

**GROWTH ECONOMIC DEVELOPMENT AND
COMMUNITIES CABINET COMMITTEE**

Thursday, 19th January, 2017

10.00 am

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



AGENDA

GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Thursday, 19 January 2017 at 10.00 am
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: **Ann Hunter**
Telephone: **03000 416287**

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, Mr J A Kite, MBE, Mr G Lymer,
Mr C Simkins and Vacancy

UKIP (2) Mr M Baldock and Mr F McKenna

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

Liberal Democrat (1): Mr B E Clark

Webcasting Notice

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

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

UNRESTRICTED ITEMS

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

A - Committee Business

A1 Introduction/Webcast announcements

A2 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A3 Declarations of Interest by Members in items on the Agenda

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

A4 Minutes of the meeting held on 13 December 2016 (Pages 5 - 12)

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 Growth, Environment and Transport

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

B1 Libraries Management System Software Contract Renewal (Pages 13 - 42)

To consider and endorse, or make recommendations to the Cabinet Member for Community Services on the proposed decision to sign the contract with the existing contractor procured through the LASA framework

B2 Visitor Economy Services - Contract Extension (Pages 43 - 48)

To consider and endorse, or make recommendations to the Leader of the Council on the proposed decision to extend the visitor economy services contract with Visit Kent for a further twelve months to March 2018 (with a possible further extension to be decided next year), plus a further contribution worth £130,000 to provide for externally funded projects and staffing in 2017-18.

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

C1 Draft 2017-18 Budget and Medium Term Financial Plan (Pages 49 - 82)

To note the draft budget and MTFP and suggest any other issues which should be reflected in the draft budget and MTFP prior to Cabinet on 23 January and County Council on 9 February 2017

C2 Update on the Priorities of the Kent and Medway Skills Commission for 2016/17 (Pages 83 - 94)

To note the 2016/17 priorities and actions of the Kent and Medway Skills Commission

C3 Work Programme 2017 (Pages 95 - 102)

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

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)

John Lynch,
Head of Democratic Services
03000 410466

Wednesday, 11 January 2017

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, 13 December 2016.

PRESENT: Mr S Holden (Vice-Chairman in the Chair), Mr M Baldock, Mr D L Brazier, Mr B E Clark, Mr J A Kite, MBE, Mr G Lymer, Mr S C Manion (Substitute for Mr M A Wickham), Mr F McKenna, Mrs E D Rowbotham, Mr C Simkins and Vacancy

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

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport) and Mrs L Whitaker (Democratic Services Manager (Executive))

UNRESTRICTED ITEMS**188. Apologies and Substitutes**

(Item A2)

Apologies for absence were received from Mr Wickham. Mr Manion attended as his substitute.

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

(Item A3)

For information, Mr Dance declared an interest in items A6 and A7 as he was a Board Member of Visit Kent, and Ebbsfleet Development Corporation.

190. Minutes of the meeting held on 12 October 2016

(Item A4)

RESOLVED that the minutes of the meeting held on 12 October 2016 are correctly recorded and that they be signed by the Chairman.

191. Verbal updates by Cabinet Members and Corporate Director

(Item A5)

1. Mr Hill (Cabinet Member for Community Services) advised that he, along with the Director of Highways, Waste and Transportation, and the Arts and Culture Manager had attended the LGA Seminar on Cultural Commissioning on 9 November and 7 December to speak about the potential to create addition funding for arts projects using large KCC contracts. It had been well received. Mr Hill stated that once there was more progress, he would submit a paper to the committee for consideration.

2. Mr Hill then stated that planning permission for the Southborough Hub had been received on 9 November. The project was set to proceed next year, with demolition commencing at the beginning of the year, and construction following later the same year.
 3. Mr Hill added that on 14 November, the soft opening of Dartford Library had been held. The formal opening would be held in January. This would bring together the Dartford museum and KCC library, and he was pleased that the project had been successful.
 4. Mr Dance stated that there had been considerable interest in the council's "No Use Empty" scheme, including an article which had featured in the Kent on Sunday. The scheme had brought nearly 4,000 homes back into use from being empty.
 5. Mr Dance then responded to questions from the Committee Members. He said that in terms of a transitional plan towards Brexit, he was aware of the business climate in Kent and would continue to monitor the situation. It was important to keep options open and get the right advice to those who needed it as things progressed. He reported that the Business Advisory Board had recently considered a report of Canterbury Christchurch University on the matter and it was agreed that this report be put to a future meeting of the Committee for further input.
 7. The Director of Growth, Environment and Transport gave an update on the Kent Sporting Legends Event. She stated that the event was held at the University of Kent (UKC) every two years to celebrate legends of the past present and future. Around 300 people from across Kent had attended, including:
 - Georgina Harland, Modern Pentathlon, who now worked for the British Olympic Association
 - Wayne Otto, Karate Champion.
 - Will Bailey, Paralympic table tennis.
 - Susannah Townsend, women's hockey.
 - Olly Manion from Faversham, member of wheelchair rugby team, who was waiting to hear if he would make the England squad.
 - Bobbie Clay – 1500m runner from Wingham.
- She added that the support such athletes got from local programmes, and from UKC, was apparent including the use of university sports facilities. The event was celebrating home-grown talent, and it was an uplifting evening.
8. RESOLVED that
 - (a) the report by Christchurch University, discussed at 5 above, be brought to a future meeting of the Cabinet Committee for further comment.
 - (b) the verbal updates be noted.

192. Presentation - Visit Kent

(Item A6)

(At the commencement of the meeting, a Member raised concern about the online availability of the presentation. It was confirmed that the presentation would be made available on-line).

1. Mr J Neame, and Ms S Matthews-Marsh of Visit Kent attended the meeting to give a presentation about the visitor economy and tourist accommodation.

2. Mr Neame and Ms Matthews-Marsh then responded to the questions of the Cabinet Committee Members and made points including the following:

- There had been a increase in tourism in the UK in 2009, due to the staycation phenomena. Attractions such as Leeds Castle had also experienced a surge. Importantly, tourist attraction figures had continued at these levels.
- Data was compiled using the Cambridge model, which was used nationally. A key trend identified was visits to friends and relatives; visitors tended to spend in the local economy and often utilised overnight accommodation. In the last decade residents had become more knowledgeable about the places that they lived and were well equipped to guide friends and relatives around county.
- Visit Kent's Partner organisation in Calais had identified driving on a different side of road as a barrier for French tourists wanting to visit the UK. Visit Kent were working to establish a way to encourage more traffic from northern France. In addition, since the Paris terrorist attacks, the French government had withdrawn insurance for French school visits. This had only just been reinstated, and so there had been a significant drop in the last year.
- There was an opportunity that the exchange rate meant it was presently cheaper for visitors to come from France. Cross Channel partners, such as P&O (part of Visit Kent Partnership) were looking to work together in the next year to increase inbound traffic.
- In terms of addressing the language barrier, the Hospitality Guild, which had been created two years ago, included a strand called Welcome Host, which had basic language components.
- Hospitality had not previously attracted many apprentices, with only a couple of hundred in the last couple of years, but the Hospitality Guild had an ambition to increase this number. The Apprenticeship Levy was a great opportunity to engage the sector.
- This data series shown in the presentation only went up to 2015 and as Air BNB was a recent phenomenon it was outside of the figures received. There were benefits for the County from the sharing economy, such as Air BNB, and it could be a substantial opportunity to increase capacity and economy. However, legislation was not keeping up with its growth. If legal rulings from Berlin where to follow into the UK, it could become illegal.
- Visit Kent as an organisation received core funding from KCC and other local authority partners and private investors. If a specific attraction was referenced in a campaign, they would pay a supplementary amount to invest in that. Match funding on top of this offered leverage. The Visit Kent Board continually reviewed its structure to see if a different business model would be viable.
- In previous years, Kent was overly dominated by Canterbury, Leeds Castle and Rochester as visitor destinations, but there had since been improvements

in the quality of other attractions, and also new attractions had changed this situation.

- The Vision to gain 5,000 new jobs and 5 million new visitors was a county-wide ambition. 'Honey pots' such as Canterbury Cathedral, played a part in attracting and dispersing visitors, encouraging people to explore outside the area they were visiting.

3. RESOLVED that the presentation be noted.

193. Presentation - Ebbsfleet Development Company

(Item A7)

1. Mr Spooner and Mr Harrison of the Ebbsfleet Development Company attended the meeting to give a presentation about the Implementation Framework, for which KCC endorsement was sought.

2. Mr Spooner and Mr Harrison then responded to comments and questions raised by Committee Members and made points including the following:

- Broadband and connectivity were a priority. Monthly utility group meetings were held, but the Ebbsfleet Development Company were still seeking the correct representation from BT Open Reach, as present representatives were not decision makers. They were keen to engage more effectively on ultra-fast broadband, and proposed to work with BT Open Reach at high level, but if this was not an option, they would look at other providers.
- In terms of quality relating to existing consents, there were many landowners who were looking to renew or vary those consents and the EDC were engaged with landowners in new designs, promoting high quality places and buildings and respecting the environment. The Implementation Framework document itself provided a high level of detail on design guidance, and the framework was a key document for promoting quality. They were also looking at introducing a design management system to promote quality through everything delivered, supported or influenced by the Development Company.
- River transport was likely to grow, not just for commuters but also for leisure purposes. Meetings had been with the Thames Clippers company, and were keen to encourage the service to Kent. There was an opportunity to incorporate stops for Thames Clipper where developments took place at river fronts.
- There were 50km of cycle ways and green corridors in the scheme, and more to come.

3. RESOLVED that the Cabinet Committee note the presentation.

194. Meetings of the Growth Economic Development and Communities Cabinet Committee

(Item A8)

RESOLVED that the dates for meetings be noted.

195. 16/00107 Recycled Regional Growth Fund - The Kent and Medway Business Fund

(Item B1)

(Mr D Smith, Director of Economic Development, and Ms J Ward, Strategic Programme Manager (Business Investment), attended the meeting to present the report).

1. Mr Smith introduced the report which set out the programme for reinvesting the repayments of loans to businesses that were previously made by Kent County Council from the government's Regional Growth fund.
2. Mr Smith then responded to questions from Committee Members, and made points including the following:
 - The improvements being made in the administration of the three schemes had been recorded in a 'lessons learned log', which had led to a more detailed appraisal process for applications. There was still a reliance on professional advice secured on each application, which was then submitted to an independent investment advisory board, drawn from people already involved in the project, ensuring no loss of experience. Following approval of a loan, the monitoring process had been improved by introducing more formal logging of documentation, to allow recording of every decision and monitoring of companies who failed to send monitoring returns on time, or failed to meet conditions imposed around job numbers or finance.
 - The report summarised a rather lengthy report which was commissioned to find unmet demand. The full report would be made available to the Cabinet Committee Members, as it provided more information around totals. There was a very large unmet demand by small firms for finance which they could not get through commercial sources. KCC was limited in the amount made available from the legacy of the Regional Growth Fund, so it was appreciated that the decision would lead to a lot of companies unable to get money.
3. Ms J Ward then responded to questions raised by Committee Members and made the following points:
 - All new programmes specified that security would be taken and applicants were asked to declare the kind of security they would offer at the application stage.
 - If land or property was purchased with any allocation received from the fund the loan agreement would specify security required on those purchases.
4. RESOLVED that the Cabinet Committee endorse the proposed decision of the Cabinet Member to:
 - (a) Delegate to the Director of Economic Development the authority to launch a new scheme on behalf of KCC to invest recycled RGF loan repayments to eligible organisations in the Kent and Medway area; and
 - (b) Implement the governance arrangements for the Kent and Medway Business Fund as detailed in the report.

196. Work Programme 2017

(Item C1)

RESOLVED that the work programme be agreed.

197. Performance Dashboard

(Item D1)

(Mr Fitzgerald, Business Intelligence Manager – Performance, attended the meeting for this report).

1. Mr Fitzgerald introduced the report which set out progress made against targets for Key Performance Indicators.
2. RESOLVED that the performance report be noted.

198. North Kent Enterprise Zone

(Item D2)

Mr D Hughes, Head of Business and Enterprise, was in attendance for this item. Richard Longman from Thames Gateway Kent Partnership was also in attendance.

1. Mr Hughes introduced the report which described the sites included in the North Kent Enterprise Zone, and provided an update on progress prior to its commencement on 1 April 2017.
2. Mr Hughes and Mr Longman then responded to comments and questions by Committee Members and made points including the following:
 - The Kent Innovation Corridor brought together three sites with potential to bring high value jobs, as well as existing developments within the north Kent, Lydden and East Kent areas. These included the Innovation Centre at Medway, the Business Terrace at Maidstone, the Kent Sites Park at Sittingbourne, the Canterbury Innovation Zone and Discovery Park at Sandwich. These were sites with prime opportunities for jobs and floor space and would be used as a marketing opportunity for potential investors.
 - The Kent Innovation Corridor was in many ways a branding concept to promote investment. In future iterations it was hoped to show the corridor's relationship to London and beyond to the London Stanstead Cambridge corridor as a continuation of work making use of HS1, connecting Ebbsfleet Enterprise Zone as an area of opportunity to relate to businesses looking for space, as well as the relationship with particular sectors such as the Medtech sector. Although the North Kent Enterprise Zone was, obviously, positioned in North Kent, it would be attractive to different audiences and markets depending on how it was packaged.
 - One of the challenges with any Enterprise Zone was how to tackle displacement from other more established business areas in the county. If the objective of companies that moved was growth, then this would not be a bad thing, and it would release other sites and premises

which can be backfilled by other more appropriately sized businesses. While inward investment was the primary aim movement within the county that was for the purpose of growth was also welcome.

- The saving of business rates was for a maximum of 5 years. The support available at the site and clustering with other like-minded or similar sectorised businesses, brought advantages not found elsewhere and it was hoped businesses would be incentivised to stay beyond the five year business rates discount period.

3. The Director of Growth, Environment and Transport then responded to a further question by a Committee Member, and said that KCC supported to Maidstone Borough Council in wanting to exploit opportunities at the Kent Medical Campus. She said this did not negate the need for further infrastructure improvements on the M20 from Junction 7 to Junction 5, which KCC would continue to press Highways England to do. This was part of the Local Transport Plan 4, which would come to the Cabinet Committee Meeting in March.

4. The Chairman thanked Mr Longman for his attendance at the meeting.

5. RESOLVED that the report be noted.

199. Regional Growth Fund Programmes and Framework for Monitoring Report (Item D3)

(Ms J Ward, Strategic Programme Manager (Business Investment), was in attendance for this item).

1. Ms Ward presented the report which provided an update on the allocation of funds to companies in the format previously agreed by the Committee. She stated that it appeared that the number of companies was less than previously reported, but this was because the figure only included the number of companies, whereas previous figures had referred to the number of loans or grants, which in some cases was more than one per company.

2. Ms Ward then responded to questions of Committee Members and made points including the following:

- That although the report was set out slightly differently the actual bad debt status was still contained within it, but separated out for clarity. Changes to the 'red rates' may not therefore be clear and Ms Ward agreed to clarify for Mr Clark outside of the meeting.
- That numbers of jobs safeguarded may change as the safeguarded individual(s) may leave the company, and therefore a new job is created and shown in the figures as job creation.
- With regards to changes in the number of jobs created Ms Ward did not have the information to hand and agreed to check the figures and confirm for Mr Clark outside of the meeting.
- A view was expressed that the reports were more accessible before requests from other members that had increased the level of data included within them.
- Individual companies were not named in the report, as agreed previously by the committee, but each company awarded funding from the RGF was listed on the website and divisional information could be drawn out if desired.

3. RESOLVED that the report be noted.

200. Libraries Registration and Archives progress on delivery of the service specification

(Item D4)

(Mr J Pearson, Interim Head of Service – Libraries, Registration and Archives, attended the meeting for this item).

1. The Cabinet Member for Community Services introduced the report which outlined the progress that Libraries, Registration and Archives (LRA) have made against its outcome based specification.
2. Mr Pearson then drew attention to Appendix 1 of the report, and gave a snapshot of current performance against key performance indicators, and customer satisfaction rates.
3. Mr Pearson then responded to questions and comments by Members, and made points including the following:
 - Staff training was being adapted to encourage a customer focussed service and adaptability. Local managers were key in ensuring this. There was a service manager who covered several areas, and a local Manager.
 - One of the strengths of the service was the options for accessing it. This could be online, or at a building. Books remained a key component of the service, and library was important in assisting with equality issues. The service was continuing to look at ways of integrating with other community hubs, and nationally this was what the Library Delivers document suggested.
4. Mr Hill also responded to a question by a Committee Member and stated that KCC had to look carefully at how best to make use of the 99 buildings across Kent. Putting other services inside the library buildings was a way to protect the service, continuing to provide a good service and make good use of the buildings.
5. RESOLVED that the progress made be noted.

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

To: Growth, Economic Development and Communities Cabinet Committee – 19 January 2017

Subject: Libraries Management System Software contract Renewal

Key Decision 17/00010

Classification: Unrestricted

Past Pathway of Paper: Strategic Commissioning Board

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: All

Summary:

This report summarises the preferred option for the renewal of the library management system.

Recommendation:

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Community Services on the proposed decision to sign the contract with the existing contractor procured through the LASA framework.

1. Introduction

- 1.1 A library management system is a fundamental component of the modern library service which controls all aspects of the business, including borrower records, loan transactions; manage stock, fines and other charges. This paper outlines the preferred option for procuring a system from April 2017.
- 1.2 The current contract for the Libraries Management System software (Spydus) was procured as part of an innovative SELMS (South Eastern Library Management System) consortium (a consortium of 11 library authorities working in collaboration) using the Local Authority Software Applications (LASA) Framework which is due to expire on 31 March 2017.
- 1.3 A new contract has been procured through SELMS and is open to all SELMS members to sign up to is due to commence on 1 April 2017. The contract will run for five years with an option to extend for a further two years until 31 March 2024. The total contract cost for the life of this contract is £898,054 and will result in a saving to KCC of £333,788 over this period.

