Funding Group established and receives regular reports on progress of major sites, potential issues for resolution and highlights funding gaps etc.	Barbara Cooper, Corporate Director, Growth, Environment and Transport
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer' Group	David Smith, Director Economic Development
Strong engagement with South East LEP and with central Government to ensure that KCC is in a strong position to secure resources from future funding rounds	Ross Gill, Economic Strategy & Policy Manager
Monitoring framework in place for Regional Growth Fund (RGF) programmes covering the issuing and management of contract agreements with regular reports reviewed by Growth, Economic Development & Communities Cabinet Committee.	Jacqui Ward, Regional Growth Fund Programme Manager
KCC Internal Audit and external Auditor commissioned on an annual basis to conduct audits on the compliance of the RGF process and administration of the schemes, including governance, decision making and outcomes	Jacqui Ward, Regional Growth Fund Programme Manager
Continued coordinated dialogue with developers, Districts and KCC service directorates	Nigel Smith, Head of Development

Action Title	Action Owner	Planned Completion Date
Produce Kent's Local Transport Plan 4 – the next iteration of 'Growth without Gridlock'	Tom Marchant, Head of Strategic Planning & Policy	June 2016
Growth & Infrastructure Framework – progress the key actions arising from the framework	Tom Marchant, Head of Strategic Planning & Policy	July 2016 (review)
Influencing local plans and major applications – coordinating KCC's response to and providing expert advice around developments e.g. Ebbsfleet Development Corporation and Paramount Park	Tom Marchant, Head of Strategic Planning & Policy	June 2016 (review)
Progress proposals for a more consistent and comprehensive approach to early engagement and provision of advice for developers on major development proposals, involving a single point of contact at senior County Council officer level.	Nigel Smith, Head of Development	April 2016 (review)

Risk ID	CRR4	Risk Title	Civil Contingencies and Resilience			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood, and impact, of high impact incidents and emergencies.	Failure to deliver suitable planning measures, respond to and manage these events when they occur.	Potential increased harm or loss of life if response is not effective.	On behalf of CMT:	Possible (3)	Serious (4)	
The Director of Public Health has a legal duty to gain assurance from the National Health Service and Public Health England that plans are in place to mitigate risks to the health of the public including outbreaks of communicable diseases e.g. Pandemic Influenza.	Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities.	Serious threat to delivery of critical services.	Barbara Cooper, Corporate Director Growth, Environment & Transport	Target Residual Likelihood Unlikely (2)	Target Residual Impact Serious (4)	
Ensuring that the Council works effectively with partners to respond to, and recover from, emergencies and service interruption is becoming increasingly important in light of recent national and international security threats and severe weather incidents.		Increased financial cost in terms of damage control and insurance costs. Adverse effect on local businesses and the Kent economy. Possible public unrest and significant reputational damage. Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies Act or other associated legislation.	Responsible Cabinet Member(s): Mike Hill, Community Services			

Control Title	Control Owner
<p>Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Key roles of group include:</p> <ul style="list-style-type: none"> • Intelligence gathering and forecasting; • Regular training exercises and tests; • Task & Finish groups addressing key issues. • Plan writing • Capability building 	Mike Overbeke, Head of Public Protection (for Kent Resilience Team Activity)
Kent Resilience Forum has a Health sub-group to ensure coordinated health services and Public Health England planning and response is in place	Andrew Scott-Clark, Director of Public Health
Kent Resilience Forum Severe Weather Advisory Group established to convene in the event of a severe weather incident.	Mike Overbeke, Head of Public Protection
Critical functions identified across KCC as a basis for effective Business Continuity Management (BCM).	Tony Harwood, Resilience and Emergencies Manager
The Director of Public Health works through local resilience fora to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to public health.	Andy Scott-Clark, Director of Public Health
Management of financial impact to include Bellwin scheme	Dave Shipton, Head of Financial Strategy
Maintenance & delivery of emergency procedures, plans and capabilities in place to respond to a broad range of challenges.	Tony Harwood, Resilience and Emergencies Manager
System in place for ongoing monitoring of severe weather events (SWIMS)	Carolyn McKenzie, Head of Sustainable Business and Communities
Implementation of Kent's Climate Adaptation Action Plan	Carolyn McKenzie, Head of Sustainable Business and Communities
Local multi-agency flood response plans in place for each district / borough in Kent, in addition to overarching flood response plan for Kent	Mike Overbeke, Head of Public Protection
Winter Resilience Planning Group & action plan in place.	Mike Overbeke, Head of Public Protection
ICT resilience improvements made to underlying data storage, data centre capability and network resilience.	Michael Lloyd, Head of Technology Commissioning

	& Strategy
On-going programme of review relating to ICT Disaster Recovery and Business Continuity	Michael Lloyd, Head of Technology Commissioning & Strategy
Kent Resilience Team in place bringing together personnel from KCC, Kent Police and Kent Fire and Rescue Service in an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent	Mike Overbeke, Head of Public Protection
Multi-Agency recovery structures are in place at the Strategic and Tactical levels & working effectively.	Katie Stewart, Director Environment Planning & Enforcement
KCC Community Wardens trained as Incident Liaison Officers	Mike Overbeke, Head of Public Protection
KCC and local Kent Resilience Forum partners have tested preparedness for chemical, biological, radiological, nuclear and explosives (CBRNE) incidents and communicable disease outbreaks in line with national requirements. The Director of Public Health has additionally sought and gained assurance from the local Public Health England office and the NHS on preparedness and maintaining business continuity.	Andrew Scott-Clark, Director Public Health
KCC jointly with Medway Council Public Health dept maintain an on-call rota on behalf and with Public Health England to ensure preparedness for implementing the Scientific, Technical Advisory Cell (STAC) in the event of a major incident with implications for the health of the public	Andrew Scott-Clark, Director of Public Health
'Introduction to Emergency Planning' e-learning package available to all staff	Tony Harwood, Resilience and Emergencies Manager
Emergency planning training rolled out at strategic, tactical and operational levels	Katie Stewart, Director Environment Planning & Enforcement
Exercises regularly conducted to test different elements of KCC emergency and business continuity arrangements with partners (e.g. 'Fort Invicta' November 2015 and Exercise 'Thor' December 2015).	Tony Harwood, Resilience & Emergencies Manager
Senior Management on-call rota devised and agreed	Katie Stewart, Director Environment Planning & Enforcement
Emergency Reservists have been recruited to aid emergency responses	Katie Stewart, Director Environment Planning & Enforcement

