

**GROWTH, ECONOMIC DEVELOPMENT AND
COMMUNITIES CABINET COMMITTEE**

Thursday, 1st February, 2018

10.00 am

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



AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Thursday, 1 February 2018 at 10.00 am
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: **Georgina Little**
Telephone: **03000 414043**

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

Membership (16)

Conservative (13): Mr S Holden (Vice-Chairman), Mrs R Binks, Mr A Booth,
Mr A H T Bowles, Mr D Butler, Mr A Cook, Mr J A Kite, MBE,
Mr G Lymer, Mr P J Messenger, Mr H Rayner, Mr A M Ridgers and
Mr J Wright , Vacancy

Liberal Democrat (2): Mr I S Chittenden and Mr A J Hook

Labour (1) Mr D Farrell

Webcasting Notice

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UNRESTRICTED ITEMS

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

1 Introduction/Webcast announcements

2 Membership

To note that following Mr Whiting's appointment as Cabinet Member for Planning, Highways, Transport and Waste he is no longer able to serve as a Member of this Committee.

3 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

4 Election of Chairman

- 5 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

- 6 Minutes of the meeting held on 21 November 2017 (Pages 7 - 18)
To consider and approve the Minutes as a correct record

- 7 Verbal updates by Cabinet Members
To receive verbal updates from Mr Mike Hill, Cabinet Member for Community and Regulatory Services and Mr Mark Dance, Cabinet Member for Economic Development.

- 8 Visit Kent Presentation

- 9 Libraries, Registration and Archive (LRA) Service (Pages 19 - 80)
 - 9.1 Libraries Registration and Archives half-year performance update against the service specification 2017-2018

To comment and note the progress LRA has made to date in 2017-18

 - 9.2 Proposed Changes to Opening hours of the Archive Search Room at Kent History and Library Centre

To discuss and consider the details of the report and endorse the recommendation to progress to public consultation on the proposed changes to the opening hours of the Archive search room.

 - 9.3 Developer Contributions and Kent's Library Service

This report explains the background to developer contributions, how contributions are calculated and collected for the Council and how these are then used by the library service.

- 10 Employer Guilds, Adult Skill Forums and their role in addressing the employment and skills needs of the County (Pages 81 - 88)
To note the content of the report and recognise the need for co-ordinated action to improve skill levels in the context of the County's response to the Government's Industrial Strategy.

- 11 European Funding (Pages 89 - 100)
To note the report that provides an update on the state of play for EU funding programmes and EU funded projects in Kent.

12 Members' recent visit to Swale Borough (Pages 101 - 106)

To receive and note the report that summarises the outcomes of the recent visit by KCC Members to Swale Borough and outlines plans for further proposed visits to other Kent districts during the first half of 2018.

13 Financial Matters (Pages 107 - 112)

13.1 Budget Monitoring 2017-2018

To note the revenue and capital forecast variances from budget for 2017-18 that are within the remit of this Cabinet Committee, based on the October monitoring reported to Cabinet on 15 January 2018.

13.2 Draft 2018-19 Budget and 2018-20 Medium Term Financial Plan

To note the draft budget and MTFP and make suggestions to: the Cabinet Member for Finance; the Cabinet Member for Economic Development and the Cabinet Member for Community and Regulatory Services on any other issues which should be reflected in the draft budget and MTFP prior to Cabinet on the 5 February 2018 and County Council on the 20 February 2018.

14 Work Programme 2018 - 2019 (Pages 113 - 120)

To receive a report by the General Counsel that gives details of the proposed Work Programme for this 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)

Benjamin Watts
General Counsel
03000 416814

Wednesday, 24 January 2018

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

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KENT COUNTY COUNCIL

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

MINUTES of a meeting of the Growth, Economic Development and Communities Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 21 November 2017.

PRESENT: Mr M Whiting (Chairman), Mr S Holden (Vice-Chairman), Mrs R Binks, Mr A Booth, Mr A H T Bowles, Mr A Cook, Mr I S Chittenden, Ms K Constantine (Substitute for Mr D Farrell), Mr A J Hook, Mr J A Kite, MBE, Mr G Lymer, Mr P J Messenger, Mr H Rayner, Mr A M Ridgers and Mr J Wright

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

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr R Fitzgerald (Business Intelligence Manager – Performance), Mr T Marchant (Head of Strategic Planning and Policy), Mr D Smith (Director of Economic Development) , Mrs S Nurden (Kent & Medway Economic Partnership’s Strategic Programme Manager), Ms J Ward (Strategic Programme Manager – Business Investment) and Miss G Little (Democratic Services Officer).