2. Background and options considered

- 2.1 In 2009 the Libraries & Archives (as it was then) service procured contracts for the provision of a new Library Management System (LMS), Wide Area Networks (“WAN”) and hardware contracts which allowed the service to deliver improved value for money by achieving revenue savings of £1.3million per annum.
- 2.2 The LMS was procured in collaboration with the SELMS consortium. This collaboration enabled KCC to achieve savings in procurement time and costs using an existing legal Framework Agreement. The contract offered added benefits to KCC relating to shared working and improved customer services, which allows customers direct access to all participating authorities’ stock holding and ability to borrow and return items across authority boundaries. It is also important to note that the memorandum of understanding with SELMS partners commits us “*To consult with and where appropriate carry out a joint tendering procedure with other Partners for library goods and services.*” (Revised MoA – 2013)
- 2.3 The LMS has supported the modernisation of the library service. The service has also introduced public self-service in 43 service points which has contributed a further £1 million savings to KCC and enabled a number of customer benefits and efficiencies.
- 2.4 In 2014 the option to extend the contract to 31st March 2016 was enacted. A further one year extension of the contract was agreed to make it coterminous with those of the other SELMS partners to facilitate the collaborative procurement of an LMS by the SELMS consortium when the contract expired. The contract expires on 31st March 2017.
- 2.5 Since 2016 LRA has become an internally commissioned service delivered through 99 service points across the county. A library management system is fundamental to its operation and also underpins considerable channel shift – e.g. 97% of book renewals are now done through self-service – and high levels of customer satisfaction with the service – currently 94% for the library service. In addition, with the current drive for digital services through the Agilisys contract the LMS will be of increasing importance in managing customer contact.
- 2.6 The options considered for re-procuring this contract included:
1. **Do nothing:** The current SELMS contract will end on 31st March 2017. The library management system is business critical and fundamental to the operation of a modern library service. It is the vital organisational tool that controls all aspects of the business, including borrower records, loan transactions; manage stock, fines and other charges. If there is no management system in place, then the library service will be unable to manage its core business processes, self-service would no longer be viable, and its relationship with its customers impossible to manage efficiently and effectively. There is also the option to continue to use the system without a contract in place but this could bind us into costs and

terms and conditions which could be unfavourable to KCC. For all these practical reasons this option was ruled out.

2. **Open competition:** This option would have required LRA to work with KCC ICT and Procurement colleagues to begin a full tender process independent of the SELMS consortium. This would incur significant costs for KCC in terms of resources - procurement staff to run a tender, training staff on new system and loss of expertise in current system. This would also mean that KCC would have less financial leverage to be gained than by procuring as part of the SELMS consortium and may well receive a less favourable outcome. Withdrawing from SELMS and potentially contracting with a different supplier would impact on customers' ability to access the full range of catalogue items of the SELMS partners as is currently the case. It could also increase the costs of the new contract for the remaining SELMS partner which is likely to have a negative reputational impact on KCC.
3. **Sign agreed contract with the existing supplier procured through the LASA framework: Preferred Option** Following market engagement the SELMS consortium members agreed to procure a contract with the incumbent supplier offered through a framework agreement as the SELMS Consortium agreed that none of the other suppliers could meet their requirements to the same extent as the incumbent . The contract was negotiated by SELMS but as SELMS is not a legal entity each partner is required to follow their own process of due diligence in order to issue a direct award to the contractor. LRA has been working with Procurement to progress this satisfactorily.

2.7 It is recognised that there are potential disadvantages of retaining an incumbent supplier – we are potentially a captive market to the supplier and we may not achieve the benefits of full competition on price and there may be less incentive for innovation. However, in this case these potential disadvantages are outweighed by the advantages to the business and to customers on cost and convenience, and have been mitigated by the process which the SELMS consortium has undergone to procure this contract. More detail on this process is included in the procurement plan which is shown at Appendix B. A major upgrade of Spydus is also expected soon which also demonstrates the suppliers' commitment to ongoing development.

The benefits of the preferred option include;

- Significant savings on the yearly cost of the contact – amounting to £66,758 a year over the first 5 years of the contract and then potentially £120K in the final two years.
- By a direct award to the incumbent supplier avoidance of the upfront purchase costs associated with changing supplier which would include project planning, procurement, system downtime and migration, integration with associated 3rd party suppliers and staff training across all service points.

- Using a shared procurement route, Kent County Council will also save officer time in procurement, ICT and legal which would otherwise been required over a 6-9 month period for single authority procurement at an estimated cost of £8-10k
- Benefits of a shared system access for customers to over 6m items across the SELMS consortium and shared development.
- Provides us with continuity of service, avoiding the costs associated with tendering for and implementing of a new system, but also brings the benefits associated with shared working. These include the development of the system and sharing of resources across the Consortium which directly benefits Kent customers.

3. Financial Implications

- 3.1 The total contract cost is £898,054 and will result in a saving to KCC of £333,788 over this period.
- 3.2 Continuity of service means there are no associated implementation or training costs involved and by using the shared procurement route, Kent will save officer time of procurement / IT / legal which would otherwise have been required over a 6-9 month period for single authority procurement. (estimated as £8-10k)

4. Equalities implications

- 4.1 An equalities impact assessment is included as Appendix C and its conclusions are that this procurement and the Spydus system have taken into account equalities needs. The Spydus system enables LRA to collect data about its customers which is key to helping shape future service delivery. .

Recommendation: The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Community Services on the proposed decision to sign the contract with the existing contractor procured through the LASA framework.

10. Background Documents

- 10.1 Appendix A: Proposed Record of Decision
 10.2 Appendix B: Procurement Plan
 10.3 Appendix C: Equalities Impact Assessment

11. Contact details

Lead officer: James Pearson Job title: Interim Head of Service Libraries, Registration & Archives Phone number 414923 E-mail: james.pearson@kent.gov.uk	Lead Director: Barbara Cooper Job title: Corporate Director Phone number 415981 E-mail: barbara.cooper@kent.gov.uk
---	---

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Mike Hill, Cabinet Member for Community Services

DECISION NO:

17/00010

For publication

Key decision: YES

Affects more than 2 Electoral Divisions

Subject Matter / Title of Decision

Libraries Management System Software contract Renewal

Decision:

As Cabinet Member for Community Services, I agree to:

To sign the contract with the existing contractor procured through the LASA framework.

Reason(s) for decision:

- The Library Management System is a business critical system for the operation of the library service and thus a new system is needed.
- The proposed solution will mean a saving to KCC

Cabinet Committee recommendations and other consultation:

The Growth, Economic Development and Communities Cabinet Committee will consider the matter at its meeting on 19 January 2017 and any comments will be considered when the decision is taken

Any alternatives considered and rejected:

As set out in the report

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

.....
signed

.....
date

This page is intentionally left blank

Business Case: 05/07/2016 LRA – Libraries Management System Software contract Renewal

Project Name:	Libraries Management System (Spydus) Contract Renewal	Project Lead:	James Pearson	Project Manager:	Jennifer Cox
Programme Name:		Programme Lead:		Programme Manager:	

Introduction

A library management system is a fundamental component of the modern library service which covers all the core functions necessary to run the service- issue and discharge items, the library catalogue and all the information on our members. This business case outlines the preferred option as LRA approaches the end of the current contract.

The current contract for the Libraries Management System software (Spydus) was procured as part of an innovative SELMS (South Eastern Library Management System) consortium (a consortium of 11 library authorities working in collaboration) using the Local Authority Software Applications (LASA) Framework which is due to expire on 31st March 2017.

A new accessible contract which has been procured through SELMS and which is open to all SELMS members to sign up to is due to commence on 1st April 2017. The contract will run for five years with an option to extend for a further two years until 31st March 2024. This will result in a saving to KCC of £333,788 in the first 5 years and a potential further saving in the last two years.

While the cost of the core product is £104,000, amounting to £520,000 over 5 years, with the additional non-core items that Kent requires the total contract value is £898,054.

Background

- In 2009 the Libraries & Archives (L&A – now LRA) service procured contracts for the provision of a new Library Management System (LMS), Wide Area Networks (“WAN”) and hardware contracts which allowed the service to deliver improved value for money by achieving revenue savings of £1.3million per annum.
- The LMS was procured in collaboration with the SELMS consortium. This collaboration enabled KCC to achieve savings in procurement time and costs using an existing legal Framework Agreement. The contract offered added benefits to KCC relating to shared working and improved customer services, which allows customers direct access to all participating authorities’ stock holding and ability to borrow and return items across authority boundaries.
- The LMS supported the modernisation of the library service and stimulated progress of KCC’s ‘Towards 2010’ objective, acting as a focal point for KCC library services and widened access to resources and services, through improved Information Communication Technology (ICT).
- Using this improved technology as an operational base, we have also introduced a combination of staff and public self-service kiosk issue of library books and other items, in 43 service points which has contributed a further £1 million savings to KCC and enabled a number of customer benefits, efficiencies and savings.
- In 2014 the option to extend the contract to 31st March 2016 was enacted. A further one year extension of the contract was agreed to make it coterminous with those of the other SELMS partners to facilitate the collaborative procurement of an LMS by the SELMS consortium when the contract expired. The contract is now due to expire on 31st March 2017.

Options considered and proposed way forward

Since 2016 LRA has become an internally commissioned service delivering to a service specification which focusses on KCC’s strategic outcomes and includes the fulfilment of KCC’s statutory obligations to deliver a “comprehensive and efficient library service” to the people of Kent.

A modern library service delivered through 99 service points across the county is at the core of this service specification and a library management system is fundamental to its operation, also underpinning considerable channel shift – e.g.

97% of book renewals are now done through self-service – and high levels of customer satisfaction with the service – currently 94% for the library service. In addition, with the current drive for digital services through the Agilisys contract the LMS will be of increasing importance in managing customer contact.

The following options were considered:

1. Do nothing

The current SELMS contract will end on 31st March 2017. The library management system is business critical and fundamental to the operation of a modern library service. It is the vital organisational tool that controls all aspects of the business, including borrower records, loan transactions; manage stock, fines and other charges. If there is no management system in place, then the library service will be unable to manage its core business processes, self-service would no longer be viable, and its relationship with its customers impossible to manage efficiently and effectively. There is also the option to continue to use the system without a contract in place but this could bind us into costs and terms and conditions which could be unfavourable to KCC. For all these practical reasons this option was ruled out.

2. Open competition

This option would have required LRA to work with KCC ICT and Procurement colleagues to begin a full tender process independent of the SELMS consortium. This would incur significant costs for KCC in terms of resources - procurement staff to run a tender, training staff on new system and loss of expertise in current system. This would also mean that KCC would have less financial leverage to be gained than by procuring as part of the SELMS consortium and may well receive a less favourable outcome. Withdrawing from SELMS and potentially contracting with a different supplier would impact on customers' ability to access the full range of catalogue items of the SELMS partners as is currently the case. It could also increase the costs of the new contract for the remaining SELMS partner which is likely to have a negative reputational impact on KCC.

The following option is proposed for final approval;

3. Sign agreed contract with the existing supplier procured through the LASA framework

Following market engagement the SELMS consortium members agreed to procure a contract with the incumbent supplier offered through a framework agreement. The contract was negotiated by SELMS but as SELMS is not a legal entity each partner is required to follow their own process of due diligence in order to issue a direct award to the contractor. LRA has been working with Procurement to progress this satisfactorily.

It is recognised that there are potential disadvantages of retaining an incumbent supplier – we are potentially a captive market to the supplier, we may not achieve the benefits of full competition on price, and there may be less incentive for innovation. However, in this case these disadvantages are outweighed by the advantages to the business and to customers on cost and convenience, and have been mitigated by the process which the SELMS consortium has undergone to procure this contract which is outlined below.

Once the decision was made to procure a new system Kent worked in tandem with its SELMS Consortium partners to agree our requirements for the new system and to ensure that we were future proofed in terms of future technology before proceeding through an appropriate procurement route. SELMS placed a PIN in September 2015 to invite suppliers to present their products at a series of supplier engagement days in October 2015. Seven suppliers responded, and the feedback from SELMS partners was presented to the SELMS Steering Board on 1st December 2015, along with a procurement options paper.

On consideration of the feedback the SELMS Consortium agreed that none of the other suppliers could meet their requirements to the same extent as the incumbent. Having then considered the procurement options, the Steering Board decided to proceed with a direct award using the CCS framework, LASA RM1059 (Lot4). Since then, negotiations have been proceeding on the contract, including an agreed contract length of 5+2 years.

The benefits of this approach and the resulting contract for Kent County Council are:

- Significant savings on the yearly cost of the contract – amounting to £66,758 a year over the first 5 years of the contract and then potentially a further £120K in the final two years.
- By a direct award to the incumbent supplier avoidance of the upfront purchase costs associated with changing supplier which would include project planning, procurement, system downtime and migration, integration with associated 3rd party suppliers and staff training across all service points.

- Using a shared procurement route, Kent County Council will also save officer time in procurement, ICT and legal which would otherwise been required over a 6-9 month period for single authority procurement at an estimated cost of £8-10k
- Benefits of a shared system access for customers to over 6m items across the SELMS consortium and shared development.

This option (Option 3) is LRA's preferred option as it not only provides us with continuity of service, avoiding the costs associated with tendering for and implementing of a new system, but also brings the benefits associated with shared working. These include the development of the system and sharing of resources across the Consortium which directly benefits Kent customers.

The new contract has been procured lawfully through a framework agreement following market engagement and testing against the agreed requirements of the members of the SELMS consortium and with considerable savings on procurement and implementation costs, along with average annual savings of over £60,000 during the life of the contract, it represents good value for money to KCC and taxpayers.

Our memorandum of understanding with SELMS partners commits us "*To consult with and where appropriate carry out a joint tendering procedure with other Partners for library goods and services.*" (Revised MoA – 2013) If we were to choose Option 3 we would also reduce the risk of reputational damage if KCC were to withdraw from the consortium, not least as a result of the additional costs of the new contract to the remaining consortium members.

Strategic Case – Why are we doing this and what do we want to achieve?

- The SELMS contract offers opportunities for shared working to deliver improved customer services allowing customers direct access to all participating authorities' stock holding and ability to borrow and return items across authority boundaries.
- It continues to add functionality for staff and customers, as well as supporting the modernisation of the library service, allowing us to focus on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses, providing cost-effective delivery of services to the residents of Kent.
- Using this improved technology as a base, we can continue to introduce further technological developments to both accommodate changing business demands within significant budget constraints.

Economic Case – Does this provide value for money?

- The new contract proposal is likely to achieve minimum savings of £60,000 per year over and above the current contract.
- Continuity of service means there are no associated implementation or training costs involved.
- By using the shared procurement route, Kent will save officer time of procurement / IT / legal which would otherwise have been required over a 6-9 month period for single authority procurement. (estimated as £8-10k)

Financial Case - – Is it affordable and do we have the resources we need?

- Software, support maintenance and hosting charges arrive at a single annual charge for each SELMS partner. The budget is already allocated and established within the yearly revenue budget build.
- Using the costs that have been identified from the CCS Framework the indicative pricing for the annual software and support is expected to continue at a similar figure.

Commercial Case –Are there any procurement implications?

- During the first 12 months of the contract KCC will engage with SELMS partners to develop a future procurement approach to ensure that on-going market investigation and preparation is initiated. A target for contract management in the first 12 months is to address the issues of:
 - Performance risk for individual members

- Contractual issues relating to 'Termination for Convenience'
- Data integration.
- Agreement severability.

Management Case – How we will manage the change?

- The stakeholders are each of the SELMS member authorities; Buckinghamshire, Brighton & Hove, Hertfordshire, Kent, London Borough of Camden, London Borough of Richmond, Medway, Milton Keynes, Royal Borough of Windsor & Maidenhead, Sough, West Berkshire
- Performance and success are measured through service level agreement and monitored through the SELMS Steering Board.
- Due to the nature of a collaborative contract that involves a shared impact there is the potential to put the supplier in a position where they could use peer pressure to make the response to unacceptable performance more lenient. This will be mitigated through effective use of the SELMS consortium to:
 - ensure communication is maintained,
 - performance manage as a consortium
 - use the group size to press for change and improvement,
 - highlight reputation of Civica as a public sector supplier, and ensure that the perception by Civica of the SELMS Group is one of 'Core' business

Financials	17/18	18/19	19/20	20/21	21/22	TOTAL
Savings Gross						
Costs	179,611	179,611	179,611	179,611	179,611	898,054
Savings Net (a-b)	66,758	66,758	66,758	66,758	66,758	333,788

Plan/ Timescales / Milestones		Proposed Start Date:			1 st April 2017		Proposed End Date:		2022 +2 (2024)	
	Jul 16	Aug 16	Sept 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	April 17
Milestone	Agree in principle new consortium offer				Business Case/ Procurement Plan to SCB	Engage with SELMS partners and supplier	Initiate implementation plan			Implement new contract

This page is intentionally left blank

**KENT COUNTY COUNCIL
EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)**

**This document is available in other formats, Please contact
.....@Kent.gov.uk or telephone on**

Directorate:

Growth, Environment & Transport

Name of policy, procedure, project or service

Libraries management System Software contract renewal

What is being assessed?

The Library management System (LMS) is required to support the day to day running and management of Kent Libraries. KCC is a member of SELMS which is a partnership of 11 other library authorities using a shared database. The LMS has the ability to interact with other SELMS partners, allowing collaboration, co-operation and consolidation of knowledge, resources data and assets to provide a concise and functional LMS to the SELMS membership.