Action Title	Action Owner	Planned Completion Date
Reporting arrangements being reviewed to include appropriate elected Member oversight of KCC Business Continuity arrangements.	Katie Stewart, Director of Environment, Planning & Enforcement	April 2016
Review the role of elected Members in the event of emergency situations	Katie Stewart, Director of Environment, Planning & Enforcement	April 2016
Review sufficiency of KCC emergency and resilience resource	Katie Stewart, Director of Environment, Planning & Enforcement	April 2016
Investigate further training and development opportunities for emergency reservists	Tony Harwood, Resilience & Emergencies Manager	May 2016
Capture and communicate learning and potential improvements to business continuity plans in light of recent loss of ICT systems	Katie Stewart, Director of Environment, Planning & Enforcement	March 2016

Appendix 2



**GROWTH, ENVIRONMENT AND TRANSPORT DIRECTORATE RISK REGISTER
MARCH 2016**

Summary Risk Profile

Low = 1-6
Medium = 8-15
High =16-25

Risk No.*	Risk Title	Current Risk Rating	Change since Spring 2015	Target Risk Rating
GET 01	Delivery of budgets targets 2015/16	Risk Closed		
GET 02	Health & Safety considerations	10	↔	10
GET 03	Partner organisations/contractors not offering the required level of service	9	↔	6
GET 04	Ash Dieback	Risk Closed		
GET 05	Directorate response and resilience to severe weather incidents	12	↓	6
GET 08	Skills shortage and capacity issues to apply for funding and manage contracts and projects	12	↔	6
GET 09	Loss of ICT systems	12	Not scored in 2015	9
GET 10	Delivery of budget targets 2016/17	12	NEW	6

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Directorate Register. Therefore there will be some 'gaps' between risk IDs.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID:	GET 02	Risk Title:	Health & Safety considerations				
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	Target Residual Likelihood	Target Residual Impact
Services across the directorate need to pay due regard to potential Health and Safety issues due to the nature of the work they undertake.	There is a risk of death, or serious injury to the public, KCC staff or contractors, where KCC fails to take all reasonable steps to prevent such an incident.	Distress to families concerned, possible legal action against the authority and reputational damage.	GET Directorate Management Team	Unlikely (2)	Major (5)	Unlikely (2)	Major (5)
Control Title				Control Owner			
Maintain sound Health and Safety systems at waste sites including reviewing accidents and near-misses.				Roger Wilkin, Director Highways, Transportation and Waste			
Staff to follow Health and Safety legislation and guidance				GET Directorate Management Team			
Regular reporting of accident data and Health & Safety updates to senior managers.				GET Directorate Management Team			
Regular risk assessments of all Directorate sites and hazards				GET Directorate Management Team			
Environment Planning and Enforcement (EPE) divisional Health and Safety group in place and meets quarterly and reports to Divisional Management Team.				EPE Divisional Management Team			
Killed and Seriously injured (KSI) on roads data regularly analysed by the Highways Team and Education. Publicity and training campaigns delivered.				Tim Read, Head of Transportation			
Highways - Crash remedial sites are identified and rectified.				Tim Read, Head of Transportation			
Regular testing for hazards e.g. tree surveys.				GET Directorate Management Team			
Independent Health and Safety review on Waste Management has received good / substantial level of improvement.				Roger Wilkin, Director Highways, Transportation and Waste			

420 library staff have taken personal safety e-learning module.		Diane Chilmaid, Business Manager, Growth, Environment and Transport
Action Title	Action Owner	Planned Completion Date
Health and Safety training being delivered to the Highways, Transportation & Waste Director, all Heads of Service and Service Managers.	Roger Wilkin, Director Highways, Transportation and Waste	February 2016
Conflict resolution training organised for library staff, beginning in November 2015, to run over an 18 month period.	Diane Chilmaid, Business Manager, Growth, Environment and Transport	May 2017

Risk ID: GET 03 Risk Title: Partner Organisations/contractors not offering the required level of service.						
Source / Cause of risk KCC - including services across the GET directorate, work closely with partners and contractors to provide its services to the people of Kent	Risk Event Partner organisations or contractors do not provide the required level of service to the public.	Consequence Efficient / good value for money / high quality services are not provided.	Risk Owner GET Directorate Management Team	Current Likelihood Significant (3)	Current Impact Significant (3)	
				Target Residual Likelihood Unlikely (2)	Target Residual Impact Significant (3)	
Control Title				Control Owner		
Waste management - robust contract management and client function.				Roger Wilkin, Director Highways, Transportation and Waste		
Waste Management - Rigorous programme of pre-qualification checks on potential contractors to assure ability to deliver.				Roger Wilkin, Director Highways, Transportation and Waste		
Service Level Agreements are put in place where services are provided by a third party.				David Beaver, Interim Commercial & Commissioning Manager / Head of Waste Management		
Highways contractor (Amey) produces a monthly performance report showing Quality Performance Measure results.				Roger Wilkin, Director Highways, Transportation and Waste		
Partners have business continuity plans, risk registers, performance management and governance arrangements in place				Roger Wilkin, Director Highways, Transportation and Waste		
Monitoring of outcomes from Regional Growth Fund loans.				David Smith, Director Economic Development		
Transport integration – risk analysis conducted as part of individual contract arrangements with third parties.				Stephen Pay, Transport Integration Manager		