UNRESTRICTED ITEMS

26. Apologies and Substitutes

(Item 2)

Apologies for absence were received from Mr A Booth, Mr D Butler and Mr D Farrell.

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

(Item 3)

No declarations of interest were received.

28. Minutes of the meeting held on 6 September 2017

(Item 4)

Resolved that the minutes of the meeting held on 6 September 2017 are a correct record and that they be signed by the Chairman.

29. Verbal updates by Cabinet Members and Corporate Director

(Item 5)

1. Mr Hill (Cabinet Member for Community and Regulatory Services) announced that the Open Golf Championship would be returning to Sandwich in 2020. The report for this was brought to the Growth, Economic Development and Communities Cabinet Committee in March 2017 and work had begun on the infrastructure to allow for this. South East Local Enterprise Partnership (SELEP) agreed to make a contribution of just over £1m with the County Councils contribution of £250,000; the budget for this would be approved in

February 2018. Mr Hill said that the economic impact of the project was significant for Kent, in 2011 the Open Golf Championship created £24m of direct economic benefits and £53m indirect economic benefits.

2. Mr Hill spoke about the John Downtown Award for Young Artists which was an annual exhibition launched in 2000 that commemorates the life and work of the artist, John Downtown. An award ceremony was hosted by Kent County Council on 9 November 2017 with a record number of entries. There were 13 new schools that took part, totalling 33 schools and 356 entries. The exhibition of work was displayed in the County Hall and all judges were extremely complimentary.
3. Mr Dance (Cabinet Member for Economic Development) advised Members that the Kent Property Market Review was launched on 2 November 2017 at the Mercure Hotel in Hollingbourne. There were 250 companies present at the launch, providing Kent County Council with the opportunity to look at where it stands in terms of the commercial and residential property throughout the county. Mr Dance said that it was important to have a baseline that comes through Locate in Kent and presented Members with a short video on how the Council would continue to entice inward investment to the county. The video was accessible on the Locate in Kent website.

Link to Locate in Kent: <https://www.locateinkent.com/>

- a) A Member made the suggestion to place captions in the video to say where each clip was filmed in Kent.

4. RESOLVED that the verbal updates be noted, with thanks.

30. Presentations

(Item 6)

Riveroak Strategic Partners

(Item 6.1)

Tony Freudmann (Director of River Strategic Partners), Niall Lawlor (Director of River Strategic Partners), Angela Schembri (Senior Town and Country Planning Consultant) and Doctor Sally Dixon (Research Consultant) were in attendance for this item.

1. The Chairman welcomed Riveroak Strategic Partners (RSP) who presented on their proposals for the future of the Manston airport site. The Chairman reminded Members there was no decision being taken and the presentation were for information purposes only. He said that Kent County Council would, in due course, be invited by Thanet District Council to formally comment on the Thanet Local Plan 2017-31.
2. Tony Freudmann said that the Locate in Kent video presented by Mr Dance applied to Manston airport and its future prospects. Tony Freudmann said that in its current state, Manston airport could be “categorised as a long runway with a few pieces of concrete here and there,” most of which were not to regulation standards as previous owners had decided not to invest in the

airport's onsite infrastructure. Slide one of the presentation showed Manston airport at its most developed stage, this included; 20 parking stands for cargo, an expanded facility for passenger aircraft and premises on the northern grass for aviation related business, all of which were employment generative. In its current state, Manston airport was not equipped to cope with additional business demand.