Responsible Owner/ Senior Officer

Jennifer Cox, Service Manager – Stock & Promotions

Date of Initial Screening

December 2016

Date of Full EqIA :

Version	Author	Date	Comment
1	Jennifer Cox	19/12/2016	

Screening Grid

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age	Yes	High	low	<p>a) Ensure staff actively promote the alternative ways to access library accounts, place requests and renew items so those who are not IT literate or do not have access to computers are not disadvantaged.</p> <p>Ask a Kent Librarian phone service available for those who wish to have 121 support searching the catalogue etc., Monday to Saturday.</p> <p>b) No</p>	<p>Yes - It will continue to enable remote access to library services for people of all ages.</p> <p>In particular: Older people who are less mobile or homebound and not able to visit the library will be able access their library account to browse the catalogue, place requests or renew the items they have on loan. They will also be able to access the online resources, including e-books and e-audio.</p> <p>Younger people will be more attracted to the materials held online and will be more likely to use the service remotely, or those not wishing/not able to come into the library. It will also enable the library service to more easily identify and assess the take up and impact of its services on all the protected characteristics including age, and will also enable the library service to target its marketing more effectively at different customers.</p>

<p>Disability</p>	<p>Yes</p>	<p>High</p>	<p>low</p>	<p>a) Ensure staff actively promote the alternative ways to access library accounts, place requests and renew items so those who may have difficulties in accessing remote library services.</p> <p>Ask a Kent Librarian phone service available for those who wish to have 121 support searching the catalogue etc., Monday to Saturday.</p> <p>b) No</p>	<p>Yes - The LMS will continue to enable remote access to library services for people who are less mobile or homebound and not able to visit the library will be able access their library account to browse the catalogue, place requests or renew the items they have on loan. They will also be able to access the online resources, including e-books and e-audio</p> <p>For example people who are blind/partially sighted will be able to access library services through their own specialist software text-speech or magnification on their own devices. They will be able to access e-books and e-audio.</p> <p>People with little or no literacy skills for example those with learning difficulties and those with dyslexia. They will be able to access their library accounts by using text to speech software on their own devices. If they do not have their own devices they will be able to access their library accounts using the accessibility software on the public access computers in their local library.</p> <p>It will also enable the library service to more easily identify and assess the take up and impact of its services on all the protected characteristics including disability, and will also enable the library service to target its marketing more effectively at different customers.</p>
--------------------------	------------	-------------	------------	--	--

Gender	No	High	Low	a) No b) No	Yes the LMS will enable wider remote access for people regardless of their gender. It will also enable the library service to more easily identify and assess the take up and impact of its services on all the protected characteristics including gender, and will also enable the library service to target its marketing more effectively at different customers.
Gender identity	No	High	Low	a) No b) No	Yes the LMS will enable wider remote access for people regardless of their gender identity. It will also enable the library service to more easily identify and assess the take up and impact of its services on all the protected characteristics including gender identity, and will also enable the library service to target its marketing more effectively at different customers.
Race	No	High	Low	a) No b) No	Yes the LMS will enable wider remote access for all people regardless of their race. It will also enable the library service to more easily identify and assess the take up and impact of its services on all the protected characteristics including race, and will also enable the library service to target its marketing more effectively at different customers.

Religion or belief	No	High	Low	a) No b) No	Yes the LMS will enable wider remote access for all people regardless of their religion or belief. It will also enable the library service to more easily identify and assess the take up and impact of its services on all the protected characteristics including religion and belief, and will also enable the library service to target its marketing more effectively at different customers.
Sexual orientation	No	High	Low	a) No b) No	Yes the LMS will enable wider remote access for all people regardless of their sexual orientation It will also enable the library service to more easily identify and assess the take up and impact of its services on all the protected characteristics including sexual orientation, and will also enable the library service to target its marketing more effectively at different customers.

Pregnancy and maternity

No

High

Low

- a) No
- b) No

Yes the LMS will enable wider remote access for pregnant women and women with babies and toddlers, who may be less able to visit the library. They will be able access their library account; to browse the catalogue, place requests or renew the items they have on loan. They will also be able to access the online resources, including e-books and e-audio. It will also enable the library service to more easily identify and assess the take up and impact of its services on all the protected characteristics including pregnancy and maternity, and will also enable the library service to target its marketing more effectively at different customers.

Marriage and Civil Partnerships

No

High

Low

- a) No
- b) No

Yes the LMS will enable wider remote access for all people regardless of their marital or partnership status. It will also enable the library service to more easily identify and assess the take up and impact of its services on all the protected characteristics including marriage and civil partnership, and will also enable the library service to target its marketing more effectively at different customers.

Carer's responsibilities

No

High

Low

a) No

b) No

Yes the LMS will enable wider remote access for people who have carer's responsibilities and as a result less able to visit the library. They will be able access their library account; to browse the catalogue, place requests or renew the items they have on loan. They will also be able to access the online resources, including e-books and e-audio.

It will also enable the library service to more easily identify and assess the take up and impact of its services on all the protected characteristics including those with carer's responsibilities, and will also enable the library service to target its marketing more effectively at different customers.

Part 1: INITIAL SCREENING

Proportionality - Based on the answers in the above screening grid what RISK weighting would you ascribe to this function – see Risk Matrix

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

State rating & reasons

Low: its purpose is to widen access to all

Context

Since 2016 LRA has become an internally commissioned service, delivering to a service specification which focusses on KCC's strategic outcomes and includes the KCC's statutory obligations to deliver a "comprehensive and efficient library service" to the people of Kent.

The service is delivered through 99 static service points across the county; plus 5 mobiles and service to HMP, home library service and specialist services. The library management system (LMS) is fundamental to its operation, providing the functions necessary to run the service. This includes the library catalogue, issue and discharge of library items, membership information, requests and reservations, library acquisitions, management reports and information, and interoperability with self-service. In addition with the drive for digital services and widening remote access to library services, the LMS is increasingly important in providing access online including customer reservations and renewals, access to online resources, e-books and e-audio and managing customer contact.

The LMS is used to manage the following business functions:

- Acquisitions (ordering, receiving and invoicing materials, including electronic ordering and payments to library suppliers)
- Cataloguing (classifying & indexing materials)
- Circulation (lending materials to customers and receiving them back)
- Reservations, requests and interlibrary-loans (for materials that are currently unavailable and not in stock)
- Serials control (for magazines & periodicals)
- Analysis of service performance (statistical data and management information)
- Customer contact and marketing

Additionally the LMS provides:

- An online public interface for library customers
- Integration with other library services – (e.g. self-service)
- Integration with other council systems and services (e.g. Oracle)
- Integration with consortium partners

The current SELMS contract will end on 31st March 2017. The library management system is business critical and fundamental to the operation of the modern library service. If there is no

management system in place then the library service will be unable to manage its core business processes, self-service no longer viable, and its relationship with its customers impossible to manage efficiently and effectively. To continue using the system without a contract in place would bind us into costs and terms and conditions which would be unfavorable to KCC.

Aims and Objectives

- To procure, commission and implement an LMS which will meet the diverse needs of all local communities
- Together with Kent’s SELMS partners and Civica to develop the LMS to improve access to the full range of library services and promote equality of opportunity
- Help the Library Service foster good relations in the community and promote participation in public life via the LMS;
- Help to identify areas where participation from protected groups is disproportionately low for the LRA service to actions or suggest possible ways in which the LMS can help improve this;
- Help to prevent institutional discrimination and both direct and indirect discrimination; and
- Ensure transparency, fairness and accountability in decision making.

Beneficiaries

- Staff
- Service users
- Communities

Information and Data used to carry out your assessment

Information sources:

Information Source	Description
CIPFA Statistics	Information relating to the number and make up of library service users.
KCC Strategic Business Development & Intelligence	District profiles to give the most up to date social and economic information available for each of the districts within the Kent area.
Spydus Registered & Active Borrowers Report	Information relating to active borrowers by diversity including age, gender, disability and ethnicity
Mosaic Profile	Mosaic classification system designed by Experian to profile the characteristics of the UK population.
Customer comments reports	Customer feedback is collated and reviewed by management on a quarterly basis

Table 1: Library Borrowers by Gender 2015

	Male	Female	Unknown	Total

Active Library Borrowers by Gender	52,838	91,967	23,858	168,663
% of total library users	31.33%	54.53%	14.15%	100.00%
Kent Population (mid 2015)	747,400	777,300		1,524,700
% Ratio by gender	49.02%	50.98%		100.00%
Active borrowers as % of Kent population	7.07%	11.83%		11.06%

Table 2: Library Borrowers by Age Band 2015

Age Range	Active Borrowers		Kent Population		Active borrowers as % of Population
		%		%	%
0-10	39,892	20.74%	203,900	13.37%	19.56%
11-19	23,704	12.32%	163,500	10.72%	14.50%
20-59	80,518	41.86%	771,800	50.62%	10.43%
60+	44,738	23.26%	385,500	25.28%	11.61%
Unknown	3,515	1.83%			
Total	192,367		1,524,700		56.10%

Table 3: Library borrowers by Disability 2015

Disability		% of total borrowers
Hearing impairment	41	0.02%
Learning impairment	138	0.08%
Multi disabled	22	0.01%
Physical impairment	105	0.06%
Visual impairment	104	0.06%
Total of known disabilities	410	0.24%
Total Active Library borrowers	168,633	

The Library Service can only measure a user with a disability if it is recorded on the Spydus LMS and customers are under no obligation to declare any disability they have.

For example, 0.24% of borrowers who have actively borrowed from the library during 2015 have declared a disability which has been recorded on Spydus LMS. This is a total of 410 people out of 168,633.

Table 4: Library Borrowers by Ethnicity

Current sources of data can only show what information is recorded on Spydus LMS and customers are under no obligation to declare their ethnic background.

Active Library Borrowers		%
White - British	51,434	30.50%
Other ethnic group	2,769	1.64%
White other	1,995	1.18%
East Asian/Asian British - Indian	800	0.47%
Black/Black British - African	725	0.43%
East Asian/Asian British - Other	599	0.36%
White Irish	260	0.15%
East Asian/Asian British - Chinese	230	0.14%
Mixed/Multiple - other	150	0.09%
Black/Black British - Other	145	0.09%
East Asian/Asian British - Bangladeshi	126	0.07%
Black/Black British - Caribbean	105	0.06%
Mixed/Multiple - White and Asian	100	0.06%
East Asian/Asian British - Pakistani	83	0.05%
Mixed/Multiple - White and Black African	72	0.04%
Mixed/Multiple - White and Black Caribbean	60	0.04%
White - Gypsy or Irish Traveller	55	0.03%
Arab	30	0.02%
Not answered/unknown	108,925	64.58%
Total borrowers	168,663	100.00%

Current sources of data available include the Census 2011. More up to date sources of information are difficult to source.

Kent Population - Census 2011	Number	%
White	1371102	93.67%
White: English / Welsh / Scottish / Northern Irish / British	1303558	89.06%
BME	92638	6.33%
Other White	52620	3.59%
Indian	18136	1.24%
Other Asian	17713	1.21%
African	11523	0.79%
White: Irish	10239	0.70%
White and Asian	7520	0.51%
White and Black Caribbean	6266	0.43%
Chinese	5978	0.41%
Other Mixed	5324	0.36%
Any other ethnic group	5166	0.35%
White: Gypsy or Irish Traveller	4685	0.32%
Bangladeshi	3381	0.23%

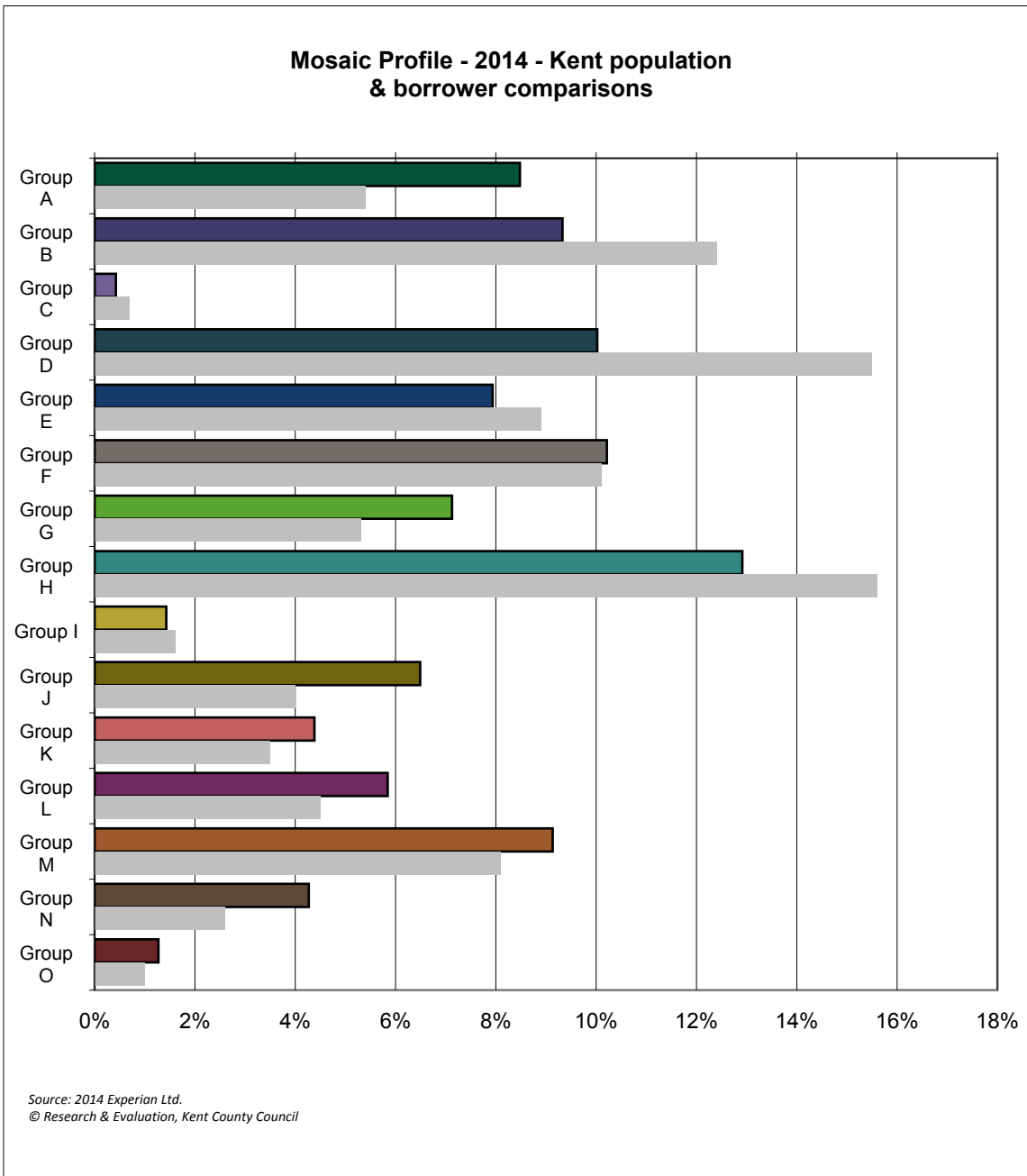
Caribbean	3293	0.22%
White and Black African	2997	0.20%
Pakistani	2406	0.16%
Arab	1535	0.10%
Other Black	1400	0.10%
All people	1463740	100.00%

Table 5: Mosaic Profiling

Using the Mosaic profiling designed by Experian, demonstrates the comparisons between the local profiling groups and those actively borrowing from the library.

	% Kent Population	% Borrowers
A - Country Living	8.5%	5.4%
b - Prestige Position	9.3%	12.4%
C - City Prosperity	0.4%	0.7%
D - Domestic Success	10.0%	15.5%
E - Suburban Stability	7.9%	8.9%
F - Senior Security	10.2%	10.1%
G - Rural Reality	7.1%	5.3%
H - Aspiring Homemakers	12.9%	15.6%
I - Urban Cohesion	1.4%	1.6%
J - Rental Hubs	6.5%	4.0%
K - Modest Traditions	4.4%	3.5%
L - Transient Renters	5.8%	4.5%
M - Family Basic	9.1%	8.1%
N - Vintage Value	4.3%	2.6%
O - Municipal Challenge	1.3%	1.0%
U - Unclassified		0.7%

The data only shows that the Library Service reaches some groups but not others across the county. However, the Library Service also provides a more detailed comparable data for library catchment areas which can be compared against the library borrowers of each of the Mosaic groups and is reviewed regularly in relation to all projects and areas of development of the service.



Customer Comment reports:

The Library Service invites customer feedback and this is then collated into regular reports by the LRA Customer Insight and Engagement Team. This feedback is reviewed by the Management Team on a quarterly basis. It also supports the GET Customer Service Programme. From time to time, The Library Service also contacts users to get feedback to help highlight areas of improvement.

From the 159 comments received by The Library Service between April 2015 and Nov2016, 32% was feedback relating to the LMS. Of those comments received, 5 were regarding placing requests and reservations (10%), 7 were about the online accounts (14%) and 14 comments received about the website

generally (27%).

50% of the feedback was from 25 customers using the online renewals system. On investigation, some of this was due to some unexpected periods of downtime which occurred earlier in 2016 when the online systems had been temporarily unavailable. However it also showed that this is an important area of activity for customers and this has been fed back to both SELMS and the software developer to improve the customer experience in forthcoming upgrades.

Who have you involved and engaged with?

As this is a contract renewal, there has not been the time within the current timeframe to arrange any meaningful bespoke engagement. However, The Library Service engages with all our customers, (including these groups) which is habitual and ongoing. There is ongoing consultation during the life of the contract with the development of the product which already involves staff (including any relevant staff with disabilities), customers, the contractor and the other library authorities within the SELMS consortium. This includes the expected annual upgrade to the software, (to which a separate EqIA will be undertaken).

Potential Impact

Adverse impact:

We anticipate that the renewal of the SELMS Spydus LMS Contract through the LASA Framework, will not have an adverse effect on staff or members of the community, including those with protected characteristics. The contract renewal will enable continuity of current service. The critical business risk and greatest adverse impact would be if the contract is not renewed as the library service would be unable to manage its core business processes and relationship with customers impossible to manage efficiently and effectively.

Positive impact:

The Spydus LMS will enable the library service to improve and develop the services offered to customers.

The Spydus LMS will also enable the library service to more easily identify and assess the take up and impact of its services on those with protected characteristics. For example:

- The quality of customer records will improve as the LMS will be able to share data with other council systems; and
- Statistical data relating to customers use of the library service will keep improving, as management information is one of the key strengths of the Spydus LMS.

The LMS will also enable the library service to target its marketing more effectively at customers with the protected characteristics. For example, Spydus LMS will enable the library service to create bespoke email lists based on customer use of the system.

JUDGEMENT

Set out below the implications you have found from your assessment for the relevant diversity groups. If any negative impacts can be justified please clearly explain why.

Option 1 – Screening Sufficient **NO**

Following this initial screening our judgement is that no further action is required.

Justification:

Option 2 – Internal Action Required **YES**

There is potential for adverse impact on particular groups and we have found scope to improve the proposal

This contract renewal will bring positive benefits to all Kent’s communities. However, the EqIA has identified a number of ways of advancing equality and meeting diverse needs.

The action plan is at the end of the document.

Option 3 – Full Impact Assessment **NO**

Monitoring and Review

The implementation of the new LMS contract will be documented, monitored and reviewed as part of the contract management. As a member of the SELMS consortium, regular attendance at the monthly Development Group and Quarterly Steering Board will also add to the monitoring and review. Actions are also monitored at monthly Library IT Projects meetings with Senior Management Team and 121 meetings with lead officers and at appraisal meetings.

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed: Jennifer Cox

Name: Jennifer Cox

Job Title: Service Manager – Stock & Promotions

Date: 22/12/2016

DMT Member

Signed: James Pearson

Name: James Pearson

Job Title: Interim Head of Service, Libraries, Registration and Archives Date:22/12/16

Please forward a final signed electronic copy to the Equality Team by emailing

diversityinfo@kent.gov.uk

The original signed hard copy and electronic copy should be kept with your team for audit purposes.