<p>Various service specific contract boards are in place across Highways, Transportation and Waste service contracts and these monitor “services” where providers have quality metrics that they must adhere to and are defined within contract documentation</p>	<p>David Beaver, Interim Commercial & Commissioning Manager / Head of Waste Management</p>	
<p>Action Title</p>	<p>Action Owner</p>	<p>Planned Completion Date</p>
<p>Ensure robust monitoring and enforcement of improvement plan with highways contractor</p>	<p>Roger Wilkin, Director Highways, Transportation and Waste</p>	<p>March 2016</p>
<p>Follow up any recommendations arising from the Internal Audit of contract management arrangements in Waste Management.</p>	<p>Roger Wilkin, Director Highways, Transportation and Waste</p>	<p>June 2016</p>

Risk ID:	GET 05	Risk Title:	Directorate response and resilience to severe weather incidents				
Source / Cause of risk The number of severe weather events affecting the county has increased in the past few years, which can have a significant impact on all GET services, businesses and the Kent community. A number of services within the directorate play an important role in planning for, and responding to, these events.	Risk Event Failure by key services to deliver suitable planning measures, respond to and manage these events when they occur.	Consequence Excessive damage/congestion/ closed roads following severe weather leading to disruption to the public of Kent including KCC staff. This in turn would impact on key services being delivered by the directorate and reputational damage for KCC if responses are judged to be inadequate.	Risk Owner GET Directorate Management Team	Current Likelihood Possible (3)	Current Impact Serious (4)	Target Residual Likelihood Unlikely (2)	Target Residual Impact Significant (3)
Control Title			Control Owner				
Winter Policy in place each year			Andrew Loosemore, Head of Highways Operations				
Support gained from the local community who undertake snow ploughing			Andrew Loosemore, Head of Highways Operations				
Priority salting routes agreed and published and plan to ensure salt bins are provided and filled			Andrew Loosemore, Head of Highways Operations				
Local Emergency Plans agreed and published with districts/borough councils.			Andrew Loosemore, Head of Highways Operations				
Carry out a lessons learnt review after each winter			Andrew Loosemore, Head of Highways Operations				
Senior Management on-call rota devised and now in place			Katie Stewart Director Environment, Planning & Enforcement				

Business Continuity Plans are kept under constant review	Tony Harwood, Resilience and Emergencies Manager	
Training is available and being rolled out at strategic, tactical and operational level	Tony Harwood, Resilience and Emergencies Manager	
Local Flood Risk Strategy delivered and Flood Risk Management Plan in place	Sarah Anderson, Environment Strategy Manager	
Severe Weather Impact Monitoring System now in use to support the Authority with its response to extreme events	Carolyn McKenzie, Head of Sustainable Business and Communities	
Exercises regularly conducted to test different elements of emergency and business continuity arrangements with partners (e.g. 'Fort Invicta' November 2015 and Exercise 'Thor' December 2015).	Tony Harwood, Resilience and Emergencies Manager	
Recommendations from the Winter Flooding Plan are being delivered	Sarah Anderson, Environment Strategy Manager	
Post Winter Plan completed	Andrew Loosemore, Head of Highways Operations	
Action Title	Action Owner	Planned Completion Date
Management of exercises and training relating to this Directorate and others within KCC	Tony Harwood, Resilience & Emergencies Manager	March 2016 (review)
Conduct regular exercises and rehearsal of BC plans – where there would be significant impact on welfare or business reputation	Tony Harwood, Resilience & Emergencies Manager	March 2016 (review)

Risk ID: GET 08 Risk Title: Skills shortage and capacity issues to apply for funding and manage contracts and projects					
Source / Cause of risk Funding has been received to deliver major infrastructure projects. The funding is being administered by Essex CC (on behalf of the South East Local Enterprise Partnership), and detailed business cases are required to be completed to obtain the funding through Essex CC.	Risk Event There is a risk that KCC will be unable to satisfactorily submit suitable business cases and manage the projects due to a shortage of staff with the appropriate skill set within KCC. In addition it is possible that the Authority will be unable to attract suitably trained project managers as the private sector remains competitive in this area.	Consequence Funding may not be forthcoming if suitable business cases are not presented, however, even when the funding has been received, the major projects may not be managed appropriately leading to possible delays or difficulties with the funding arrangements. This could impact on the Authority's reputation and even lead to the Authority having to return some of the funding to Central Government.	Risk Owner GET Directorate Management Team	Current Likelihood Likely (4)	Current Impact Significant (3)
				Target Residual Likelihood Unlikely (2)	Target Residual Impact Significant (3)
Control Title			Control Owner		
An Organisational Development Plan has been prepared in order to develop talents within the Authority and to deliver suitable training to staff			GET Directorate Management Team		
Growth Environment and Transport Portfolio Board established to monitor risks and key issues			Barbara Cooper, Corporate Director Growth, Environment and Transport		
Local Growth Fund Project and Steering Group established			Mary Gillett, Major Projects Planning Manager		
Workforce Planning exercise conducted with Highways, Transportation and Waste Division to			Roger Wilkin, Director		

identify gaps in relation to critical roles and recommendations to action and next steps	Highways, Transportation and Waste	
Highways contractor has funded Microsoft Project Training for its Managers to improve their skills base.	Roger Wilkin, Director Highways, Transportation and Waste	
Workforce Planning now takes place across the Environment, Planning and Enforcement division at different times in order that services plan ahead for retirements and identifying experience opportunities to being in new talent	Katie Stewart, Director Environment, Planning & Enforcement.	
KCC staff are helped to access European Union (EU) funding programmes including form completion and bid writing	David Smith, Director Economic Development	
Action Title	Action Owner	Planned Completion Date
Deliver an Institute of Civil Engineers (ICE) accredited civil engineering graduate scheme	Roger Wilkin, Director Highways, Transportation and Waste	March 2016