3. Sally Dixon guided Members through the background and economic data that underpinned why Kent and Thanet would prosper from Manston airport.
 - a) In 2017, Thanet was listed as the poorest Local Authority in Kent, ranked 28th out of 326 districts within Kent and England. Cliftonville West was the 4th most deprived area out of 32,844 areas in England and Margate Central was ranked as the 21st most deprived area.
 - b) In regards to child poverty, Thanet had the second highest percent of children living in poverty in the South East Region. Newington ward in Ramsgate had 46.8% which was nearly half of all children within that area, living in poverty.
 - c) Unemployment levels were higher than any other East Kent district, higher than Kent as a whole and the highest within the South East region overall. Thanet's rate of unemployment was 3.4% compared to the 1.7% for Kent and the 1.9% for Great Britain. When compared to an area such as Sevenoaks, with the unemployment rate at 0.7%, Thanet was considerably higher.
 - d) For Young Persons aged 18 to 24, the unemployment rate within the whole of the South East was 5.6%. Thanet had less than half the population, aged 16 and over in employment, whereas the South East figure was 61.1% and 57.6% for Great Britain.
4. Sally Dixon spoke about the prospect of job creation based on the forecast for aircraft movement at Manston airport under RPS's plans and estimated that by 2020 there would be 30,326 jobs. Sally Dixon provided a definition of each category and explained to Members that the figures shown did not include construction jobs as these would not be permanent and would only offer 600-700 jobs for a two year period.
5. Sally Dixon said that a partnership with local education and training providers would be essential to ensure that local people were equipped with the correct skills in order to help them attain the jobs created. RSP were keen to promote engineering and science based subjects and should the Development Consent Order (DCO) application be successful, RSP would continue to work with East Kent College, Canterbury Christ Church and other education and training providers within the county.
6. Sally Dixon said that the demand for airfreight in the South East Region required additional airport capacity. The government, airport commissioners and various other commentators advised RSP that all London airports would be at full capacity in the coming years, with the possibility of Brexit placing greater pressure on the UK to boost trade outside of the European Union

(EU). In 2015, the UK missed out on £9.5b due to lack of airport capacity. Such losses accumulated to £1.1m every hour and the South East was estimated to have lost £2b in potential trade annually because of airport capacity.

7. A considerable amount of freight was being trucked to Northern European as freight was unable to land on a runway due to:
 - a) passenger aircraft taking priority,
 - b) the aircraft route not being available on scheduled flights; or
 - c) the cargo size, meaning that it could not be security cleared in the UK

8. Angela Schembri advised Members that her role was primarily to look at the spatial fit of the plans in terms of the Planning Policy. The series of slides demonstrated how the proposal from RSP would fit within the Planning Policy Framework.
 - a) The National Planning Policy Framework set out the key elements required to drive and support sustainable economic developments in order to deliver the infrastructure that the country needed. The Planning Policy required Local Authorities to provide strategies for the provision of infrastructure to support strategies for the growth of airports.
 - b) The Government Aviation Policy Framework recognised that the aviation sector was one of the major contributors to the economy and placed significant emphasis on the UK being one of the best connected countries in the world. In terms of short term priority, it meant working with the aviation industry and stakeholders to make better use of existing runways at all UK airports.
 - c) Angela Schembri read out two statements that set out Kent County Council's position on the aviation challenge and Manston airport, highlighting that the County Council would keep an open mind and make decisions based on the viability of the plans and the ability to deliver economic growth and job opportunity.

9. Angela Schembri spoke about the key points from the appeals decision and said that it reinforced the importance of safeguarding airports and making best use of runway capacity. Granting permission for non-aviation uses would undermine the current policy protection afforded to the airport land.

10. Angela Schembri said there were a number of concerns relating to the new Thanet Local Plan 2017-2031 and this included: inadequate evidence; it failed to complete a mandatory test; it failed to take into account the national planning and Government aviation policy on airports; it did not recognise the conclusion of the Inspector's decision; concern about the emerging Housing Strategy; it did not identify how the emerging Local achieved the objectives of TDC's Corporate Plan and Economic Growth Strategy; and the plan for Manston airport was not what the local community wanted.

11. Angela Schembri said that Riveroak Strategic Partners proposal for Manston airport would have a catalytic effect of regenerating the local area and could become one of the largest single generators of economic activity in the county.
12. Tony Freudmann said it was more viable to use the space as an airport. In terms of trucking numbers RSP estimated that by 2039 traffic would increase. Once the conditions and requirements attached to the DCO were agreed, the Inspector would have the power to instruct that road improvement work be done.
13. Tony Freudmann said that the parkway station would have to be financially viable and that the volume of passenger footfall would not rationalise the need for it.
14. Tony Freudmann said that Gentex was shown within the documentation for the DCO as a fuel farm with its own separate, discrete access. The East Midlands did not have the potential to absorb all the additional growth that the UK needed in terms of daytime airfreight movement.