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age / Disability	Ensuring the continued promotion of alternative ways to access library accounts, place requests and renew items.	<p>Work with Business Development Officers to ensure all LRA staff are adequately trained in this area of work.</p> <p>Raise the possible issue with Volunteer Development Co-ordinator, West Kent Communities who work with the Library Service providing volunteers; Home Library Service and IT buddies.</p> <p>Ask a Kent Librarian phone service available for those who wish to have 121 support searching the catalogue etc., Monday to Saturday.</p>	Those who are not IT literate or do not have access to computers are not disadvantaged.	LRA Operational Manager	March 2017	None

Race	2011 Census data now out of date.	Investigate alternative sources to provide additional data	Improved data quality to enable the library service to analyze the impact on protected characteristics and target it marketing more effectively	Sarah Bottle Service Manager - Innovation, Digital & Libraries	March 2017	Not known.

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

To: Growth, Economic Development and Communities Cabinet Committee –
 19 January 2017

Subject: Visitor Economy Services - Contract Extension (16/00118)

Key Decision No

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: For decision by the Leader

Electoral Division: Countywide

Summary: The current visitor economy services contract with Visit Kent commenced in April 2014. It runs to the end of March 2017: under the terms of this contract, this can be extended for up to 36 months. The value of the contract is £280,000 per annum. The County Council has also provided additional resources each year on a case by case basis to support Visit Kent's activities: in 2016-17, Visit Kent will have received £472,160 (£280,000 plus £192,160).

This report briefly describes how Kent's visitor economy has performed over the past three years and considers three options for the funding of Visit Kent after the end of the current financial year.

Recommendation: The Cabinet Committee is asked to consider and endorse, or make recommendations to the Leader of the Council on the proposed decision to extend the visitor economy services contract with Visit Kent for a further twelve months to March 2018 (with a possible further extension to be decided next year), plus a further contribution worth £130,000 to provide for externally funded projects and staffing in 2017-18.

1. Introduction

1.1 In October 2016 this Cabinet Committee considered a review of the performance of the visitor economy services contract with Visit Kent from April 2014. At its December meeting, the Cabinet Committee also received a presentation from Visit Kent on the performance of Kent's visitor economy in 2015, based on a recently published survey by Destination Research that was commissioned by Visit Kent¹.

¹ Economic Impact of Tourism – Kent 2015 Results, produced by Destination Research for Visit Kent, November 2016

1.2 The survey shows that Kent's visitor economy is key to the county's future economic prospects, employing in 2015 some 72,000 jobs and with a value of £3.6 billion. The sector also supports a further 16,750 jobs indirectly through a supply chain that includes travel, entertainment, food and drink, accommodation and retail activities.

2. The current contract with Visit Kent

2.1 The contract requires Visit Kent to develop and deliver innovative and creative solutions to grow the Kent visitor economy, and to support KCC's priorities for this sector. These are to:

- Promote the county to target visitor markets, and to increase the numbers of visitors to Kent and the value of visitor spend;
- Support growth in the Kent visitor economy;
- Provide high quality support to the Kent tourism business sector;
- Improve the skills levels of employees within the Kent visitor economy; and
- Attract additional public and private sector investment.

2.2 The current visitor services contract with Visit Kent was awarded by the County Council in 2014 on a 3+3 year basis. This means that the contract can be extended by up to a further 36 months from April 2017, subject to satisfactory performance by Visit Kent.

2.3 The October 2016 report to Members showed that over the last three years Visit Kent has achieved impressive results against Key Performance Indicators and service outcomes. This is further confirmed by the recently published report by Destination Research, the headlines of which were presented by Visit Kent to this Committee in December 2016.

3. Looking forward to 2017-18 and beyond

3.1 The October 2016 report to Members noted that Visit Kent has gone through a period of change since 2014, with several key personnel having moved on. It now has a new team structure with the requisite skills and experience to support its development and change of direction towards new markets and new geographies. Despite this period of transition, the high quality delivery of services has been maintained by Visit Kent.

3.2 Visit Kent is now devoting time to steering the business through significant changes in the government policy framework for tourism, including uncertainties about future public sector funding. There are also substantial changes in the context and market within which Kent's visitor economy operates, including the potential impact of Brexit on inbound tourism, most of which is from mainland Europe, the lingering impacts of and possible future threats arising from Operation Stack, and changes in the value of sterling.

3.3 There are substantial budget pressures affecting the County Council both now and into the future, and this will affect future options for supporting the delivery of visitor economy services in Kent. Under current Medium Term Financial Planning

arrangements for 2017-18 to 2019-20, the Economic Development function is required to achieve an income and savings target of £1.118m, most of which needs to be achieved in 2017-18. This will affect the County Council's financial support for a number of economic development projects, including visitor economy services. Under the proposal set out below, the anticipated reduction in financial support in 2017-18 for visitor economy services, compared with 2016-17, would be £62,160.

- 3.4** Furthermore, with budgetary pressures set to continue there is no certainty about available County Council funding to support economic development projects beyond 2017-18. This means therefore that it might not be appropriate at this stage to committing contractually to support visitor economy services beyond March 2018. The funding should be reviewed again next year.

4. Contract options considered

- 4.1** The following options were considered for supporting visitor economy services in Kent:

Option 1 – Not to extend the contract with Visit Kent. This would achieve a significant financial saving for the County Council although at considerable cost to the visitor economy in Kent.

Option 2 – To extend the contract by three years. However, current budgetary pressures and uncertainty rule this out.

Option 3 – To extend the contract by 12 months at a cost of £280,000 in 2017-18, plus a further contribution worth £130,000 to provide support for externally funded projects undertaken by Visit Kent and staffing.

5. Financial implications

- 5.1** The value of the contract with Visit Kent is £280,000 per annum. Under the terms of the contract, the County Council has been able to provide additional resources to support Visit Kent's activities. The table below shows how this breaks down:

	2014-15	2015-16	2016-17
Main contract value	280,000	280,000	280,000
Staffing cost contribution	140,400	143,305	117,960
Marketing contribution		25,000	25,000
Sub-total	<u>420,400</u>	<u>448,305</u>	<u>422,960</u>
Other one-off payments	78,922	7,763	49,200
Total value of support to Visit Kent	<u>499,322</u>	<u>456,068</u>	<u>472,160</u>

- 5.2** Under Option 3 the total value of the County Council's contract with Visit Kent for the period April 2017 to March 2018 would be £410,000. This would comprise the

main contract (maintained at £280,000), staff resources seconded to Visit Kent (approximately £30,000) and a one-off financial contribution to support externally funded projects in support of the visitor economy (£100,000).

6. Legal implications

- 6.1** The new contract is extendable under the terms of the current contract and would be drawn up by KCC Legal Services.
- 6.2** It is proposed that the contract would be signed by the Corporate Director for Growth, Environment and Transport under Officers' Delegated Powers.

7. Equalities implications

- 7.1** The new contract with Visit Kent would contain provisions for ensuring that the County Council's equalities and diversity policies are adhered to. Visit Kent has its own equalities and diversity standards which are consistent with those of the County Council.

8. Conclusion

- 8.1** This report shows that Visit Kent has had a significant impact on raising the county's profile as a key tourism destination and on developing Kent's visitor economy as an important source of employment and income generation. The proposed new contract will help to maintain the momentum achieved over the past few years.

9. Recommendation

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Leader of the Council on the proposed decision to extend the visitor economy services contract with Visit Kent for a further twelve months to March 2018 (with a possible further extension to be decided next year), plus a further contribution worth £130,000 to provide for externally funded projects and staffing in 2017-18.

Background Documents - None

Contact Details

Report author: David Smith
Director of Economic Development
Telephone number: 03000 417176
Email: david.smith2@kent.gov.uk

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

Leader of the Council

DECISION NO:

16/00118

For publication

Key decision – No: the amount is less than £1m.

Subject: Visitor Economy Services contract

Decision: As Leader of the Council, I agree to extend the contract for the delivery of visitor economy services to Visit Kent for the period April 2017 to March 2018; and a possible further extension to be decided next year.

Governance: The Executive Scheme of Delegation for Officers, set out in Appendix 2 Part 4 of the Constitution (and the directorate schemes of sub-delegation made thereunder), provides the governance pathway for the implementation of this decision by officers, as it assumes at 1.9 of the scheme that once a Member-level decision has been taken, the implementation of that decision will normally be delegated to officers, so that multiple Member decisions are not required in respect of the same matter. In this instance, the Corporate Director of Growth, Environment and Transport will be the lead officer seeking to ensure that all such steps as are necessary to implement the decision are undertaken.

Reason(s) for decision: The current contract with Visit Kent has the option to extend for up to 36 months subject to satisfactory performance during the initial three years of the contract for the period April 2014 to March 2017.

Cabinet Committee recommendations and other consultation:

The proposed decision will be considered by the Growth, Economic Development and Communities Cabinet Committee at its meeting on 19 January and its comments will be taken into account when the decision is being taken

Any alternatives considered: Three options were considered for extending the current contract with Visit Kent:

1. Not to extend the contract with Visit Kent. This would achieve a significant cost saving for the County Council although at considerable cost to the visitor economy in Kent.
2. To extend the contract by three years. However, current budgetary pressures and uncertainty rule this out.
3. To extend the contract by 12 months at a cost of £280,000 in 2017-18, plus a further contribution worth £130,000 to provide support for externally funded projects undertaken by Visit Kent and staffing.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer: The Cabinet Member for Economic Development is a board member of Visit Kent.

.....
signed

.....
date

Name:

This page is intentionally left blank

From: Mark Dance, Cabinet Member for Economic Development and Regeneration

Mike Hill, Cabinet Member for Community Services

John Simmonds, Cabinet Member for Finance & Procurement and Deputy Leader

To: **Growth, Economic Development and Communities Cabinet Committee – 19th January 2017**

Subject: Draft 2017-18 Budget and Medium Term Financial Plan

Classification: Unrestricted

Summary: County Council debated the authority's Autumn Budget Statement on 20th October 2016. The Autumn Budget Statement report set out an update to the Medium Term Financial Plan (MTFP) for 2017-18 and 2018-19 including progress on proposals to close the unidentified budget gap in the original plan. County Council reaffirmed the role of Cabinet Committees in scrutinising the budget.

This report is designed to accompany the final draft 2017-18 Budget and 2017-20 MTFP published on 12th January 2017. The report is exempt until these drafts are published. The report provides further detail on the key assumptions which underpin the budget proposals and savings relevant to the remit of the Growth, Economic Development and Communities Cabinet Committee.

The report also includes information from KCC's budget consultation, the Chancellor's Autumn Budget Statement and provisional local government finance settlement.

Recommendation(s)

The Growth, Economic Development and Communities Cabinet Committee is asked to note the draft budget and MTFP (including responses to consultation and Government announcements).

The Growth, Economic Development and Communities Cabinet Committee is invited to make suggestions to the Cabinet Member for Finance and Procurement, the Cabinet Member for Economic Development and the Cabinet Member for Community Services on any other issues which should be reflected in the draft budget and MTFP prior to Cabinet on 23rd January 2017 and County Council on 9th February 2017.

1. Introduction

1.1 The MTFP sets out the overall national and local fiscal context, KCC's revenue and capital budget strategies, and KCC's treasury management and risk strategies. It also includes a number of appendices which set out the high level 3 year revenue budget plan, a more detailed one year plan by directorate, prudential and fiscal indicators, and an assessment of KCC's reserves.

The financial plans in the MTFP take into account all of the significant changes from the current year including additional spending demands, changes to funding, and the consequential savings needed to balance the budget to the available funding. This incremental approach to budgeting and financial planning is adopted by the vast majority of local authorities.

- 1.2 Since 2014-15 the one-year detailed financial analysis in the MTFP has been produced in directorate format (previously this was produced in Cabinet portfolio format). This enables the MTFP to mirror the council's financial monitoring, reporting and management arrangements. The directorate format (and indeed the previous portfolio format) is not ideal to reflect Cabinet Committee remits as the two are not always aligned. It is not possible to re-present the budget to reflect Cabinet Committees remits in the time available.

Consequently each committee will receive the relevant directorate MTFP plan and will need to ignore those aspects which are not relevant e.g. Growth, Economic Development and Communities Cabinet Committee will receive the plans for the whole of the Growth, Environment Transport ("GET") Directorate and will need to ignore the Environment & Transport elements that do not form part of the remit of this committee.

The draft 2017-18 MTFP for the Growth, Environment and Transport directorate is attached as appendix 1 to this report, with pressures, income and savings proposals for this committee highlighted (in grey) to the right.

- 1.3 The draft directorate revenue budget is presented in the A to Z service format for Cabinet Committee scrutiny. We have used this format since 2011-12 which is designed to reflect the services we provide to Kent residents, businesses and local communities. We believe this is the most helpful format to present the budget proposals for scrutiny. The draft 2017-18 revenue budget for the Growth, Environment and Transport Directorate is attached as appendix 2 to this report.
- 1.4 The A to Z format is not designed to reflect how directorates are organised. Section 8 of the draft budget book presents the manager analysis setting out the overall amounts delegated to individual directors and heads of service within directorates. We do not believe it necessary or appropriate for Cabinet Committees to scrutinise these delegations.
- 1.5 The final draft budget presented to County Council on 9th February includes Section 6 which sets out all of the changes to each line of the A to Z budget. These detailed variation statements show how the MTFP translates into the spending proposals for individual service lines. This section takes a significant amount of resource to produce and there is not enough time available to produce these detailed statements for Cabinet Committees.
- 1.6 We are continuing to develop systems which aim to enable these detailed variation statements to be produced at the same time the draft budget is launched (and thus be available for Cabinet Committee scrutiny) but at the moment these systems do not exist.

- 1.5 The draft capital programme is also presented in directorate format. The draft 2017-20 capital programme for the Growth, Environment and Transport Directorate is attached as appendix 3 to this report.
- 1.6 All three financial appendices are exempt from publication until the council's final draft Budget and MTFP is published. These final draft plans will be considered at County Council on 9th February and will be published well in advance of the required timetable for County Council papers to enable members to have sufficient time to consider the proposals and any alternatives. We intend publish these papers before the Cabinet Committees meetings so that the appendices are unrestricted by the time of the meeting.

2. Financial Context

- 2.1 The overall financial context remains largely unchanged from that reported to County Council on 20th October following the Chancellor's Autumn Statement on 23rd November. The funding settlement from central government, including Revenue Support Grant (RSG), is anticipated to include the reductions outlined in the indicative settlement published last year.
- 2.2 Since the October report we have had provisional tax base calculations and collection fund balances which are higher than we had anticipated and help to resolve the unidentified savings. However, some of the spending demands are also greater arising from higher than the budgeted spend in 2016-17 (and need to be reflected in 2017-18 budget) and higher forecast future inflation/demand.

Details of the assumptions underpinning spending demands are explored later in this report. Some savings options have also been revised since the October report.

- 2.3 The provisional Local Government Finance Settlement was announced on Thursday 15th December. The settlement sets out the provisional allocation of key government funding streams for 2017/18 and indicative allocations for 2018/19 and 2019/20. The settlement also includes the government's estimate of the change in local authority overall spending power taking into account both government funding and council tax.
- 2.4 Overall the context for local government spending over the medium term remains "flat-cash" between 2015/16 to 2019/20. This flat-cash includes council tax, additional social care funding and reductions in central government grants. Flat-cash means there is no overall additional funding for rising costs or demand pressures, therefore these have to be compensated by savings and spending reductions.

Consequently, KCC's position remains that flat-cash for the local government sector is not good enough as this represents a significant reduction in real spending power.

- 2.5 The settlement offered additional funding for social care within the same overall flat-cash envelope with two key changes:

Greater flexibility in social care council tax precept – whilst this remains at 6% over the three years of the settlement (2017/18 to 2019/20), authorities have choice to raise up to 3% in any year (as long as overall the 6% limit over 3 years is not breached). This would enable council tax increases to be brought forward early although council tax charges in 2019/20 cannot be any greater than they would have been under the previous Spending Review (SR2015) announcement.

A new one-off Social Care Reform Grant in 2017/18, funded out of New Homes Bonus (NHB) by bringing forward the proposed changes from 2018/19. In Kent this is at the expense of districts (which collectively receive £6.2m less NHB than announced in SR2015) and KCC receives a net £4.6m more (allowing for both the new social care grant and our loss of NHB).

The final draft budget includes how KCC intends to respond to these two significant changes.

- 2.6 The table below sets out a high level summary of changes to the 2017-18 budget equation since the Autumn Budget Statement was published for County Council on 20th October.

	Autumn Budget Statement £m	Final Draft budget £m	Movement £m
Spending demands	57.2	66.3	9.1
Grant reductions	51.1	46.4	-4.6
Council Tax:			
– Increase in line with 2% referendum limit	-11.8	-11.9	-0.1
– Social Care Levy	-12.1	-12.2	-0.1
– Growth in tax base & change in collection fund surplus	-0.9	-7.2	-6.2
Business Rates	-3.1	-3.2	-0.1
Savings	-80.4	-79.1	2.1

Note - this table, shows each element to nearest decimal place including totals, consequently the totals may not appear to add-up but are accurate

- 2.7 This equation of rising spending demands/costs compounded by reducing government funding, offset by council tax increases and the need for significant base budget savings continues the challenging theme of recent years. The 2017-18 Budget is likely to be the most difficult we have faced during the period of austerity since 2010.
- 2.8 The most significant movements between the Autumn Budget Statement and the Final Draft budget are explained in the table below:

Movement	Explanation
Spending Demands (increased by +£9.1m)	<p><u>Budget realignments:</u></p> <ul style="list-style-type: none"> • +£3.2m Children’s Social Care budget realignment to reflect 2016-17 activity • +£2.0m SEN transport budget realignment to reflect higher journey costs than budgeted in 2016-17 • +£0.8m Learning Disability & Mental Health budget realignment to reflect 2016-17 activity • +£0.6m Waste tonnage budget realignment <p><u>Pay:</u></p> <ul style="list-style-type: none"> • -£2.0m removal of estimated pressure to increase employer pension contribution rate, which is no longer needed following the actuarial revaluation of pension fund <p><u>Prices:</u></p> <ul style="list-style-type: none"> • +£6.8m New provision to increase prices for adult social care contracts to facilitate market sustainability as required under Care Act 2014 • +£1.3m updates to general price provisions reflect Q2 monitoring and latest CPI assumptions • -£1.5m reduction to estimated National Living Wage pressure following Chancellor’s Autumn Budget Statement on 23rd November <p><u>Demography</u></p> <ul style="list-style-type: none"> • -£1.5m reduction to estimated Older People & Physical Disability demography pressure
Grant reductions (improvement of £4.6m)	<ul style="list-style-type: none"> • +£6.2m Social Care Support Grant announced in provisional local government finance settlement on 15th December • -£1.5m reduction to provisional New Homes Bonus Grant announced in the local government finance settlement
Growth in tax base & change in collection fund surplus (improvement of £6.2m)	<ul style="list-style-type: none"> • £3.1m growth in council tax base resulting from: increase in number of households; change in discounts; and reviews of local Council Tax Reduction Schemes • £3.1m increase in assumed 2016-17 council tax collection fund surplus
Savings and Income (reduction of £2.1m)	<ul style="list-style-type: none"> • A number of changes as presented in revised MTFP to take into account of latest proposals and phasing and the impact of changes to spending demands and funding outlined above

2.9 This equation of rising spending demands/costs compounded by reducing government funding, offset by council tax increases and the need for significant base budget savings continues the challenging theme of recent years. The 2017-18 Budget is likely to be the most difficult we have faced during the period of austerity since 2010.