Risk ID:	GET 09	Risk Title:	Loss of Information Communication and Technology (ICT) systems			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
In order to improve the efficiency of the services within the Directorate a number of ICT systems have been developed that in time have become critical to the delivery of the services and rely on KCC or external partners. In addition KCC's Unified Communications telephone system is reliant upon having a working internet system in order to operate.	There is a risk that an incident may take place that will impact on the operation of one or more of our critical systems causing a disruption or suspension of the services affected.	Depending upon the nature of the disruption it is possible that the public of Kent will be affected and it would result in a delay in our service delivery. This would have an impact on the reputation of the Authority and in an extreme example could impact on the safety of the public.	GET Directorate Management Team	Possible (3)	Serious (4)	
				Target Residual Likelihood	Target Residual Impact	
				Possible (3)	Significant (3)	
Control Title			Control Owner			
Business Continuity Plans are in place and highlight critical systems			GET Directorate Management Team			
Information backed up daily by ICT and back-ups held off-site			GET Directorate Management Team			
Revisions made to Business Continuity Plans in EPE division reflect changes to Divisional Management Team			Katie Stewart, Director Environment, Planning & Enforcement			
New contract signed to ensure that Atrium IT system can continue to run on Planning Application team machines			Sharon Thompson, Head of Planning Applications			
Action Title		Action Owner	Planned Completion Date			
Ensure regular review, maintenance and administration of Business Continuity Plans, exercises and training		GET Directorate Management Team	March 2016 (review)			
Procure and implement new ICT system for planning applications		Sharon Thompson, Head of Planning Applications	March 2017			

Risk ID:	GET 10	Risk Title:	Delivery of budget targets 2016/17				
Source / Cause of risk Financial challenges facing services across the directorate. For example a number of services rely on significant external funding and partner contributions. Demand for some services can also fluctuate.	Risk Event There is a risk that budget targets are not met, including the risk of greater than planned for reductions or cessation of external funding and grants or reduced funding.	Consequence Insufficient budget to maintain service standards. Lack of funding to deliver key transport and waste improvements. Reputational damage. An overspend could impact on other parts of the Authority.	Risk Owner GET Directorate Management Team	Current Likelihood Possible (3)	Current Impact Serious (4)	Target Residual Likelihood Unlikely (2)	Target Residual Impact Significant (3)
Control Title			Control Owner				
Collaborative Planning (CP) is used for financial monitoring within services. Directorate Management Team (DMT) receives regular financial monitoring updates			GET Directorate Management Team				
Full participation in KCC Medium Term Financial Plan and financial monitoring processes			GET Directorate Management Team				
Regular monitoring of fees through the budget process			GET Directorate Management Team				
External funding team in place to support KCC officers (including those in GET directorate) in identifying and accessing external funding in line with strategic outcomes			Ron Moys, Head of International Affairs				
GET Portfolio Board established to oversee delivery of change across the directorate			GET Directorate Management Team				
Action Title		Action Owner	Planned Completion Date				
Progress conversion of streetlight network to more efficient LED technology and implement a central monitoring system, with the initial focus on residential areas		Behdad Haratbar, Head of Programmed Work	March 2017				
Review charges for activity led services across the directorate		GET Directorate Management Team	March 2017				

Conduct service redesign, integration of services and more efficient ways of working to achieve savings	GET Directorate Management Team	March 2017
Work to deliver a Waste Strategy to include delivering savings from contracts due to re-tender in 2016-17	David Beaver, Interim Commercial & Commissioning Manager / Head of Waste Management	March 2017
Development and implementation of Highways Asset Management Strategy	Andrew Loosemore, Head of Highways Operations	March 2017
Progress the Libraries, Registration and Archives in-house transformation ensuring that the service is ready to move towards becoming a Charitable Trust once primary legislation is in place	Andrew Stephens, Head of Libraries, Registration and Archives	March 2017
Progress with subsidised bus routes by taking them back into commercial operation where possible	Philip Lightowler, Head of Public Transport	March 2017
Commercial business rate pool – develop regeneration pot for KCC funded countywide provision	David Smith, Director Economic Development	March 2017

By: Mark Dance, Cabinet Member Economic Development

To: Growth, Economic Development and Communities Cabinet Committee – 3 March 2016

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

Background Information

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 of 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 Cabinet Committee is asked to consider and note the report.

1. Update on the three RGF Schemes

As of 2 February 2016, KCC has committed over £55 million across the three RGF schemes since April 2012.

In total, over 228 companies have been supported through the RGF schemes managed by Kent County Council. These companies have contract agreements to create 5,963 jobs and will leverage in £86 million from private and public sector investment. The overall job target is 6,910 jobs to be created or safeguarded. This includes the period of recycling funds.

- 1.1 The Expansion East Kent Programme was launched in December 2012. As of 28 January 2016, KCC had defrayed over £30.5 million to 137 companies within the local authority areas of Ashford, Canterbury, Dover, Shepway and Thanet. The main programme was suspended on 1 February 2015 and is no

longer open to new applicants. The Small Business Boost programme was closed in January 2016.

- 1.2 The Tiger Programme for North Kent and Thurrock was launched in March 2013. As of 2 February 2016, 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.
- 1.3 The Escalate Programme for West Kent and parts of East Sussex was launched in December 2013. As of 2 February 2016, 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. These returns are in arrears of the previous quarter and 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/or issues re milestones noted.
- 3) Red Status – non 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 of targets and actuals achieved for all three RGF programmes for the period of July to September 2015. All information has been fully validated and is accurate as at 2 February 2016.

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
228	198	179 (91%)	114 (56%)	40 (20%)	44 (24%)
Loan Values					
£51,400,316	£42,208,347	£45,609,593	£22,777,309	£12,662,943	£11,271,362

Out of the 202 companies within the monitoring reporting cycle 78% (154 companies) fall within green or amber.