Stone Hill Park

(Item 6.2)

Paul Barber (Stone Hill Park Limited), Louise Congdon (Managing Partner, York Aviation) and Nick Alston (GVA Planning Consultant) were in attendance for this item.

1. Paul Barber introduced the Stone Hill Park (SHP) presentation and advised Members that there was a new and enhanced proposal, developed over the past 18 months following a significant amount of time in consultation with the local people, the local authority as well as potential occupants and investors to ensure the scheme was viable. The newly enhanced proposal was developed to ensure future prosperity and lasting economic regeneration for Thanet and East Kent
2. Nick Alston spoke about the context of the proposals; he said that there was a draft submission version of the Local Plan that was going through a number of Cabinet and Committee approvals. The Local Plan proposed that the site be used for a minimum of 2,500 new homes and use the 85,000 square metres for employment and leisure purposes. The final decision that was to be made locally to submit the Local Plan, was going to take place in January 2018 and the submission to Secretary of State for the independent examination would be in March 2018. There would then be a further examination in the summer of 2018 and potential adoption of the scheme by the end of 2018. This would establish the policy position to support Stone Hill Parks proposal.
3. Nick Alston said that there was a number of concerns regarding the Development Consent Order (DCO) application and referred to the following points: that RSPs project did not demonstrate that it was a Nationally Significant Infrastructure Project (NSIP); RSP had not assessed the Air Traffic Movement; RSP were circumventing the 2017 Environmental Impact

Assessment (EIA) Regulations; RSP's consultation was inadequate due to the flawed evidence ; and concern with RSPs compliance with the Compulsory Purchase Order (CPO) legislation and the guidance requirements.

4. Nick Alston said that the third planning work stream was the current application that sought hybrid consent. This was to remain as the live application but a new enhanced proposal would replace the existing one in the early period of 2018.
5. Louise Congdon said that an airfreight hub at Manston would not be a realistic prospect. She said that shippers preferred belly hold over pure freighters because of cost. Government figures showed a considerable decline in pure freighter movements since 2001 and forecasts showed no further growth in freighter aircraft movements across the UK to 2050.
6. SHP looked at previous work for Transport for London and for Freight Transport Association. SHPs forecast was that Manston might re-capture its previous niche perishables and specialist cargo business and could reach 2,000 such movements by 2040 but however regular night flights would be required.
7. Nick Alston said that all evidence within the enhanced master plan firmly indicated that reopening the airport would not be a deliverable proposition. It was entirely appropriate from a planning perspective to repurpose the site where there was development need. The enhanced plan would provide up to 4,000 new homes; job and training opportunities with an advanced/hi-tech manufacturing park that would support 15,00 to 2,000 jobs; an aviation heritage attraction; an East Kent Sports Village with a 50 metre swimming pool, hotel and outdoor sports pitches for visitors and residents; and provide a new country park.
8. Louise Congdon said that freight activity would be dependent on demand and would need to operate during the night period.
9. Nick Alston said that the scheme was fully aligned with the Kent Highways Strategy and extensive work had been carried out with Kent County Council officers to ensure a detailed report. Nick Alston confirmed that it had been tested against the Kent Strategic Transport Model and that ecological surveys, archaeological investigations and noise/air quality modelling had been carried out.
10. Paul Barber said that the Enhanced Plan was reflective of the housing needs in Thanet and SHP was making a contribution in helping Thanet to achieve the Local Plan.
11. Paul Barber said that the team were proud of the Discovery Park accomplishment as they were able to generate a further 2000 jobs on-top of the original proposal. Stone Hill Park would aim to attract every single company and have worked closely with Locate in Kent.

31. Performance Dashboard

(Item 7)

Richard Fitzgerald (Business Intelligence Manager – Performance) was in attendance for this item.

1. Mr Fitzgerald (*Business Intelligence Manager – Performance*) introduced the report which showed progress made against targets set for Key Performance Indicators and referred, in particular, to the guidance notes and the Key Performance Indicator Summary at page 16 of the agenda pack.
2. Mr Dance (Cabinet Member for Economic Development) said that Kent County Council were able to secure the Locate in Kent bid for the next three years, this was purely a fortuitous matter of timing that helped KCC to finance Locate in Kent.
3. RESOLVED that the report be noted.