3. Budget Consultation

- 3.1 The budget communication and consultation campaign was launched on 13th October to coincide with the publication of the County Council Autumn Budget Statement papers.

The campaign was aimed at reaching a wide audience of Kent residents, businesses and other interested parties to better inform them of the budget challenge arising from a combination of additional spending demands (which are unfunded) and reductions in central government funding. As a result of the campaign we hoped that sufficient numbers would be inspired to engage with the consultation.

- 3.2 The campaign was primarily delivered through the council's website <http://www.kent.gov.uk/about-the-council/have-your-say/budget-201718>.

This dedicated page provided a high level summary of the financial challenge with links to consultation questionnaire, budget modelling tool and more detailed supporting information. In total the site had 1,416 unique page views between 13th October and 27th November, 489 accessed from internal users and 927 external visits. The peak traffic for internal users was immediately following the launch i.e. 13th/14th/17th October, which accounted for 302 of the 489 visits. The peak traffic for external users was Monday 14th November (125 of the 927 visits).

- 3.3 In total 512 responses were received either through the dedicated webpage or the general consultations page. A handful of written responses were also received. A summary of the responses is presented below. The questionnaire explored 4 key issues:

- Council tax increases in relation to the referendum requirement
- Council tax increases for social care precept
- KCC's overall budget strategy
- The level of awareness of the financial challenge

The questionnaire also allowed for any other comments.

- 3.4 Details of the consultation responses will be presented as part of Cabinet and County Council budget papers. For the sake of brevity we have published the report on all consultation activity as a background document to Cabinet Committee reports rather than including all the information in each committee report. This consultation can be accessed via the link at the end of this report.

4. Specific Issues for the Environment and Transport Cabinet Committee

- 4.1 Appendices 1, 2 and 3 set out the main budget proposals relevant to the Growth, Environment and Transport Directorate that will be included in the final draft MTFP, revenue budget and capital programme. These appendices are exempt until the final draft MTFP and budget book are published.

These proposals must be considered in light of the general financial outlook for the County Council for 2017-18 which is for further reductions in overall funding even after planned council tax increases, and flat-cash over the medium term. This means we have no funding for additional spending demands and consequently will continue to need to make budget savings each and every year.

4.2 Autumn Statement/provisional local government finance settlement.

The Autumn Statement confirmed funding of £0.7bn to support the market to roll out full-fibre connections and future 5G communications. In addition, an aspiration to unlock £1bn of new investment in innovative firms, as well as reviewing the R&D tax environment, both aimed at stimulating and promoting economic growth.

4.3 Spending demands which the directorate faces for 2017-18.

There is a significant capital programme within the GET directorate and for this committee that includes the Broadband rollout, Regional Growth Fund schemes (Kent & Medway Business Fund) and Local Growth Fund.

This presents a pressure on the authority as the management and administration of these teams cannot be charged to the capital costs of the scheme and therefore, with a declining financial base, it becomes increasingly important to find different ways of funding the staff costs.

4.4 Savings and income proposals.

There is a continued focus on exploring income generation opportunities, where possible, to avoid the need to reduce resource for such schemes identified in 4.3 above. There is also a drive to integrate services and enhance multi-agency working given the high level of in-house provision within this Committee's remit.

4.5 Savings from any new policy initiatives are shown in the exempt appendices and any significant issues will be raised during the Cabinet Committee meeting following publication of the final draft MTFP and Budget (scheduled for 12th January). Due to the exempt nature of the appendices these proposals cannot be covered in detail in the report.

5. Conclusions

5.1 The financial outlook for the next 3 years continues to look exceptionally challenging. Although the medium term outlook is flat cash i.e. we should have a similar spending in 2019-20 to 2015-16, there is a dip in 2017-18 which makes the forthcoming year the most difficult. Furthermore, the flat cash equation includes additional funding raised through Council Tax, the 2% precept for social care and the Better Care Fund.

This additional income is required to fund rising spending demands (and may not be enough to fund all demands).

This means the Council will still need to find substantial savings in order cover any shortfall against spending demands and to compensate for the reductions in RSG (and any other changes in specific grants including those referred to in this report).

- 5.2 At this stage the forecasts for 2018-19 and 2019-20 are our best estimates. If these estimates prove to be accurate then the savings needed to balance the budgets in these years would be less than we have faced for a number of years. At this stage we have made no presumptions on the possible consequences of 100% business rate retention.

We know that the extra business rates we will be able to retain will come with additional responsibilities although we have no indication what these might be and whether there will be enough money to cover the cost. We also know the government is reconsidering the calculation of the existing baseline which determines the top-up we receive (and the tariffs other authorities pay). Once again at this stage we have made no presumption about the outcome of this review until we know more.

- 5.3 Appendices 1 and 2 include the latest estimates for unavoidable and other spending demands for 2017/18 and future years. These estimates are based on the latest budget monitoring and activity levels as reported to Cabinet in November (quarter 2). Committees no longer receive individual in-year monitoring reports and therefore members may wish to review the relevant appendices of the Cabinet report before the meeting.

6. Recommendation(s)

- 6.1 The Growth, Economic Development and Communities Cabinet Committee is asked to note the draft budget and MTFP (including responses to consultation and Government announcements).
- 6.2 The Growth, Economic Development and Communities Committee is invited to make suggestions to the Cabinet Member for Finance and Procurement, Cabinet Member for Economic Development and Cabinet Member for Community Services on any other issues which should be reflected in the draft budget and MTFP prior to Cabinet on 23rd January and County Council on 9th February 2017

7. Background Documents

- 7.1 Consultation materials published on KCC website
<http://www.kent.gov.uk/about-the-council/finance-and-budget/budget-201718>
<http://consultations.kent.gov.uk/consult.ti/BudgetConsultation2017/consultationHome>
[Outcome report](#) (exempt until 12 January 2017)
- 7.2 The Chancellor of the Exchequer's Spending Review and Autumn Statement on 23rd November 2016:
<https://www.gov.uk/government/publications/autumn-statement-2016-documents>

and OBR report on the financial and economic climate:

<http://budgetresponsibility.org.uk/efo/economic-and-fiscal-outlook-november-2016/>

7.3 The provisional Local Government Finance Settlement 2017-18 announced on 15 December 2016.

<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2017-to-2018>

8. Contact details

Report Authors

- Dave Shipton, Head of Financial Strategy
- 03000419418
- dave.shipton@kent.gov.uk

- Kevin Tilson, Finance Business Partner - Growth, Environment & Transport
- 03000416769
- kevin.tilson@kent.gov.uk

Relevant Directors:

- Andy Wood, Corporate Director - Finance & Procurement
- 03000416854
- andy.wood@kent.gov.uk

- Barbara Cooper, Corporate Director - Growth, Environment and Transport
- 03000 415981
- Barbara.cooper@kent.gov.uk

This page is intentionally left blank

Appendix 1 - GET Cabinet Committees MTFP Sections

Embargoed Draft

Heading	Description	Economic Development	Highways, Transportation & Waste	Libraries, Registration & Archives	Environment, Planning & Enforcement	Corporate Director GET	Total GET Directorate	Total Growth, Economic Development	Total Environment & Transport	Corporate Director GET
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
2016-17 Base	Approved budget by County Council on 11th February 2016	4,759.2	132,657.5	10,622.1	14,191.0	1,366.2	163,596.0	15,840.8	146,389.0	1,366.2
Base Adjustments (internal)	Changes to budgets which have nil overall affect on net budget requirement	18.5	113.1	277.8	273.2	5.5	688.1	305.1	377.5	5.5
Revised 2016-17 Base		4,777.7	132,770.6	10,899.9	14,464.2	1,371.7	164,284.1	16,145.9	146,766.5	1,371.7
Additional Spending Pressures										
Net Budget Realignment	<i>Necessary adjustments to reflect current and forecast activity levels from in-year monitoring reports</i>									
Waste	Dry recyclables pressure, resulting from fall in commodity prices, and increase in waste tonnage		1,125.0				1,125.0		1,125.0	
Young Persons Travel Pass - Activity	Realignment of budget following changes in activity at the time of budget build		400.0				400.0		400.0	
Young Persons Travel Pass - School days	Change in the number of school days in the financial year compared to the previous year		-360.0				-360.0		-360.0	
Concessionary Fares	Realignment of budget due to falling journey numbers, in line with reduction in journey numbers in recent years		-200.0				-200.0		-200.0	
Other	Other minor budget realignments	-10.0			100.0		90.0	-10.0	100.0	
Pay and Prices										
Inflation										
Energy	Anticipated price increases on energy contracts as estimated by Commercial Services		239.2				239.2		239.2	
Highway Contracts	Index linked increases on maintenance, technical services and traffic management		354.2				354.2		354.2	
Waste Contracts	Index linked increases to composting, haulage & transfer stations, household waste recycling centres, landfill, landfill tax, recycling and waste to energy contracts		1,136.5				1,136.5		1,136.5	
Public Transport	Provision for inflation on: subsidised bus service contracts; the reimbursement of fares for the young person's travel pass; and concessionary fares		477.6				477.6		477.6	
Non specific price provision	Non specific provision for CPI inflation on other negotiated contracts without indexation clauses			8.2	30.2		38.4	8.2	30.2	
Demography										
<i>Additional spending associated with increasing population and demographic make-up of the population</i>										
Waste Tonnage	Estimated additional waste anticipated due to increased number of households		720.0				720.0		720.0	
Young Persons Travel Pass	Estimated impact of more children being eligible for the young persons travel pass, due to rising population		230.0				230.0		230.0	
Coroners	Increase in number of post mortems undertaken, meaning a greater proportion of deaths are being investigated further by Coroners				100.0		100.0		100.0	
ENCTS	Reduction in concessionary fare journey numbers, consistent with national and local trends for reducing journey numbers		-120.0				-120.0		-120.0	

Appendix 1 - GET Cabinet Committees MTFP Sections

Embargoed Draft

Heading	Description	Economic Development £000s	Highways, Transportation & Waste £000s	Libraries, Registration & Archives £000s	Environment, Planning & Enforcement £000s	Corporate Director GET £000s	Total GET Directorate £000s	Total Growth, Economic Development £000s	Total Environment & Transport £000s	Corporate Director GET £000s
Government & Legislative										
Coroners	Introduction of Medical Examiner service				300.0		300.0		300.0	
Flooding	Additional responsibilities in relation to sustainable drainage systems (SuDS)				60.0		60.0		60.0	
Public Rights of Way	Additional duties in relation to local planning searches (Con24)				50.0		50.0		50.0	
Service Strategies & Improvements										
Coroners	Final year of phased transfer of Coroners officers costs being transferred from Police				110.0		110.0		110.0	
Economic Development - Broadband Project	Broadband Phase 2: funding for administration and management of scheme	160.0					160.0	160.0		
Other	Other minor service improvements	124.7	85.0		63.3		273.0	124.7	148.3	
Total Additional Spending Demands		274.7	4,087.5	8.2	813.5		5,183.9	282.9	4,901.0	
Savings and Income										
Transformation Savings										
Waste	New contract whereby waste collected from mechanical street sweeping is recycled		-200.0				-200.0		-200.0	
Public Transport	Full year effect of bus operators taking subsidised bus routes into commercial operation, with minor refinements, resulting in a reduction in subsidies paid		-105.0				-105.0		-105.0	
Street Lighting	Continuation of programme to convert streetlight network to better, more cost and energy efficient LED technology and implementation of a central monitoring system		-1,512.0				-1,512.0		-1,512.0	
Growth, Environment and Transport	Savings through multi-agency working with partners					-300.0	-300.0			-300.0
Income										
Client Charges	Uplift in social care client contributions in line with benefit uplifts for 2017-18, parental contribution for children placed in care, and inflationary increases for other activity led services including young person's travel pass, libraries, and registration	-110.0	-223.3	-370.0	-186.0		-889.3	-430.0	-459.3	

Appendix 1 - GET Cabinet Committees MTFP Sections

Embargoed Draft

Heading	Description	Economic Development	Highways, Transportation & Waste	Libraries, Registration & Archives	Environment, Planning & Enforcement	Corporate Director GET	Total GET Directorate	Total Growth, Economic Development	Total Environment & Transport	Corporate Director GET
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Efficiency Savings										
<u>Staffing</u>										
Staffing Restructures	Service re-design, integration of services and more efficient ways of working resulting in a reduction of staff costs. The delivery of these savings will be with appropriate stakeholder engagement and detailed consultations	-281.1	-285.0	-510.0	-373.0	-150.0	-1,599.1	-791.1	-658.0	-150.0
<u>Contracts & Procurement</u>										
Economic Development	Review of grants and income	-194.9					-194.9	-194.9		
Visitor Economy	Contract and marketing review	-44.7					-44.7	-44.7		
Waste	Waste strategy efficiencies		-750.0				-750.0		-750.0	
Highways, Transportation & Waste	Contract and other efficiencies across Highways, Transportation & Waste division		-750.0				-750.0		-750.0	
Environment, Planning & Enforcement	Review of non staffing budgets				-128.0		-128.0		-128.0	
Young Persons Travel	Reduction in additional capacity payments to bus operators		-200.0				-200.0		-200.0	
Other	Other minor contracts and procurement savings	-23.7					-23.7	-23.7		
<u>Other</u>										
Discretionary Spend	Pro-rata cut to discretionary spend					-377.0	-377.0			-377.0
Other	Other minor efficiency savings				-29.0	-18.0	-47.0		-29.0	-18.0
Policy Savings										
Soft Landscaping	Review of contracts		-90.0				-90.0		-90.0	
Turner	Full year effect of review of funding agreement for 2016-18	-50.0					-50.0	-50.0		
Libraries	Reduce Library Book Fund by Approximately 20% (one-off)			-250.0			-250.0	-250.0		
Other	Other minor policy savings		-75.0		-75.0		-150.0		-150.0	
Total savings and Income		-704.4	-4,190.3	-1,130.0	-791.0	-845.0	-7,660.7	-1,784.4	-5,031.3	-845.0
Proposed Budget		4,348.0	132,667.8	9,778.1	14,486.7	526.7	161,807.3	14,644.4	146,636.2	526.7

This page is intentionally left blank

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Children's Services								
		<i>Education and Personal</i>								
1	50.5	14 to 24 year olds	64.9	0.0	64.9	0.0	-17.4	0.0	47.5	A range of services for young people including preparation for employment, vocational training, apprenticeships, helping young people to set up in business via support from Kent Foundation, Skills Force and raising the age of statutory education to 18.
		Community Services								
2	1,958.9	Arts & Culture Development (including grant to Turner Contemporary)	307.0	1,524.8	1,831.8	0.0	0.0	0.0	1,831.8	Provides strategic leadership to the arts and culture sector in Kent through funding, commissioning, partnership working and leverage of funds to ensure the arts contribute fully to the Kent economy and quality of life. The service manages Kent Film Office, and oversees the Turner Contemporary; as well as providing grants to a range of artists, arts organisations and festivals.
3	-0.2	Gypsies and Travellers	266.2	171.1	437.3	0.0	-447.5	0.0	-10.2	Responsible for securing suitable local authority and other accommodation provision for Gypsies and Travellers in Kent. The Unit currently manages 10 local authority sites, containing 168 pitches.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
4	10,899.9	Libraries, Registration and Archives Services	11,328.1	4,750.0	16,078.1	-463.7	-5,836.3	0.0	9,778.1	<p>Libraries Service: Service delivered online and from 99 fixed libraries and a fleet of mobile vans, issuing approx. 5.16 million items (mostly books); supporting 5.3 million physical visits, 792,000 virtual visits; 516,000 hours of free public PC use; 1,478 home library service customers; 1,133 blind and partially sighted Postal Loan service customers and 3,500 clients in Prison Library service.</p> <p>Archives Service: 20,400 documents produced for researchers at Kent History and Library Centre; 2,850 archive documents accessed digitally and the management of 1,926 cubic metres of manuscript collections.</p> <p>Registration Service: Over 32,000 births and deaths registered; over 6,300 ceremonies registered and conducted (mostly marriage ceremonies) and 2,500 new citizens naturalised.</p>
5	438.3	Sports & Physical Activity Development	728.1	1,111.3	1,839.4	-147.8	-1,310.0	0.0	381.6	<p>Lead the development of sport and physical activity in Kent through a wide network of partners; manage the Kent School Games; generate external funding; work with a range of partners including Public Health to provide a continuum of sporting opportunity, and manage the County Sports Partnership to develop sports and physical activity opportunities to support the wider health and wellbeing of Kent communities, including reaching the inactive. The service has levered in more than £7.5m to the Kent economy over the last three years. The service is predominately externally funded.</p>