Details of Red Risk Status

The table below provides details on 44 companies (24%) that have been red rated. The red risk rating falls into three categories as follows:

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	19	25
Combined Loan Value		£2,066,350	£9,203,144
Actions to be taken		Follow up emails	Companies under review

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

Bad Debts previously reported in Red Category A:	No of Companies	Percentage of number of companies supported	Loan Value	Percentage of overall defrayed funds
	8	3.5%	£1,529,330	(£49,650,316)
This Quarter's Bad Debt	0	0		
Total Bad Debt	8	3.5%	£1,529,330	3.08%

There are 8 companies who have gone into liquidation. KCC Legal and Internal Audit have been advised and are working with the RGF manager in all cases.

The monitoring returns for September 215 have included evidence, (employment contracts) for the creation of 1,240 jobs and safeguarded of 1,441.

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	1,994	1,240	62% (Amber)
Jobs Safeguarded	1,457	1,441	99% (Green)

3. Profile for Repayments of Funds (as at 2 February 2016)

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

The table below provides details on the actual repayments received to date and the loan repayment profile due to be repaid by March 2021.

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual		
Target= £338,548 Actual =£338,548	Target =£1,454,107 Actual =£1,445,707	Sep 15 Target =£2,812,374 Actual =£2,580,947	Mar 15 Target =£3,329,890 Actual =£4,662	
2016/17 Targets	2017/18 Targets	2018/19 Targets	2019/20 Targets	2020/21 Targets
£7,951,322	£8,170,485	£7,403,653	£5,446,963	4,092,494
Total Repayment due by 2021 = £40,999,862				

The total repayment of loans for the period September 2015 is correct as at 2 February 2016.

4. Recommendation:

The Cabinet Committee is asked to consider and note the report

5. 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**.

Report author:

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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 & 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	275,500	160,828	10	136	161	297
Canterbury	6,932,345	8,766,441	36	1377	162	1539
Dover	12,562,950	27,590,512	30	696	252	948
Shepway	6,243,468	10,070,899	25	526	150	676
Thanet	5,388,456	8,737,831	36	492	199	691
Total	31,402,719	55,326,511	137	3227	924	4151
Position as at 28th January 2016						

Total Committed Funding	£31,402,719	£55,326,512	137*	3,227	924	4,151
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*one company has received two loans

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 committed to business = £4,375,000
- (b) Fees associated with the equity investment = £369,114.26
- (c) Remaining balance of fund = £255,885.74

Total Funding Committed = £36,027,719
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2. Defrayment of Funds

Each company applying to the programme provides 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 28th January 2016 = £30,516,834
 - (b) Estimated funds March 2016 = £4,483,166
- £35m

3. Profile for Repayments of Funds (as at 28 January 2016)

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 and Actual	2014/15 Target and Actual	2015/16 Target and Actual			
Target=£335,294 Actual=£335,294	Target=£829,063 Actual=£820,663	Sep 15 Target=£1,426,405 Actual=£1,229,479	Mar 16 Target=£1,771,810 Actual=£4,662*		
2016/17 Target	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target	
£4,441,511	£4,556,426	£4,017,882	£2,953,629	£2,859,938	
Total Repayment due by 2021 = £23,191,960					

*A few companies are supporting our monthly direct debit pilot scheme as an alternative to the two annual loan repayments. The figure of £4,662 relates to the January and February direct debits received

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

The cumulative estimated amount to be received by the end of September 2015 was £2,590,762. The actual amount received as of 28 January 2016 was £2,390,098 which represented an achievement rate of 92%. Please note that one applicant repaid their loan early to release the security KCC held over some of its assets.

The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

4. Monitoring Returns (Q2 July to September 2015)

The monitoring returns for the Expansion East Kent programme for the period of September 2015 period have resulted in 66% 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
137	112	93 (83%)	53 (47.5%)	24 (21.5%)	35 (31%)
Combined Loan Value					
£31,402,719	£29,627,419	£27,561,069	£12,164,086	£7,135,053	£9,323,950

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	19 (17%)	16 (14%)
Combined Loan Value	0	£2,066,350	£7,257,600
Actions to be taken		Follow up email	Companies under review

Bad Debts previously reported in Red Category A:	No of Companies	Percentage number of companies supported	Loan Value	Percentage of overall defrayed funds
	5	3.64%	£1,004,330	
This Quarter's Bad Debt	0	0	0	
Total Bad Debt	5		£1,004,330	3.38%

The action taken on 35 (31%) companies in Red Status is as follows:-

Category A =	
Action taken:	The company has have advised KCC of their voluntary administration. Legal advice sourced on the appropriate action to take and costs of actions. To include advice on any third party repaying part of the loan.
Category B =	19 companies - nil return of monitoring form
Action taken:	All 19 Companies have received follow up emails and their outstanding return has been merged with the December 2015 return (which will now include January 2016). Where there are two returns outstanding a site visit will be scheduled.
Category C =	16 Companies - Significant delays in the following areas: 8 companies: <ul style="list-style-type: none"> job creation significantly behind, loss of staff/poor retention, and/or no employment contracts to sufficiently evidence job creation 2 companies: <ul style="list-style-type: none"> currently negotiating a contract variation

	4 companies: <ul style="list-style-type: none"> currently at risk 2 companies: <ul style="list-style-type: none"> In discussions to repay loan in full and/or balance of loan
Action taken:	All 16 Companies are being closely monitored with regard to achievement of outputs, site visits have been arranged; and contract variation discussions are taking place. Contract negotiations are progressing. Those companies at risk are being closely monitored.

The monitoring returns for September 2015 have included evidence i.e. employment contracts for the creation of 122.73 jobs and safeguarded of 75.25. The job creation figure is due to rise by a further 161 (plus a further 133 shortfall for June 2015) by the end of December 2015.