32. Housing Infrastructure Fund (Item 8)

Tom Marchant (Head of Strategic Planning and Policy) was in attendance for this item.

1. Tom Marchant (Head of Strategic Planning and Policy) introduced the report which provided an update on the £2.3 billion Housing Infrastructure Fund (HIF) that was launched by the Department for Communities and the Local Government in July 2017. This was related to the delivery of up to 100,000 new homes across the country. The report set out the amount and type of funding available and the roles of Kent County Council and the district, and borough councils in the bidding process. The report summarised the Forward Fund submissions made by the County Council and their prioritisation and also provided an overview of the Marginal Viability Funding bids submitted in Kent, setting out the prospective timescale for funding awards.
2. The Chairman and Members of the Cabinet Committee commended the work carried out by officers and the joint working performed with the districts and boroughs to ensure that bids were submitted promptly.
3. Barbara Cooper (Corporate Director for Growth, Environment & Transport) said that there would be a report going to the Environment and Transport Cabinet Committee on 30 November 2017 for the Leeds and Langley Relief Road. Kent County Council aimed to work closely with Maidstone in regards to the future housing numbers and what the traffic mitigation would be for this. Kent County Council had worked well with Maidstone in the past to bid for various sources of funding and wished to continue in building that relationship.
4. Mrs Cooper said that the proposal for the Leeds and Langley Relief road was in a very premature state and until all the necessary work had been carried out, Kent County Council would not be in a position to bid for government money.

5. Mrs Cooper said that the majority of respondents to the Highways England consultation on the proposed M2 Junction 5 improvements unanimously agreed with Kent County Council's views.
6. RESOLVED that the two Forward Funding applications submitted by the County Council, be noted.

33. Inward Investment Services - Contract Extension (SS1560)
(Item 9)

David Smith (Director of Economic Development) was in attendance for this item.

1. David Smith (Director of Economic Development) introduced the Inward Investment Services, Contract Extension report which set out the proposal to extend the current Locate in Kent contract for a further twelve months following the resignation of its Chief Executive. The report identified the significant contribution made by Locate in Kent to the economic development of Kent and Medway and asked that the Cabinet Committee endorsed the proposed decision to extend the inward investment services contract to August 2020.
2. RESOLVED that the Cabinet Committee endorse the proposed decision to extend the inward investment services contract with Locate in Kent for a further twelve months to August 2020.

34. An Enterprise and Productivity Strategy for Kent
(Item 10)

David Smith (Director of Economic Development) was in attendance for this item.

1. David Smith (Director of Economic Development) introduced the report that set out a plan of work to develop an Enterprise and Productivity Strategy for Kent and Medway so that partners could work together across the County to improve the standard of living for those within Kent and Medway. This work would be carried out over a twelve month period, ending in December 2018.
2. Mr Dance (Cabinet Member for Economic Development) advised Members that Mr Holden (Deputy Cabinet Member for Economic Development) would engage with a number of stakeholders to review the outcomes sought and the best ways to achieve them.
3. RESOLVED that the Cabinet Committee note the proposal to develop an Enterprise and Productivity strategy for Kent.

35. 17/00119 - Javelin Way Development
(Item 11)

David Smith (Director of Economic Development) was present for this item.

1. Mike Hill (Cabinet Member for Community and Regulatory Services) introduced the Javelin Way Development Report and discussed Kent County Councils' proposal to enter into a legal agreement with the Jasmin Vardimon Company. Mr

Hill said that it provided Kent County Council with an opportunity to establish a high quality cultural offer within Ashford.

2. David Smith (Director of Economic Development) said that Kent County Council expected to match the Arts Council of England (ACE) grant from the development of unused land owned by the Council.
3. In response to questions the officer provided further information.
4. Mr Hill said that there would be no additional financial support required.
5. Mr Hill said that the investment in Margate had resulted in a high quality international cultural offer to the area and anticipated that the Javelin Way Development would have a similar effect.
6. Mr Smith said that the Council could not advise on whether it had additional unused land however the Javelin Way Development investment would set a precedent for the Council to develop land for commercial purposes in the future. In regards to the Jasmin Vardimon Company, David Smith advised that it was not a production facility and the space would be available to residents and students and would offer a range of classes.
7. RESOLVED that the decision proposed to be taken by the Cabinet Member for Community and Regulatory Services, to:

36. 17/00110 - Reinvestment of Growing Places Fund (Item 12)

Sarah Nurden (Kent & Medway Economic Partnership's Strategic Programme Manager) was in attendance for this item.