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Environment								
Page 65	569.9	Country Parks, Countryside Partnerships & Explore Kent	1,620.0	1,272.2	2,892.2	-140.2	-2,200.9	-76.2	474.9	This covers Kent Country Parks, Explore Kent, and Countryside Management Partnerships. There are nine Country Parks which generate 1.6 million visits per year to protect and improve access to the countryside whilst delivering education, recreation and environmental programmes. This service is predominately funded by external income and grant. The almost wholly-commissioned Explore Kent brand reaches more than 375,000 customers per annum, developing and promoting information for outdoor activities in order to improve health and wellbeing, and support the rural Kent economy. Countryside Partnerships is a predominately externally funded service whihc KCC hosts, covering a broad remit with partners to link communities to these natural landscapes through volunteering, ecology management, helping to manage habitats and landscapes, providing recreation, and working with distinct client groups. All of these services contribute to the health and wellbeing of communities and individuals and deliver against public health outcomes of increasing physical activity and improving mental health.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
7	1,384.8	Environmental Management (incl. Coastal Protection)	1,588.3	2,698.0	4,286.3	-262.0	-835.2	-1,858.3	1,330.8	Delivery of the Kent Environment Strategy. Delivery of Climate Local targets, Carbon Reduction Commitment, Energy Company Obligation and support to Low Carbon business through Low Carbon Kent and Low Carbon Plus - saving money through fuel efficiency and supporting the development of the low carbon market. Building resilience and risk management in relation to climate change and severe weather, working across services, businesses and communities. Supporting conservation and enhancement of Kent's natural and cultural assets and services including biodiversity planning, ecological and landscape advice, heritage conservation and planning, coastal conservation. Working across the authority to ensure biodiversity and landscape are appropriately considered throughout all Council functions.
8	1,627.1	Public Rights of Way	1,323.2	463.0	1,786.2	0.0	-108.1	0.0	1,678.1	This covers the statutory functions of the Public Rights of Way Service (PRoW), Common land and Village Greens and Open Access Land. The PRoW service has a duty to protect, maintain and record 6,847km of highway asset (including surface maintenance, 2,400 bridges and over 30,000 other items of furniture e.g. direction posts/signs). It also maintains the legal records of PRoW (the Definitive Map) and the Common Land and Village Greens register and deals with planning applications in relation to village greens.
		Highways								
		<i>Highways Maintenance</i>								
9	3,261.3	Adverse Weather	0.0	3,328.6	3,328.6	0.0	0.0	0.0	3,328.6	Includes provision for 68 salting runs, salting approximately 2,500 km of primary highway routes per run (about 30% of roads in Kent, including all A and B class roads, busy commuter routes and other danger spots), and in cases of prolonged heavy frost, widespread ice or snow, potentially up to a further 15% of the road network (secondary routes), plus restocking 2,300 salt bins.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
10	2,051.5	Bridges and other structures	710.7	1,550.0	2,260.7	0.0	-226.3	0.0	2,034.4	Inspection and maintenance of 2,700 bridges and structures and two road tunnels.
11	7,347.0	General maintenance and emergency response	3,591.7	3,946.6	7,538.3	0.0	-599.9	0.0	6,938.4	Safety inspections, routine maintenance and minor repair of 8,500km of highway and 5,000km of pavements plus the coordination of all roadworks undertaken by utility companies and KCC contractors.
12	2,993.1	Highways drainage	402.8	2,652.1	3,054.9	0.0	0.0	0.0	3,054.9	Safety inspections, routine maintenance, cleansing and minor repair of 250,000 road drainage gullies and soakaways.
13	3,083.1	Streetlight maintenance	520.9	2,358.9	2,879.8	0.0	-154.0	0.0	2,725.8	Safety inspections, routine maintenance and minor repair of 120,000 streetlights and 30,000 lit signs and bollards.
		Highways Management								
14	-18.3	Development Planning	1,792.7	324.2	2,116.9	0.0	-2,176.4	0.0	-59.5	Includes developer agreements & developer plans, local development framework, adoption of highways and development control.
15	1,661.2	Highway improvements	2,283.8	-693.0	1,590.8	0.0	-4.6	0.0	1,586.2	Technical support and design of highway resurfacing schemes and other improvement programmes to reduce congestion, improve air quality and help minimise traffic collisions.
16	642.6	Road safety	984.7	1,797.1	2,781.8	-28.0	-2,005.6	-107.4	640.8	Working in cooperation with the Kent and Medway Safety Camera Partnership to reduce road casualties through a combination of education, publicity and training campaigns, and enforcement, together with engineering improvements.
17	4,733.8	Streetlight energy	0.0	3,961.0	3,961.0	0.0	0.0	0.0	3,961.0	Payment for electricity to illuminate 120,000 streetlights and 30,000 lit signs and bollards.
18	1,033.7	Traffic management	2,584.1	1,956.1	4,540.2	0.0	-3,757.6	0.0	782.6	Running costs, safety inspections, routine maintenance, minor repair, energy and communication systems for 700 sets of traffic signals/15,000 traffic lights, 400 electronic message signs and 150 CCTV cameras to provide congestion reduction measures.
19	3,389.4	Tree maintenance, grass cutting and weed control	682.2	2,632.4	3,314.6	0.0	0.0	0.0	3,314.6	Safety inspections, routine maintenance and management of 10 million square metres of grass areas, 500,000 trees, shrubs and hedges.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Planning and Transport Strategy								
20	1,255.7	Planning & Transport Policy	833.8	317.9	1,151.7	0.0	0.0	0.0	1,151.7	Delivery of Growth without Gridlock - developing key strategic transport improvements such as a new Lower Thames Crossing, A21 dualling, solutions to Operation Stack/lorry parking and enhancements to the rail network including the new Thanet Parkway Station and reduced journey times to East Kent in particular. Strategic influencing of Government Policy and new infrastructure funding streams underpinned by the preparation of the Kent and Medway Growth and Infrastructure Framework, providing transport input to South East Local Enterprise Partnership (SELEP), co-ordinating KCC's responses to Local Plans and Community Infrastructure Levy (CIL) charging schedules, producing the Minerals and Waste Local Plan and the Local Transport Plan.
21	416.6	Planning Applications	713.4	174.2	887.6	-232.0	-230.0	0.0	425.6	Delivery of the statutory county planning application service including pre-application advice, consideration and determination of applications and submissions, monitoring and enforcement. (Approximately 500 developments per annum).
		Public Protection								
22	2,217.3	Community Safety (including Community Wardens)	2,023.1	221.0	2,244.1	-16.0	-115.8	0.0	2,112.3	Co-ordinates and manages the delivery of safer and stronger communities - on behalf of the people of Kent under the Crime and Disorder Act and associated regulations. Provides the policy and performance support to the Police and Crime Panel. An establishment of 70 Community Wardens providing a key aspect of local community safety delivery. The Warden service provides a highly visible, reassuring community presence helping to build community resilience and supporting the vulnerable within their areas.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
23	2,884.6	Coroners	1,832.5	2,209.6	4,042.1	0.0	-626.0	0.0	3,416.1	Provision of office accommodation, coroners salaries, investigation officers and other staff, court facilities, mortuary facilities and all other costs related to the provision of HM Coroners service in Kent. The service is responsible for inquiries into approximately 7,000 violent or unnatural deaths, sudden deaths of unknown cause and deaths which have occurred in prison, resulting in approximately 4,000 post mortems, 3,000 body removals and 800 inquests.
24	1,124.2	Emergency Response & Resilience (including Flood Risk Management)	825.4	635.8	1,461.2	0.0	-212.0	0.0	1,249.2	Delivery of KCC's statutory obligations under the Civil Contingencies Act and the Flood and Water Management Act. Undertaking KCC's responsibilities as Lead Local Flood Authority and delivery of the Local Flood Risk Management Strategy. Delivering corporate responsibilities in emergency planning and business continuity. Provide consultancy services to District / Borough Councils under Service Level Agreements as well as advice, guidance and support to residents and businesses to build resilience. Maintain community leadership through the Kent Resilience Forum and other partnerships.
25	2,614.0	Trading Standards (including Kent Scientific Services)	2,659.5	889.3	3,548.8	-50.0	-1,124.8	0.0	2,374.0	Promoting and protecting a fair and safe trading environment to allow Kent business to flourish; protecting consumers from illegitimate trading, especially the blight of rogue traders and scammers who target the vulnerable; providing advice to businesses; reducing the impact of harmful and age restricted goods to the young; protecting the security and traceability of the food chain, ensuring dangerous goods are stored safely and preventing the spread of animal disease and suffering. This all contributes to the wider agendas of reducing crime; supporting business and improving public health. Kent Scientific Services, a laboratory undertaking statutory analysis of food imports and food testing, and calibration services linked to the work of Trading Standards. It also provides toxicology services to Coroners.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Regeneration & Economic Development								
26	2,609.3	Regeneration & Economic Development Services	2,497.1	2,673.6	5,170.7	-48.6	-1,979.3	-828.7	2,314.1	This is divided into three main areas of activity, Business & Enterprise, Economic Strategy & Partnerships and Infrastructure, with the aim of creating the right environment to support economic growth and increased employment opportunities in the county. Includes work on a wide range of initiatives including: Broadband, Kent & Medway Business Loan Fund, No Use Empty, Foreign Inward Investment, Visit Kent, Produced In Kent and Hardelot training centre. Much of this is carried out in partnership with and through other organisations and businesses within and beyond Kent including at regional, national and international level.
		Schools' Services								
27	461.0	Other Schools' Services	397.0	64.0	461.0	0.0	0.0	0.0	461.0	Crossing Patrols, licences, provision of temporary mobile classrooms, planned maintenance agreements, legionella work, asbestos and condition surveys. Reimbursement of schools' costs for maternity leave, public duties, trade union representatives, suspended staff and tribunals. Some of these services now operate on a fully traded basis.
		Transport Services								
28	17,111.2	Concessionary Fares	0.0	16,984.2	16,984.2	0.0	-27.0	0.0	16,957.2	Delivering approximately 16.5 million free bus journeys for elderly and disabled users via the English National Concessionary Travel Scheme, as defined by government.
29	6,043.4	Subsidised Bus Services (including Kent Karrier)	0.0	8,315.5	8,315.5	-517.0	-604.0	-1,087.8	6,106.7	Providing financial support for otherwise uneconomic bus services and payment of Bus Service Operators grant in relation to subsidised services. Kent Karrier is the County's Dial-a-Ride transport service; membership is for those that cannot use conventional public transport because of disability or rural location.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
30	1,401.0	Transport Operations	1,214.6	68.7	1,283.3	0.0	-12.3	0.0	1,271.0	Management, planning, procurement and monitoring of subsidised local bus services, home to school transport and public transport information.
31	233.0	Transport Planning	207.8	25.2	233.0	0.0	0.0	0.0	233.0	Improve public transport and access to key services.
32	8,312.5	Young Person's Travel Pass	0.0	14,218.7	14,218.7	0.0	-5,836.2	0.0	8,382.5	25,100 passes issued to young people aged 11 to 16, providing discounted travel on the Kent bus network, through subsidy from KCC. Including the provision of additional buses on key routes to meet increased demand.
		Waste Management								
33	814.1	Waste Compliance, Commissioning and Contract Management	596.2	217.9	814.1	0.0	0.0	0.0	814.1	Responsibility for the operational management, commissioning and compliance delivery of core waste management services, including the statutory duty to undertake the treatment and disposal of household waste in Kent.
34	575.4	Partnerships & development	286.5	288.9	575.4	0.0	0.0	0.0	575.4	Collaborative working with the Environment Agency and other local authorities, including Kent Resource Partnership (KCC & the 12 Kent District Councils) to undertake enforcement activities and public campaigns to manage demand, reduce overall waste volumes and increase recycling. Develop strategies and implementation programmes.
35	643.8	Closed Landfill Sites	106.8	553.0	659.8	0.0	-16.0	0.0	643.8	Pollution monitoring and control and maintenance of 19 closed landfills to ensure public safety and environmental protection is maintained.
		Waste Processing								
36	15,299.3	Operation of Waste Facilities	0.0	15,813.1	15,813.1	0.0	-152.7	0.0	15,660.4	Contracts for the provision of statutory waste services for Kent's residents, which includes 18 Household Waste Recycling Centres, attracting approximately 3.5 million visitors per year, and 7 transfer facilities to provide local disposal points for the efficient delivery of District Council collection services, together with associated bulk haulage contracts.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
37	6,236.1	Payments to Waste Collection Authorities (District Councils)	0.0	6,305.5	6,305.5	0.0	0.0	0.0	6,305.5	Payments to support recycling initiatives that reduce the amount of waste (21,500 tonnes) that would otherwise have to be disposed of through more costly routes, e.g. waste to energy recovery.
38	6,851.7	Recycling Contracts and Composting	0.0	8,925.7	8,925.7	0.0	-1,716.0	0.0	7,209.7	Recycling and composting 346,800 tonnes (47%) of household waste.
39	36,164.0	Treatment and disposal of residual waste	0.0	37,407.0	37,407.0	0.0	0.0	0.0	37,407.0	Treatment and/or disposal of 362,000 tonnes of residual household waste produced in Kent, which is neither recyclable or compostable, either through waste to energy recovery (317,400 tonnes through the Allington Waste to Energy Plant) or through other waste treatment final disposal contracts (44,600 tonnes). Removal and disposal of approximately 170 abandoned vehicles.
40	160,375.8	Total Direct Services to the Public	44,973.1	152,113.2	197,086.3	-1,905.3	-32,331.9	-3,958.4	158,890.7	
		Management, Support Services and Overheads								
		Directorate Management and Support for:								These budgets include the directorate centrally held costs, which include the budgets for, amongst other things, the strategic directors and heads of service.
41	3,908.3	Growth, Environment & Transport (GE&T)	1,815.2	1,195.0	3,010.2	0.0	-93.6	0.0	2,916.6	
42	3,908.3	Total Management, Support Services and Overheads	1,815.2	1,195.0	3,010.2	0.0	-93.6	0.0	2,916.6	
43	164,284.1	TOTAL	46,788.3	153,308.2	200,096.5	-1,905.3	-32,425.5	-3,958.4	161,807.3	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT						
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR						
			Three Year Budget	Cash Limits			
				2017-18	2018-19	2019-20	Later Years
			£'000	£'000	£'000	£'000	£'000
	Rolling Programmes	Description of Project					
1	<i>Country Parks Access and Development</i>	Improvements and adaptations to country parks	243	123	60	60	
2	<i>Public Rights of Way</i>	Structural improvements of public rights of way	2,505	835	835	835	
3	<i>Public Sports Facilities Improvement - Capital Grant</i>	Capital grants for the new provision/refurbishment of sports facilities and projects in the community	300	100	100	100	
4	<i>Village Halls and Community Centres - Capital Grants</i>	Capital Grants for improvements and adaptations to village halls and community centres	400	200	100	100	
5	<i>Highway Major Enhancement / Other Capital Enhancement / Bridge Assessment and Strengthening*</i>	Maintaining Kent's roads	79,120	29,371	24,874	24,875	
6	<i>Integrated Transport Schemes under £1 million*</i>	Improvements to road safety	9,300	3,100	3,100	3,100	
7	Major Schemes - Preliminary Design Fees	Preliminary design of new roads	680	680			
8	Land compensation and Part 1 claims arising from completed projects	Land compensation part 1 claims	53	43	10		
9	Total Rolling Programmes		92,601	34,452	29,079	29,070	0

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT						
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR						
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits		
					2017-18 £'000	2018-19 £'000	2019-20 £'000
	Individual Projects	Description of Project					
1	Coroners	Co-location of the Kent Coroners Service and Medical Examiners Service	3,977		3,977		
2	<i>Jasmin Vardimon</i>	To provide access and accommodation for creative industries including the Jasmin Vardimon Dance Company	5,991	155	2,964	2,787	85
3	Herne Bay Library Plus	Project in partnership with Canterbury City Council to maximise the utilisation of an existing building. The project will also address long-term building issues.	251	1	250		
4	<i>Tunbridge Wells Cultural Hub</i>	Development of a cultural and learning hub in partnership with Tunbridge Wells Borough Council	2,470	225	1,245	1,000	
5	<i>Broadband Contract 2 (formerly Superfast Extension Programme)</i>	To extend the reach of superfast broadband so that 95% of homes and businesses can access superfast broadband by the end of 2017	11,200	6,172	5,028		
6	Folkestone Heritage Quarter	Public realm improvement works to Folkestone Old Town	1,465	1,335	130		
7	Kent Empty Property Initiative - No Use Empty (NUE)	The NUE Programme brings long term empty properties including commercial buildings and vacant sites back into use as quality housing accommodation including an affordable homes project part funded by HCA through the provision of short term secured loans	20,838	16,013	3,220	470	522
8	No Use Empty - Rented Affordable Homes	To expand the existing Empty Property Initiative offer to return large family-sized empty properties back into use as affordable rented homes	3,216	1,608			1,538
9	No Use Empty - Rented Affordable Homes Extension	A continuation of the existing No Use Empty Rented Affordable Homes offer to return large family sized empty properties back into use as affordable rented homes	818	409			409