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	1336	699	52% (Amber)
Jobs Safeguarded (includes Indirect Jobs)	660	770	117% (Green)

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	159	56	215
Gravesham	881,062	843,375	5	44	62	106
Medway	4,335,489	3,040,659	15	258	159	417
Swale	6,674,502	18,020,958	17	349	314	662
Thurrock	1,121,700	1,501,355	5	132	19	151
Total	14,490,000	24,690,169	51	942	610	1551
Position as at 2nd February 2016						

Total Funding Committed	£14,490	£24,690,169	51	942	610	1,551
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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 2 February 2016	= £14,490,000
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3. Profile for Repayments of Funds (as 2 February 2016)

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 £12,590,303 as two companies have been awarded equity investments (£1,424,072).

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual		
Target=£3,254 Actual=£3,254	Target=£493,284 *Actual=£493,284	Sep 15 Target=£903,256 *Actual=£881,684	Mar 16 Target=£1,087,409	*£21,572.18 variation to contract subject to business needs

2016/17 Target	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target
2,325,241	2,424,257	2,377,112	1,945,419	1,031,067
Total Repayment due by 2021 = £12,590,303				

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

The cumulative estimated amount to be received by the end of September 2015 was £1,399,794. The actual amount received as of 2 February 2016 was £1,378,222 which represented an achievement rate of 98%.

The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

4. Monitoring Returns (Q2 July to September 2015)

The monitoring returns for Tiger programme for the period of September 2015 period have resulted in 87% 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	47	47 (100%)	31 (66%)	11 (23%)	5 (11%)
Combined Loan Value					
£14,490,000	£12,580,928	£12,580,928	£6,431,966.00	£4,683,140	£1,465,822

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	5
Combined Loan Value			£1,465,822
Actions to be taken			Companies under review

Bad Debts previously reported in Red Category A:	No of Companies	Percentage number of companies supported	Loan Value	Percentage of overall defrayed funds
	2	4%	£485,000	3.34%
This Quarter's Bad Debt	0	0	0	0
Total Bad Debt	2	4%	£485,000	3.34%

The action taken on 5 (11%) companies in **Red** Status is as follows:

Category A =	
<i>Action taken:</i>	
Category B =	0 Companies – not returning their Monitoring Report
<i>Action taken:</i>	
Category C =	5 companies - Significant delays in the following areas:- 4 companies: <ul style="list-style-type: none"> • job creation significantly behind, loss of staff/poor retention, and/or no employment contracts to sufficiently evidence job creation. 1 company: <ul style="list-style-type: none"> • currently negotiating a contract variation.
<i>Action taken:</i>	All 5 Companies are being closely monitored with regard to achievement of outputs, site visits have been arranged; and contract variation discussions are taking place.

The monitoring returns for September 2015 have included evidence i.e. employment contracts for the creation of 30 jobs and safeguarded of -94. The job creation figure is due to rise by a further 56 (plus a further 30 shortfall for June 2015) by the end of December 2015.

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	448	364	81% (Green)
Jobs Safeguarded	623	503	81% (Green)

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	3,054,332	12	162	109	271
Rother	56,000	56,000	1	7	0	7
Sevenoaks	594,000	710,472	6	30	21	51
Tonbridge + Malling	763,509	762,798	8	61	19	80
Tunbridge Wells	1,093,250	1,332,250	10	162	16	178
Wealden	280,250	280,250	3	18	12	30
Total	**5,507,597	6,196,102	40	440	177	617
Position as at 2nd February 2016						

**Hastings Funding total is zero*

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

Total Funding Committed	£5,507,597	£6,196,102	40	440	177	617
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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 2 February 2016	= £5,507,597
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3. Profile for Repayments of Funds (as at 2 February 2016)

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 as one company has been awarded equity investment (£250,000).

2014/15 Target and Actual	2015/16 Target and Actual			
	Sep 15	Mar 16		
Target=£131,760 Actual=£131,760	Target=£482,713 *Actual=£469,784	Target=£470,671		
2016/17 Targets	2017/18 Targets	2018/19 Targets	2019/20 Targets	2020/21 Targets
£1,184,570	£1,189,802	£1,008,659	£547,915	£201,489
Total Repayment due by 2021: £5,217,599				

*includes September payments received as at 2 February 2016

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

The cumulative estimated amount to be received by the end of September 2015 was £614,473. The actual amount received as of 2nd February 2016 was £601,544 which represented an achievement rate of 98%.

The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

4. Monitoring Returns (Q2 July to September 2015)

The monitoring returns for the Escalate programme for the period to September 2015 period have resulted in 90% 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	39	39 (100%)	30 (77%)	5 (13%)	4 (10%)
Combined Loan Value					
£5,507,597	£5,467,597	£5,467,597	£4,181,257	£844,750	£481,590

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	4 (10%)
Combined Loan Value			£481,590
Actions to be taken			Companies under review

Bad Debts previously reported in Red Category A:	No of Companies	Percentage number of companies supported	Loan Value	Percentage of overall defrayed funds
	1	2.5%	£40,000	0.75%

The action taken on 4 (10%) companies in Red Status is as follows:

Category A =	
<i>Action taken:</i>	
Category B =	
<i>Action taken:</i>	
Category C =	4 companies - Significant delays in the following areas:- 1 company: <ul style="list-style-type: none"> job creation/recruitment is delayed due to refurbishment works. 1 company: <ul style="list-style-type: none"> expenditure is slow, but this should be rectified in next quarterly return as their business opened for trading in January 2016 2 companies: <ul style="list-style-type: none"> repayment of loan monies overdue
<i>Action taken:</i>	All 4 companies are being closely monitored with regard to achievement of outputs, site visits have been arranged; and bad debts are with debt recovery.

The monitoring returns for September 2015 have included evidence i.e. employment contracts for the creation of 46 jobs and safeguarded of 12. The job creation figure is due to rise by a further 34 by the end of December 2015 (with no shortfall for June, as an over achievement).