1. Sarah Nurden (Kent & Medway Economic Partnership's Strategic Programme Manager) introduced the Reinvestment of Growing Places Fund (GPF) report and said that the South East Local Enterprise Partnership (SELEP) had £9.3m of recycled capital loan funding available for reinvestment. The Kent and Medway Economic Partnership (KMEP) had invited expressions of interest, of which Kent County Council submitted two, one being the Javelin Way Development Scheme and the other was the No-use Empty Scheme.

The No-use Empty Scheme had been running for the past ten years, returning long-term empty residential properties back into use, however the new project proposal aimed to expand the scheme to combine both the commercial and residential elements. The Javelin Way Development scheme would see the establishment of 29 light industrial units and the construction of a 'Creative Laboratory' production space, to be leased from Kent County Council by the Jasmin Vardimon Company. Mrs Nurden advised Members that SELEP had agreed to the recommendation that all 4 KMEP schemes would receive GPF funding. In order to draw down the capital loan funding from SELEP, Kent County Council would have to enter into a loan agreement with SELEP (via Essex County Council which is SELEP's accountable body) for each of its scheme awarded GPF.

2. In response to questions the officer provided further information.
3. Mrs Nurden confirmed that the financial information shown in the report was the amount of capital loan required from SELEP rather than the total project cost. There was a match funding requirement of a minimum of 30% for all schemes.
4. Mrs Nurden confirmed that the report displayed the number of permanent jobs created, rather than fixed-term jobs created during the construction period. These jobs were 'on-going'. For example, in regards to the Javelin Way Development scheme, 151 jobs out of the 175 jobs were for the new employees that would work within the Light Industrial Commercial Units and the remainder of jobs would be within the Jasmin Vardimon Company.
5. Mrs Nurden confirmed that a Government calculation was carried out using the Green Book and Employment Densities guidance. Each scheme had undergone technical assessments to ensure all job figures were achievable and sensible.
 - a) A Member asked about the Fitted Rigging House and the expected 300 new jobs and whether this was a result of supporting jobs that already existed.
 - b) The Chairman advised Members that it was an investment to enable the wider jobs, helping to build the growth and long term plans from there.
 - c) Mrs Nurden clarified that the Fitted Rigging House was a Medway Scheme however there was a building within the Chatham Historic Dockyard that was being underutilised. The Reinvestment money would allow more floor space to be used, enabling the companies based at that site to expand their employee numbers; these employees would then be accommodated in the newly converted office space.
6. RESOLVED that the decision proposed to be taken by the Cabinet Member for Economic Development, to:
 - a) note the Growing Places Fund (GPF) bid submissions to the South East Local Enterprise Partnership made by the Kent & Medway Economic Partnership,
 - b) act as the accountable body for projects within Kent County Council's geographical boundaries that are selected by SELEP to receive GPF funding; and
 - c) delegate to the Section 151 Officer the authority to sign on KCC's behalf a loan agreement or equivalent, where this is required to draw down funds following business case approval,

be endorsed.

37. RGF Programmes Monitoring Report
(Item 13)

Jacqui Ward (Strategic Programme Manager – Business Investment) was in attendance for this item.

1. Jacqui Ward (Strategic Programme Manager – Business Investment) introduced the report that summarised the results of Kent County Councils monitoring returns of the three Regional Growth Funded (RGF) programmes; Escalate, Expansion and Tiger.
2. A Member commented on the benefits of the scheme, several companies from the Swale district had received Tiger funding and all had done exceptionally well in creating jobs.
3. Ms Ward said that the red status signified three different areas; this included the non-returning of the monitoring form, the company was behind on its payment and therefore a contract variation might have been offered or the job creation was slower than anticipated. She assured Members that the officers were in constant contact with the companies and would offer flexibility or independent business advice.
4. In regards to risk levels, Ms Ward said that the process required an independent appraisal to be carried out by a local accountants firm. With the combination of the robust application process, the appraisal and the advisory board (both public and private) Kent County Council was able to maintain the correct risk rating. Independent appraisals would use a number of sources; historical information about a company, its turnover, the individual Directors and then rate the risk of that company as low, medium or high. That risk banding would then help the team to identify where the security measures needed to be put in around that investment loan.
5. The officers were commended for their extraordinary endeavour, having worked closely with businesses through difficult phases and motivating them to create jobs for Kent.
6. In response to Members questions Mr Whiting said that he would consider reinstating the visits to the companies that Mr Dance had led in the past.
7. RESOLVED that the Regional Growth Funded programmes Monitoring Report be noted.