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Individual Projects	Description of Project						
1	Kent & Medway Business Fund	New fund using recycled receipts from Regional Growth Fund, TIGER and Escalate	39,871	7,055	7,724	8,307	7,292	9,493
2	<i>Turner</i>	To extend and refurbish to make the building function more efficiently to service the high levels of visitor numbers	6,000		200	1,750	4,050	
3	Discovery Park Enterprise Zone	Capital works to support business growth at Discovery Park, Sandwich	5,300	3,400	1,900			
4	Workspace Kent	Establishment of additional incubator and other business workspace	2,174	1,437	295	147	147	148
5	Innovation Investment Initiative (i3) (Kent & Medway Growth Hub)	Provision of loans to small and medium enterprises with the potential for innovation and growth, helping them to improve their productivity and create jobs	6,000	2,000	1,000	1,000	1,000	1,000
6	Energy and Water Efficiency Investment Fund - External	Energy Efficiency works	2,312	1,879	142	102	75	114
7	Energy Reduction and Water Efficiency Investment - KCC	Energy Efficiency works	2,005	1,726	74	65	48	92
8	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	40,000	16,708	12,164	10,455	673	
9	<i>Thanet Parkway</i>	Construction of Thanet Parkway Railway Station to enhance rail access in east Kent and act as a catalyst for economic and housing growth	21,420	805	550	1,566	18,319	180
10	East Kent Access Phase 2 - Major Road Scheme	Construction of East Kent Access Road	85,425	84,685	424	316		
11	<i>Kent Thameside Strategic Transport Programme</i>	Strategic highway improvement in Dartford & Gravesham	53,406	673	2,289	7,739	7,528	35,177
12	<i>A226 St Clements Way</i>	Road Improvement scheme	6,903	1,059	1,094	4,248	502	
13	Rathmore Road Link	Road Improvement scheme	9,500	5,936	2,258	156	1,150	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Individual Projects	Description of Project						
1	Rushenden Link (Sheppey) - Major Road Scheme	Construction of link road	10,932	10,842	50	40		
2	Sittingbourne Northern Relief Road - Major Road Scheme	Construction of relief road	29,742	29,122	286	334		
3	Westwood Relief Strategy - Poorhole Lane Improvement	Road scheme to relieve congestion	4,545	4,421	41	41	42	
4	Drovers Roundabout junction	Construction of roundabout	23,610	23,512	88	10		
5	Victoria Way	Construction of relief road	18,126	18,046	66	14		
6	A28 Chart Road, Ashford	Strategic highway improvement	32,800	1,934	6,404	9,759	14,703	
7	Eurokent Road (East Kent)^	Construction of new road in Westwood, Thanet	6,046	6,046				
8	M20 Junction 4 Eastern over bridge	Carriageway widening	5,681	5,504	37	69	71	
9	A26 London Road/Speldhurst Road/Yew Tree Road/Junction improvements, Tunbridge	Junction improvements	2,050	805	1,245			
10	Sturry Link Road, Canterbury	Construction of bypass	28,600	548	878	946	14,778	
11	A28 Sturry Road integrated transport package, Canterbury	Construction of bus lane	550	46	504			
12	West Kent local sustainable transport - tackling	Package of measures to reduce congestion and carbon footprint	5,275	2,370	700	905	700	
							600	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Individual Projects	Description of Project						
1	<i>Kent Strategic Congestion management programme across growth areas</i>	Package of measures to reduce congestion and carbon footprint	4,800	1,598	802	800	800	800
2	<i>Sustainable access to Education & employment</i>	Targeted improvements to Public Rights of Way	1,288	331	357	200	200	200
3	Tonbridge town centre regeneration	Town centre improvements	2,700	2,852	-152			
4	Kent Thameside LSTF - Integrated door-to-door journeys	Package of measures to reduce congestion	4,500	2,900	500	400	400	300
5	Maidstone Integrated Transport		11,850	718	3,862	2,835	3,285	1,150
6	Kent Sustainable interventions programme for	Highway improvements	2,967	675	792	500	500	500
7	Sturry Road Landfill Site	Replacement of water treatment plant	192		192			
8	Marsh Million	Fund to support economic growth on Romney Marsh to develop new jobs and business opportunities following the decommissioning of Dungeness Power Station	1,383	903	188	79	75	138
9	<i>Duke of York Roundabout</i> [^]	To increase capacity by changing the layout of the roundabout	4,414	20	292	965	2,494	643
10	<i>Paddock Wood Junction Improvements</i> [^]	locations to support housing delivery at Paddock Wood	3,949	0	340	412	2,946	251
11	<i>Medway Flood Storage Area</i> [^]	To provide flood defences for the River Medway, including property level resilience for Yalding and the surrounding area, increasing the capacity of Leigh Flood Storage area and to support the LGF3 bid for funds to support flood defences for Hildenborough and East Peckham.	4,000					4,000

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Individual Projects	Description of Project						
1	<i>Dartford Town Centre</i> [^]	A package of works to improve economic performance of Dartford Town Centre	12,000	450	675	3,900	3,525	3,450
2	<i>A2500 Lower Road Improvements</i> [^]	Junction improvements to increase capacity	1,805		387	1,321	53	44
3	<i>A2 Off Slip Wincheap, Canterbury</i> [^]	To deliver an off-slip in the coastbound direction	8,800	216	537	989	3,439	3,619
4	<i>Ashford Town Centre Transformation</i> [^]	To provide the framework for the transformational large scale regeneration and development of Ashford Town Centre	1,934		965	969		
5	<i>Woodsgate Corner</i> [^]	A roundabout scheme to replace a signalised junction	2,598		184	448	1,857	109
6	<i>Westwood Relief Strategy</i> [^]	Improvements to the central roundabout to reduce congestion	5,900		2,000	3,900		
7	Southborough Hub ^{**}	Reprovision of library within new Southborough Hub	1,410	1,410				
8	<i>Orchard Way Railway bridge, Ashford</i>	Strategic highway improvement	15,000					15,000
9	<i>A228 Colts Hill Strategic Link - Road Scheme</i>	Construction of bypass	25,000					25,000
10	<i>South East Maidstone Strategic Link - Road Scheme</i>	Construction of bypass	35,000					35,000
11	Total Individual Projects		649,989	268,550	69,148	69,944	92,797	149,550
12	Directorate Total		742,590	268,550	103,600	99,023	121,867	149,550
<p><i>Italic font:</i> these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.</p> <p>* Estimated allocations have been included for 2019-20.</p> <p>** Full business case to come forward in due course</p> <p>[^] Dependent on LGF3 allocations</p>								

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT						
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR						
		Total Cost of Scheme	Prior Years Spend	Cash Limits			
				2017-18	2018-19	2019-20	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000
	Funded by:						
	Borrowing	57,912	28,012	24,218	13,545	12,922	-20,785
	Grants	379,337	188,229	53,478	63,258	66,951	7,421
	Developer Contributions	149,739	7,621	6,671	4,758	18,058	112,631
	Other External Funding	72,721	16,438	3,636	4,742	12,725	35,180
	Revenue and Renewals	5,499	3,721	1,235	186	142	215
	Capital Receipts	5,964	4,695	2,459	1,260	0	-2,450
	Recycling of Loan Repayments	71,418	19,834	11,903	11,274	11,069	17,338
	Total:	742,590	268,550	103,600	99,023	121,867	149,550

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT											
Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR												
		2017-20 Funded By:										
		Three Year Budget	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
ROLLING PROGRAMMES												
1	Country Parks Access and Development	243	60					183		243		
2	Public Rights of Way	2,505	0	2,505						2,505		
3	Public Sports Facilities Improvement - Capital Grant	300	200					100		300		
4	Village Halls and Community Centres - Capital Grants	400	300					100		400		
5	Highway Major Enhancement / Other Capital Enhancement / Bridge Assessment and Strengthening*	79,120		79,120						79,120		
6	Integrated Transport Schemes under £1 million*	9,300		9,300						9,300		
7	Major Schemes - Preliminary Design Fees	680	330	350						680		
8	Land compensation and Part 1 claims arising from completed projects	53			53					53		
9	Total Rolling Programmes	92,601	890	91,275	53	0	0	383	0	92,601		
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
10	Coroners	3,977	0	3,977							3,977	
11	Jasmin Vardimon	5,991	155				5,836				5,836	
12	Herne Bay Library Plus	251	1	250							250	
13	Tunbridge Wells Cultural Hub	2,470	225			400	245		1,600		2,245	
14	Broadband Contract 2 (formerly Superfast Extension Programme)	11,200	6,172					1,000	4,028		5,028	
15	Folkestone Heritage Quarter	1,465	1,335				130				130	
16	Kent Empty Property Initiative - No Use Empty (NUE)	20,838	16,013	-1,804				57		5,959	4,212	613
17	No Use Empty - Rented Affordable Homes	3,216	1,608							1,538	1,538	70
18	No Use Empty - Rented Affordable Homes Extension	818	409									409
19	Kent & Medway Business Fund	39,871	7,055							23,323	23,323	9,493
20	Turner	6,000	0				6,000				6,000	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT											
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR											
	Total Cost of Scheme	Prior Years Spend	2017-20 Funded By:								Total 2017-20	Later Years
			Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	£'000		
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
	INDIVIDUAL PROJECTS											
1	Discovery Park Enterprise Zone	5,300	3,400		1,900						1,900	
2	Workspace Kent	2,174	1,437		0				589		589	148
3	Innovation Investment Initiative (i3) (Kent & Medway Growth Hub)	6,000	2,000		3,000						3,000	1,000
4	Energy and Water Efficiency Investment Fund - External	2,312	1,879					319			319	114
5	Energy Reduction and Water Efficiency Investment - KCC	2,005	1,726					187			187	92
6	LED Conversion	40,000	16,708	23,292							23,292	
7	Thanet Parkway	21,420	805	1,845	10,000		8,590				20,435	180
9	East Kent Access Phase 2 - Major Road Scheme	85,425	84,685	696	44						740	
10	Kent Thameside Strategic Transport Programme	53,406	673		11,306	6,250					17,556	35,177
11	A226 St Clements Way	6,903	1,059		3,265	2,579					5,844	
12	Rathmore Road Link	9,500	5,936		3,264				300		3,564	
13	Rushenden Link (Sheppey) - Major Road Scheme	10,932	10,842			90					90	
14	Sittingbourne Northern Relief Road - Major Road Scheme	29,742	29,122			620					620	
15	Westwood Relief Strategy - Poorhole Lane Improvement	4,545	4,421			124					124	
16	Drovers Roundabout junction	23,610	23,512	98							98	
17	Victoria Way	18,126	18,046	0	80						80	
18	A28 Chart Road, Ashford	32,800	1,934	21,249	8,490	1,127					30,866	
22	Eurokent Road (East Kent)	6,046	6,046						-2,592	2,592		
23	M20 Junction 4 Eastern over bridge	5,681	5,504			177					177	
24	A26 London Road/Speldhurst Road/Yew Tree Road/Junction improvements, Tunbridge Wells	2,050	805		1,000	245					1,245	
25	Sturry Link Road, Canterbury	28,600	548		5,367	11,235					16,602	11,450
26	A28 Sturry Road integrated transport package, Canterbury	550	46		254	250					504	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT											
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR											
		2017-20 Funded By:										
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
1	<i>West Kent local sustainable transport - tackling congestion</i>	5,275	2,370		2,100		205				2,305	600
2	<i>Kent Strategic Congestion management programme across growth areas</i>	4,800	1,598		2,402						2,402	800
3	<i>Sustainable access to Education & employment</i>	1,288	331		519	238					757	200
4	<i>Tonbridge town centre regeneration</i>	2,700	2,852		-152						-152	
5	<i>Kent Thameside LSTF - Integrated door-to-door journeys</i>	4,500	2,900		1,300						1,300	300
6	<i>Maidstone Integrated Transport</i>	11,850	718		7,867	2,115					9,982	1,150
7	<i>Kent Sustainable interventions programme for growth</i>	2,967	675		1,792						1,792	500
8	<i>Sturry Rd Landfill Site</i>	192	0	192							192	
9	<i>Marsh Million</i>	1,383	903				97			245	342	138
10	<i>Duke of York Roundabout^{^^}</i>	4,414	20		3,751						3,751	643
11	<i>Paddock Wood Junction Improvements^{^^}</i>	3,949	0		3,000	698					3,698	251
12	<i>Medway Flood Storage Area^{^^}</i>	4,000									0	4,000
13	<i>Dartford Town Centre^{^^}</i>	12,000	450		8,100						8,100	3,450
14	<i>A2500 Lower Road Improvements^{^^}</i>	1,805			1,221	540					1,761	44
15	<i>A2 Off Slip Wincheap, Canterbury^{^^}</i>	8,800	216		4,184	781					4,965	3,619
16	<i>Ashford Town Centre Transformation^{^^}</i>	1,934			969	965					1,934	
17	<i>Woodsgate Corner^{^^}</i>	2,598			2,489						2,489	109
18	<i>Westwood Relief Strategy^{^^}</i>	5,900			4,900	1,000					5,900	
19	<i>Southborough Hub^{**}</i>	1,410	1,410									
20	<i>Orchard Way Railway bridge, Ashford</i>	15,000										15,000
21	<i>A228 Colts Hill Strategic Link - Road Scheme</i>	25,000										25,000
22	<i>South East Maidstone Strategic Link - Road Scheme</i>	35,000										35,000
23	Total Individual Projects	649,989	268,550	49,795	92,412	29,434	21,103	1,563	3,336	34,246	231,889	149,550
24	TOTAL CASH LIMIT	742,590	268,550	50,685	183,687	29,487	21,103	1,563	3,719	34,246	324,490	149,550
<p><i>Italic font:</i> these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.</p> <p>* Indicative figures have been included for 2018-19 and 2019-20.</p> <p>** Full business case to come forward in due course.</p> <p>^{^^} Dependent on LGF3 allocations</p>												

From: Roger Gough, Cabinet Member for Education and Health Reform

Patrick Leeson, Corporate Director for Education and Young People's Services

To: Growth Economic Development and Communities Cabinet Committee – 19 January 2017

Subject: Update on the priorities and outcomes of the Kent and Medway Skills Commission for 2016/17

Classification: For information

Past Pathway of Paper N/A

Future Pathway of Paper N/A

Summary: This report explains the governance, operating structures, priorities and outcomes of the Kent and Medway Skill Commission.

Recommendation(s):

Growth Economic Development and Communities Cabinet Committee is asked to note the 2016/17 priorities and actions of the Kent and Medway Skills Commission.

- 1. Introduction**
 - 1.1 Kent and Medway local authorities have operated an Education, Learning and Skills Partnership Board since 2013, a group which evolved from the 14-24 (Education and Skills) Planning Forum. This board included representatives from education, funding bodies (the Education Funding Authority and the Skills Funding Authority), training providers and FE Colleges, as well as representation from employers.
 - 1.2 Following the recommendations from the Kent and Medway Economic Partnership in October 2015 to establish a Skills Commission, the number of employer representatives on the Skills Board, nominated by the Employer Guilds, has significantly increased. The first meeting of this group was in December 2015.

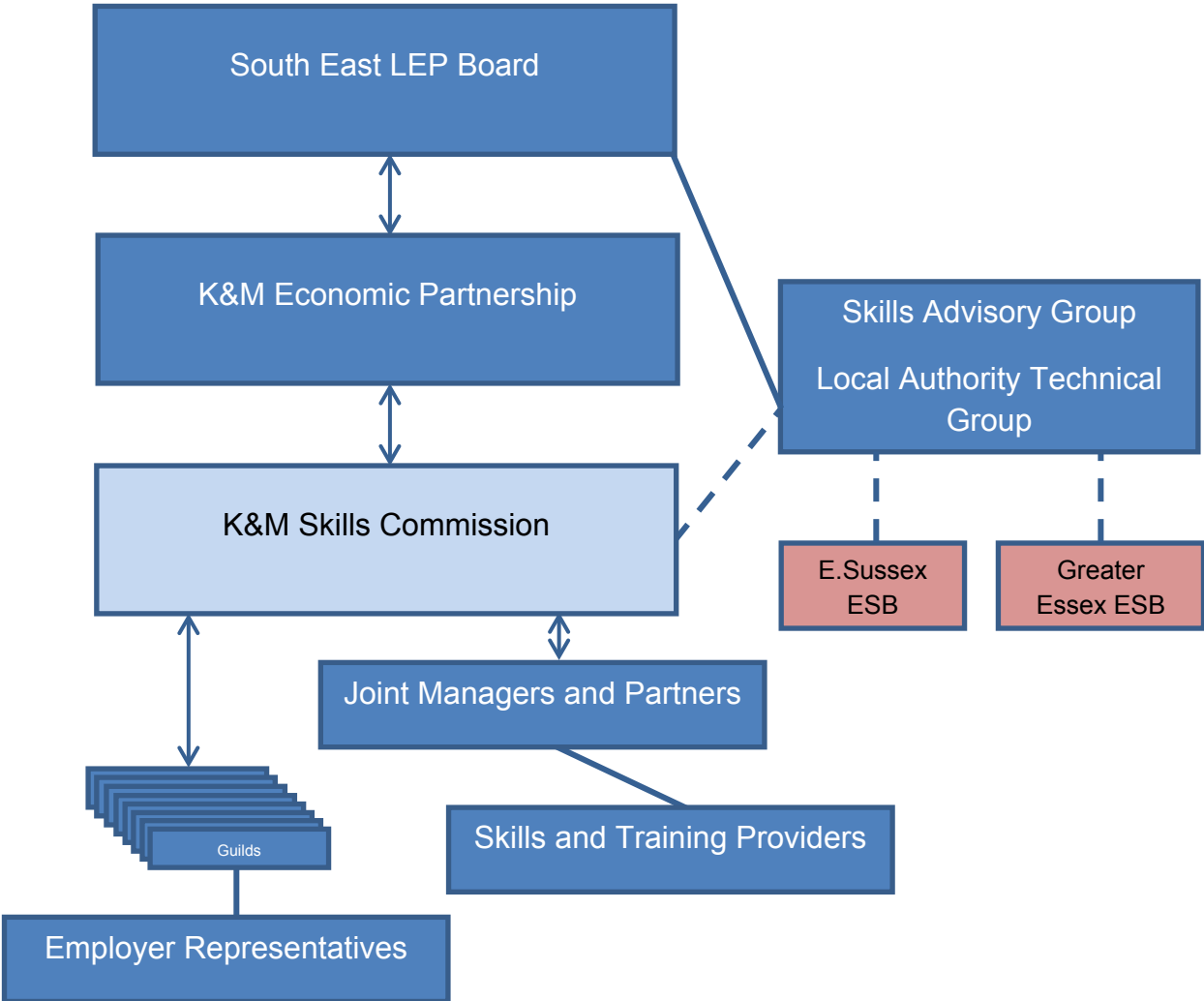
2. Kent and Medway Skills Commission Governance Structure

2.1 Kent and Medway Economic Partnership

The Kent and Medway Skills Commission reports regularly to the Kent and Medway Economic Partnership (KMEP). This reporting includes agreement about the skills priorities for Kent and Medway, identification of potential growth areas for skills and areas of concern. The Skills Commission has developed a range of projects and programmes to address the priorities set out by the KMEP, and the Commission provides regular feedback on progress and evaluates outcomes.

KMEP discusses a range of issues affecting business including infrastructure, transport and legislation. It is important that skills and training is given a higher priority within the work activities of KMEP. Currently the Kent and Medway Skills Commission and KMEP representatives on KMEP are Simon Cook, Principal of Mid Kent College, Jo James, Invicta Chamber of Commerce and Paul Winter, CEO Wire belt Ltd.

The current LEP governance structure



2.2 Skills Advisory Group (Pan LEP)

The Kent and Medway Skills Commission informs and updates the SELEP Skills Advisory Group. This is a pan LEP group that makes representation to the SELEP Board regarding any matters relating to training and skills. It is a technical group of Local Authority Officers and representatives from the ESBs. Each of the three ESBs (Greater Essex, East Sussex, Kent and Medway) has been tasked with producing a Skills Strategy, which, when combined, will form the SELEP Skills Strategy. This work will be overseen by the Skills Advisory Group.

2.3 Joint Managers and Partners Meeting (Kent and Medway)

The Joint Managers and Partners group is an operational officer group including staff from KCC, Medway Council, FE Colleges (KAFEC), training providers (KATO), JCP, CXK and EBP. The group is convened and chaired by the KCC Skills and Employability Service, and meets six times per year, and develops strategies and action plans with occasional task and finish groups. This supports the Kent and Medway Skills Commission in delivering its priorities.