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	210	176	84% (Green)
Jobs Safeguarded	173	168	97% (Green)

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 – 3 March 2016

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

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

Recommendation(s):

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

1. Introduction

- 1.1. Part of the role of 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 third 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 December.
- 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(s):

The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE this 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

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Growth, Economic Development and Communities Performance Dashboard

Financial Year 2015/16

Results up to December 2015

Produced by Strategic Business Development & Intelligence

Publication Date: 17 February 2016

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**.

Key Performance Indicators Summary

Economic Development	YTD RAG
Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	AMBER
Number of homes brought back to market through No Use Empty	GREEN

Libraries, Registrations and Archives	Quarter RAG	YTD RAG
Average number of e-books issued per day	GREEN	GREEN
Average number of daily online contacts to the service	RED	RED
Number of ceremonies conducted by KCC officers	GREEN	GREEN
Customer satisfaction with ceremonies	N/A	GREEN

Sports	YTD RAG
Sports – Income levered into Kent (£000s)	GREEN
Participation of young people aged 11 - 25 in programmes coordinated by Sport and Physical	GREEN

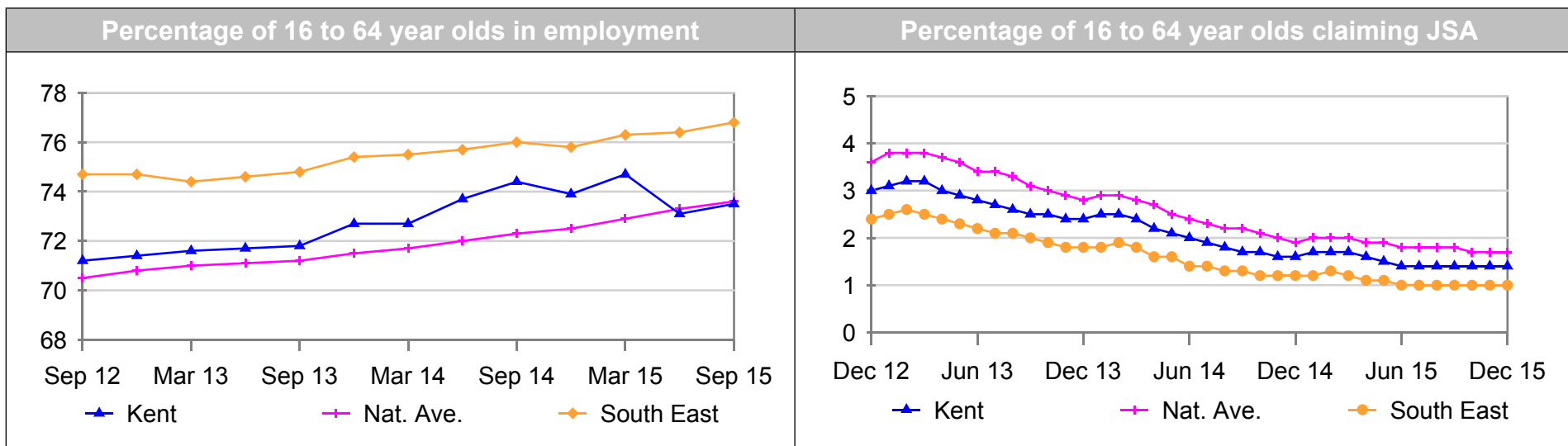
Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance

ED04 – Data is for September

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) – September data	2,645	AMBER	2,748	2,336	1,281
ED05	Number of homes brought back to market through No Use Empty – December data	382	GREEN	375	300	450

As at September a total of 2,645 Full Time Equivalent jobs had 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.

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance



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The indicators above provide contextual information on the general state of the Kent economy.

The percentage of 16 to 64 year olds in employment is derived from the Annual Population Survey (APS) which is a sample survey. The results of the survey come with statistical confidence intervals, which for Kent are plus or minus 1.9%. Over time this indicator gives a good indication of trend, but due to sampling issues sudden unexplained shifts can occur, as for example with the June 2015 result. The latest data for September estimates that the economically inactive population in Kent is 200,600 (22.0%) with 41,000 people (5.8%) unemployed. The economically inactive population includes individuals who are students, looking after family/home, temporary or long term sick, and retired.

The percentage of the population claiming Job Seekers Allowance (JSA) is a good proxy measure for unemployment and is a 100% count of claimants. The JSA Claimant rate is currently low compared to past trends and has been stable for the last few months. The number of people unemployed, as defined by the International Labour Organisation (ILO) and as estimated by the APS, includes individuals on other benefit types and also those not on benefits but seeking work, hence the higher percentage.

Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	Andrew Stephens	Mike Hill

Results for the month of December.

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	386	GREEN	↓	380	GREEN	340	300	312
LRA04	Average number of daily online contacts to the service	2,461	RED	↓	2,418	RED	2,700	2,500	2,629
LRA05	Number of ceremonies conducted by KCC officers	1,148	GREEN	↓	5,672	GREEN	5,350	4,011	5,446

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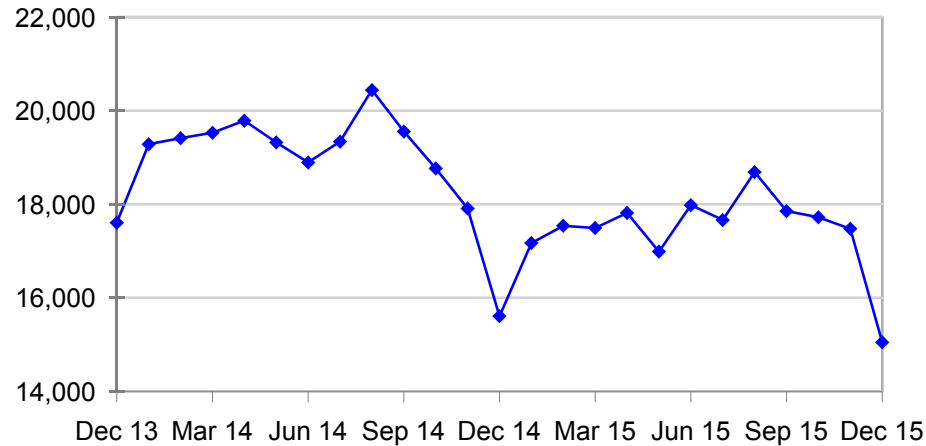
LRA04 - Online contacts have fallen by 2.8% compared to the same period last year with visits to the libraries pages of Kent.gov.uk reducing also. There may be a relationship between this and the 3.9% fall in physical visits over the same period. Customers are accessing our webpages less frequently and notably the use of our Online Reference resources are down by 13% although this is less the previous quarters in this year. Work continues to review our offer, including a non-user survey to find out whether the service has the best products to meet their needs.

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
LRA07	Customer satisfaction with ceremonies	98%	GREEN	98%	90%	99%

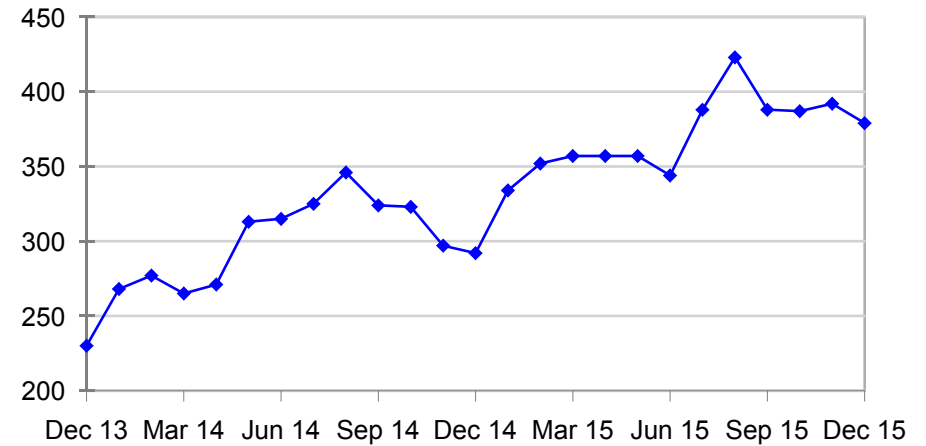
Ref	Activity Indicators	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
LRA01	Number of visits to libraries per day (includes mobile libraries)	17,474	Yes	18,620	17,017	18,850
LRA02	Number of books issued per day (includes audio- and e-books)	16,647	Yes	17,326	15,747	17,094

Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	Andrew Stephens	Mike Hill

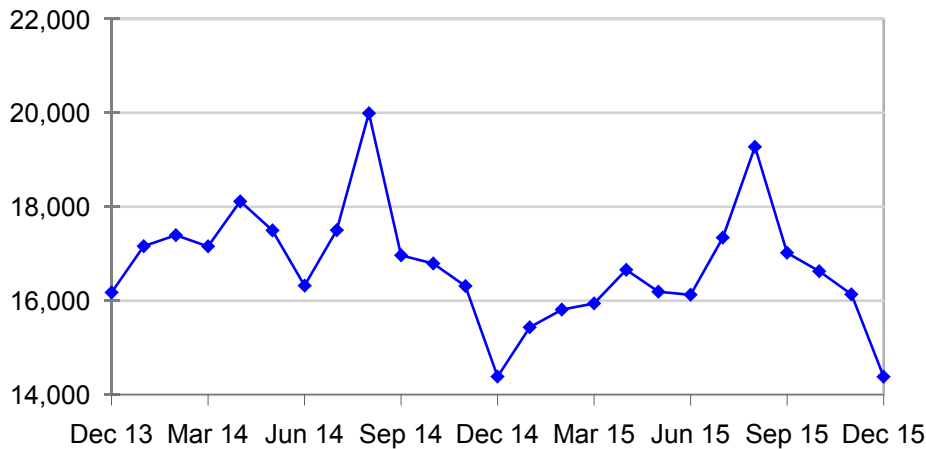
LRA01 - Number of visits to libraries per day



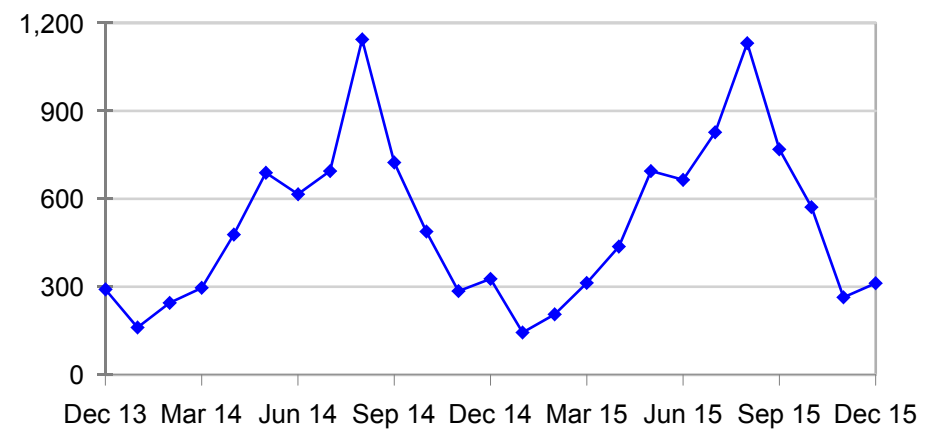
LRA03 - Average number of e-books issued per day



LRA02 - Number of books issued per day



LRA05 - Number of ceremonies conducted by KCC officers



Division	Director	Cabinet Member
Sports	Katie Stewart	Mike Hill

Results for the month of December.

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE09	Sports – Income levered into Kent (£000s)	2,081	GREEN	2,063	1,125	2,240
EPE10	Participation of young people aged 11 - 25 in programmes coordinated by Sport and Physical Activity Service	2,090	GREEN	1,852	1,013	1,528