2.4 Employer Guilds

The aim of the eight Guilds is to meet the skills and training needs of Kent and Medway businesses by working in partnership with relevant employment sector experts alongside skills and training providers. The role of the Guilds is to:

- Develop and increase effective apprenticeship programmes
- Develop sector specific workforce development strategies
- Promote priority sectors to young people
- Share good practice and identify funding streams to enhance skills and training provision across Kent

The role and terms of reference for the steering groups for the Guilds is attached as Appendix 1.

There are now eight Guilds operating, which are:

- Construction and the Built Environment
- Creative and Media
- Engineering and Advanced Manufacturing, Environmental Technologies and Energy
- Healthcare
- Hospitality, Leisure and Tourism and Transport
- Land Based Industries

- Life Sciences
- Financial Services.

An important function for the Guilds is to determine their requirements, in terms of revenue or capital funding, in order to inform KMEP and SELEP and agree a pipeline of projects. Each Guild considers the priorities, new projects and programmes that they wish to be considered by the Kent and Medway Skills Commission and KMEP, as a standing agenda item at each Guild meeting. The Guilds are now providing an effective interface between employers and education and skills providers. There are over 200 employers involved in the Guilds alongside 30 training and skills providers including schools, FE colleges and the Kent universities.

3. Kent and Medway Skills Commission Priorities and Outcomes 2016/17

The terms of reference and current membership for the Kent and Medway Skills Commission are attached as Appendix 2. The priorities for the Skills Commission are set out below.

3.1 Skills Priorities for Kent and Medway Skills Commission

- Developing excellent labour market intelligence and making sure that this intelligence is used effectively.
- Developing a Careers Education, Advice and Guidance Framework for all Kent and Medway schools and FE colleges which reflects labour market trends and raises the profile of opportunities within the Guilds.
- Increasing the number of apprenticeships. In Kent and Medway, the number of apprenticeship positions offered by employers exceeds demand from young people, in contrast to the national trend, despite the career opportunities to which apprenticeships can lead. We aim to overcome barriers to participation (such as the frequent entry-level requirement for Level 2 qualifications), and identify beacon providers in every district linked with our improved intelligence base.
- Extending the growth of higher education as a key driver of innovation and productivity. Working with our four universities, ensure there are strong progression routes, especially in the scientific, technical and engineering skills that the economy needs.
- Developing a new model to inform 14-24 pathways across Kent and Medway. In particular, managing the negative impacts of competition between providers, which often limits the real choices available to young people and developing a model which provides much better, employer-driven information about career and training options.
- Ensuring that the resources available for technical learning are maximised and distributed effectively. We will establish a clear Technical and Professional Strategy for capital and revenue funding, sequential to the

new Strategic Economic Plan, to direct the future allocation of the Skills Funding Agency's devolved capital fund and the use of mainstream LGF funds for higher and further education. Building on the devolution of capital funds, we will also seek further freedoms and flexibilities from central Government and a strong role for the new Kent and Medway Skills Commission in setting the priorities for SFA, EFA and Jobcentre Plus revenue budgets where they relate to technical and vocational provision.

- Reducing unemployment among people aged 18-25, substantially cutting the number of young people not in employment, education or training (NEET).
- Reforming community learning, so that it is focused on the needs of the Kent and Medway economy, ensuring that those most distant from the labour market are supported back to work, concentrate resources on tackling entrenched disadvantage, better linking investment in skills with housing, health and social care.

3.2 **Current Activities of the Skills Commission**

1. Providing LMI data for the Area Wide review of FE provision. The Skills Commission is a key stakeholder in informing the review and ensuring that employer's views are represented throughout the process.

New District Data packs are currently in development and will be published in February 2017 that will provide a profile of the employment opportunities within each Guild across Kent. This information will be used with skills and training providers to inform the local skills offer, to ensure this meets employer needs.

2. A Careers Enterprise Coordinator has been appointed by KCC to promote effective employer engagement strategies in 20 Coastal High schools. This work is commissioned and monitored by the Skills Commission.

A new online Careers Platform for schools called Success at Schools will be available in March 2017, and this will include regular updates from the Guilds about job opportunities across Kent.

3. Development of degree level apprenticeship programmes with Christchurch and Greenwich Universities and supporting HEFCE bids.
4. Providing briefings for employers through the Guilds on the new technical qualifications and engaging the Guilds in the development of industry standard assignments for schools.
5. Informed SELEP capital equipment funding.
6. Planning and delivering an employer led Skill Commission conference on 21 March 2017.

7. Endorsed the Kent Adult Learning Employment and Skills Strategy and the establishment of the 5 Adult Skill Forums.
8. Development of websites including Apprenticeship Kent which currently has over 100 Apprenticeship vacancies and 1000 young people registered for information about apprenticeship opportunities.

3.3 Updates from the Guilds

Each industry sector faces different challenges, and each of the eight Guilds are responding appropriately. All the Guilds have an action plan in place or one is in development for the newer Guilds. The Commission agreed at its last meeting on the 25th November 2016 that each Guild needs to set clear objectives so that impact and outcomes can be effectively monitored. This included a commitment from each Guild to:

- Provide a minimum number of new apprenticeships and schools visits
- Support the four Kent Choices live event in March and the March Conference
- Arrange sector conversations similar to the very successful Hospitality Guild
- Provide employer links for the Careers Enterprise Company
- Determine the sector needs re training provision in order to develop a pipeline of projects
- Contribute material for a Guild web site.

There have been a number of consistent messages from the Guild meetings over the last six months which will shape the priorities for 2017/18. The Kent and Medway Skills Commission will seek to address the following concerns:

1. Members of each Guild have expressed concern at the lack of understanding of their sector, or the workplace in general, on the part of young people.
2. Concerns about the Apprenticeship Levy.
3. The need for a promotional campaign to encourage schools and education providers to visit local industry.
4. Upskilling of existing workforce and easy to access to adult training opportunities.
5. Concerns about the lack of young people coming through with the right skills and experiences, and faced with an ageing workforce.
6. Need to develop a quality standard for Work Experience and Employability pathway for young people.

Engagement and support of employers at the Guild meetings has been very encouraging, with good attendance. This reflects a high level of enthusiasm and a desire to influence education and training provision. Each Guild has representatives from the relevant sector, and in order to maximise engagement it is important that each Guild cascades to the remainder of the employers in the sector. Each Guild has been asked by the Commission to develop sector communication plans so the work of the Guilds and engagement from employers is further enhanced.

4. Conclusion

- 4.1 The Kent and Medway Skills Commission will continue to ensure there is appropriate and meaningful engagement with employers and key stakeholders to influence the development of the skills agenda across Kent and Medway. The Commission will inform and influence KMEP on decisions to improve education and skills opportunities for young people and adults across the LEP. The Skills Commission will also continue to improve communications with employers to enable new programmes to develop to meet the local skills needs and will seek to influence and potentially manage new programmes through further devolution and new funding streams.

5. Recommendation(s):

Growth Economic Development and Communities Cabinet Committee is asked to note the 2016/17 priorities and actions of the Kent and Medway Skills Commission.

6. Background Documents

Kent Adult Learning Employment and Skills Strategy and KPIs

7. Contact Details

Report Author:

Sue Dunn

Head of Skills and Employability

03000 416044

Sue.Dunn@kent.gov.uk

Guild – Steering Group Terms of Reference

Steering

The group has been established to provide strategic advice and an informed perspective to identifying the need for skills succession and all forms of progressive employment including Apprenticeships, Traineeships and Work Experience in the Sector.

We want to raise the profile of the industry and promote it as a progressive employment pathway, whilst meeting the skills needs of the economy.

Purpose

The purpose of this Steering Group is to meet the needs of the industry by working in partnership to drive the delivery of the maximum /or, maximise the, number of sustainable apprenticeship hours via the procurement and delivery of construction projects across the client group in Kent.

The Steering Group will be a collaborative working partnership where agreement will be by consensus. It is not formally constituted, will not have any legal status or apply for funding in its own right.

1. Apprenticeships

- Provide a sustainable and effective model of Apprenticeship delivery to meet the skills needs of the Guild sectors.
- Provide a flexible apprenticeship delivery model, enabling collaboration and increasing productivity.
- Deliver nationally recognised Apprenticeship frameworks supported by the industry, which meet employers' needs.

2. Workforce Development

- Working with specialist sub-contractors and supply chains to cater for each trade and identify skills and training requirements.
- Ensure there is appropriate and accessible provision for sectors to upskill the existing workforce.
- Identify skills and training opportunities and new provision to meet future skills needs.

3. Education, Employment and Skills

- To promote a positive image of the sector and shift perceptions
- To create a sustainable and long term infrastructure to support young people looking to embark on a career in the sector
- To support businesses to recruit and develop young people into sustainable jobs

4. Overarching Activities

- To ensure co-ordination and alignment of the group with that of organisations with shared interests.
- To share good practice, knowledge and experience with the group and ensure effective communications to all employers within the sectors.
- Respect all other steering group member's views and positions and support agreement via consensus.

5. Funding

- An important role and function for the *Guilds* will be to determine their requirements, in terms of revenue or capital funding, in order to inform KMEP and South East Local Enterprise Partnership SELEP.

Membership

The Steering Group will consist of no less than 10 members and no more than 50.

The steering group will include representatives from: Kent County Council, Local Authorities, Educational Institutions, FE, HE, Training Providers, Trade Associations, Procurement Representatives, Chambers of Commerce, Contractors and Suppliers, Local Employers and National Employers.

Other representatives are welcome to attend the meetings.

Meetings

- The steering group will meet bi or trimonthly
- The agenda and supporting documents will be sent at least 5 working days before the meeting.
- Members are welcome to make suggestions for the agenda or follow-up actions.
- Notes of the meeting will be sent out 5 working days after the meeting and members of the Steering Group can make comments on omissions and mistakes.

December 2016

The Terms of Reference for the Kent and Medway Skills Commission

Aims

- maintain a credible labour market intelligence base to inform provision and ensure a strong employer voice
- identify areas in which delivery would be strengthened through the devolution of powers and/or funding to Kent and Medway
- develop and drive new approaches to the delivery of skills training in Kent and Medway
- support the delivery of the 14-24 Learning, Employment and Skills Strategy
- support the delivery of the Adult Learning, Employment and Skills Strategy
- identify key priorities for action to upskill the workforce in Kent and Medway
- influence the allocation of skills resources from EFA, SFA and LEP

Our Ambitions:

a) For Employers

Employers to shape and influence the delivery of skills training to ensure there is a skilled workforce to meet local economic needs.

b) For Young People

Our ambition is for all young people in Kent and Medway to become better qualified and skilled for employment; to be able to participate and achieve success in education and work based training at least until the age of 18 and to ensure more 18 to 24 year olds can access higher learning or sustained employment that is appropriate to their needs and relevant to the local and national economy.

c) For Adults

Our ambition for Kent and Medway providers will be to: maximise adult participation in training and learning in order to achieve economic growth, full employment, social inclusion and community cohesion.

Structure of the Kent and Medway Skills Commission:

1. The Board will appoint a Chair, which shall be reviewed annually
2. Membership of the Kent and Medway Skills Commission will be reviewed at least every two years (reflective of the skills need).
3. Members who miss three consecutive meetings without sending representation will be reviewed by the Commission.
4. Each Kent and Medway Skills Commission member will provide a named alternative for attendance in their absence.
5. Co-opting of Members is allowed where appropriate. Co-opting will be for a defined period of time and will not have voting rights.
6. The Kent and Medway Skills Commission will be supported by a Secretariat provided by Kent County Council

Membership

Executive Board of the Kent and Medway Skills Commission

Members with voting rights (22*):

Employer representatives	
Employer representation organisations (Chamber/FSB)	1
Guilds/sector representatives	10
LEP/KMEP representative (business member)	1
VCS representative (social enterprise)	1
Institute of Directors	1
Total (employers)	14
Providers	
Kent Association of Headteachers	1
Medway School representative	1
KATO (Kent Association of Training Organisations)	1
KAFEC (Kent Association of Further Education Colleges)	1
HE (Higher Education)	1
Total (providers)	5
Strategic partners	
KCC	1
Medway	1
District Councils	1
JCP (Job Centre Plus)	1
EFA (Education Funding Agency)	1
SFA (Skills Funding Agency)	1
Total (strategic partners)	6
Grand total:	25

*+ Co-opted members required (without voting rights)

The working Executive Board will establish and commission a range of specialist project groups as required.

Officers from partner organisations will be in attendance as and when they are required.

The Kent and Medway Skills Commission will develop an action plan for business growth which will:

1. Assess gaps in skills training and advise schools, FE, HE and work-based learning providers on strategic planning and co-ordination of post-14 provision. Ensuring there is equality of access to appropriate education and training , traineeships and apprenticeships which provides opportunities for progression into sustained employment or further training.
2. Assess the impact on Kent and Medway of national funding arrangements for post-14 provision and to advise the LEP, LA, EFA , SFA, FE, HE and work-based learning providers on local priorities to meet the needs of learners and employers.

3. Ensure that employers influence and review skills training provision across Kent and Medway
4. Monitor, evaluate, continually seek to influence and improve skills and training opportunities with the agreed priority sectors across Kent and Medway.
5. Commission activities, as appropriate, and improve aspects of skills training in Kent and Medway, to include employer engagement work experience, careers guidance, upskilling existing employees and employability skills.
6. Lead on LEP skills and training by influencing, informing and advising KMEP and SELEP Board on skills priorities (to aggregate into a LEP Strategy), activities and funding allocations. Develop a pipeline of capital and revenue programmes.

The Kent and Medway Skills Commission will:

1. deliver an annual conference for all partners to promote skills development and effective employer engagement
2. support the development of a website and an effective communications strategy on skills opportunities for employers
3. develop an three year plan with annual reviews, which sets out the priorities and monitors the impact of the Kent and Medway Skills Commission
4. support and influence the development of the Guilds
5. promote traineeships and apprenticeships to improve the skills-base across Kent and Medway
6. oversee the activities and monitor the impact of the Careers and Enterprise Board Coordinator

From: John Lynch (Head of Democratic Services)

To: Growth, Economic Development and Communities Cabinet Committee – 19 January 2017

Subject: **Work Programme 2017**

Classification: **Unrestricted**

Past and 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 2017.

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 Clark, 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 2017

- 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 Clark, 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 22 November 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, 22 November 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 2017.</p>

- 6. Background Documents:** None

7. Contact details

Report Author:

Ann Hunter

Principal Democratic Services Officer

03000 416287

ann.hunter@kent.gov.uk

Lead Officer:

John Lynch

Head of Democratic Services

03000 410466

John.lynch@kent.gov.uk

This page is intentionally left blank

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES
CABINET COMMITTEE
WORK PROGRAMME 2017

(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)

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	Annually (March)
Work Programme	At each meeting

Agenda Section	Items
Wednesday, 22 March 2017	
A – Committee Business	<ul style="list-style-type: none"> • Declarations of interest • Minutes • Verbal Updates by Cabinet Members • PRESENTATION – Opportunities for Kent food and drink sector (Produced in Kent and Trade Development and Export – Steve Sampson) <i>could be presentation and a report</i>
B - Key or Significant Decisions for Recommendation or Endorsement	<ul style="list-style-type: none"> • Faversham Creek • Cultural Strategy (16/00119) • Modern Records Centre Procurement
C – Other Items for comment / recommendation	<ul style="list-style-type: none"> • Work Programme 2017 • Report on impact of Business rate increases on Kent businesses (<i>Dave Shipton</i>) • GET Directorate Business Plan • Kent Thameside Dartford Scheme • A2 Bean Ebbsfleet Junction Improvement (tba)
D - Performance Monitoring and Contract management	<ul style="list-style-type: none"> • Portfolio Dashboard • Contract Management

	<ul style="list-style-type: none"> • Risk Register (Last submitted April 2015)
Thursday 8 June 2017	
A – Committee Business	<ul style="list-style-type: none"> • Declarations of interest • Minutes • Verbal Updates • PRESENTATION
B - Key or Significant Decisions for Recommendation or Endorsement	
C – Other Items for comment / recommendation	<ul style="list-style-type: none"> • Work Programme 2017
D - Performance Monitoring and Contract Management	<ul style="list-style-type: none"> • Portfolio Dashboard • Contract Management
Wednesday 6 September 2017	
A – Committee Business	<ul style="list-style-type: none"> • Declarations of interest • Minutes • Verbal Updates • PRESENTATION
B - Key or Significant Decisions for Recommendation or Endorsement	
C – Other Items for comment / recommendation	<ul style="list-style-type: none"> • Opportunities for Kent film and broadcast media • Work Programme 2017
D - Performance Monitoring and Contract Management	<ul style="list-style-type: none"> • Portfolio Dashboard • Contract Management • Equality and Diversity Annual Report
Tuesday 21 November 2017	
A – Committee Business	<ul style="list-style-type: none"> • Declarations of interest • Minutes • Verbal Updates • PRESENTATION
B - Key or Significant Decisions for Recommendation or Endorsement	
C – Other Items for comment / recommendation	<ul style="list-style-type: none"> • Budget Consultation • Work Programme 2018
D - Performance Monitoring and Contract Management	<ul style="list-style-type: none"> • Portfolio Dashboard • Contract Management

Items that have not been allocated to a meeting	
A – Committee Business	<ul style="list-style-type: none"> • PRESENTATIONS • Margate Seafront • Presentations on the 4 District Deals (Ashford, TWBC, TMBC and SBC) • Ebbsfleet Garden City
B - Key or Significant Decisions for Recommendation or Endorsement	<ul style="list-style-type: none"> • Otterpool Garden Town (<i>await Gov announcement</i>)(Thames Estuary Commission)
C – Other Items for comment / recommendation	<ul style="list-style-type: none"> • Paramount Theme Park project on Swanscombe Peninsula – regular updates • Ebbsfleet Development Corporation - Tom Marchant • Mobile phone masts: Kent should aim for 4G or Superfast Broadband as minimum standard. Check out 4G coverage; different providers have different coverage. • Trading Standards – 6 monthly updates (<i>last report - May 2016</i>) • A series of items focussing on economic transformation (digital, low carbon, internationalism) • District focussed presentation on what is happening to support local growth <i>would need to be meaningful, maybe look at areas instead of districts.</i> • Outcome of Government taskforce on LRA service <i>requested by Brian Clark, 4 11 16</i>
D - Performance Monitoring and Contract Management	

This page is intentionally left blank