38. Financial Monitoring 2017-18 *(Item 14)*

Barbara Cooper (Corporate Director of Growth, Environment and Transport) was in attendance for this item.

1. Barbara Cooper (Corporate Director of Growth, Environment and Transport) introduced the report that provided an update on the Financial Monitoring for 2017-2018 and referred to the report taken to Cabinet Committee on 30 October 2017 which set out each directorate's budget for the year. The forecast for the Growth, Environment and Transport (GET) directorate was £163 million net and £134 million went to Highways, Transport and Waste.

The report showed that the overall budget was £500,000 over spent however the budget would balance by the end of March 2018. The Environment and Transport Cabinet Committee was due to discuss the Financial Monitoring Report on 30 November 2017 and in January Members would be offered the chance to look at the budget going forward.

2. RESOLVED that the revenue and capital forecast variances for 2017-18 within the August monitoring report be noted.

39. Work Programme 2018

(Item 15)

1. The Chairman said he would consider revisiting the companies that had received RGF funding.
2. RESOLVED that the work programme for 2018 be noted.

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

To: Growth, Economic Development and Communities Cabinet Committee 1 February 2018

Subject: Libraries Registration and Archives half-year performance update against the service specification 2017-2018

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All Divisions

Summary: This report outlines Libraries, Registration and Archives (LRA) half-year performance against its outcome based specification for 2017-2018.

Recommendation: The Cabinet Committee is asked to comment and note the progress LRA has made to date in 2017-18

1. Introduction and background

1.1 LRA is one of the pioneer KCC services to be internally commissioned against the KCC 'outcomes' framework. In June 2017, LRA updated the Growth, Economic Development and Communities Cabinet Committee (GEDC) on its first year of delivery under this model and confirmed the specification for 2017-18. The LRA service specification is a three year rolling document that is currently in the second year of delivery.

2. Commissioning LRA against outcomes 20017-18: Progress to date

2.1 The service specification requires LRA to use two different approaches in measuring performance:

- **Key Performance Indicators:** These are mainly volume outputs; numbers that indicate level of use, for example, the number of people who visit our buildings. This is the traditional way that LRA has been measured and is still an important benchmark of performance.
- **Outcomes:** Outcomes allow a focus on the quality of the experience/services for the customer which is at the heart of what we do. This enables LRA to better demonstrate the positive difference LRA can make to the people of Kent.

- 2.2 The service specification articulated **what** was required to be delivered and in response the LRA service plan explains clearly **how** it will deliver.
- 2.3 This report is based on the outputs and outcomes LRA has achieved at the half year point in 2017- 2018. LRA continues to develop and refine its approach to outcome evaluation and has recently adopted a new outcome evaluation toolkit. This approach is enabling staff to easily collect outcome information, ensure this is considered upfront when activities are devised and allows LRA to better record this feedback.

3. LRA performance 2017-2018: key highlights to date

- 3.1 Appendix 1 provides the detail about performance to date. However, summary highlights are shown below under the headings of activities; performance indicators and strategic outcomes:

a) Activities

- Work has started on developing 'Ambitions' for the whole of Libraries, Registration and Archives. This work has included full staff engagement as well as arranging and delivering 6 meetings of the member working group. Members have visited service points across a range of LRA services and taken part in a workshop session to inform the development of the 'Ambition' statements. Work has also progressed on engaging focus groups for both customers and non-users and an external company has been appointed to take this work forward. The draft 'Ambition' statements will be shared with the Cabinet Committee in March.
- A contract has been agreed with 'Find My Past' for the digitisation of parts of Kent's historic and unique Archive service. The Archive service has also launched a new, more customer-focussed website and applied to The National Archives to renew its accreditation against the new benchmark framework.
- Launched and developed Kent's digital den initiative – launching 3 out of the 5 locations at Gravesend, Sheerness and Ashford;
 - Gravesend, which is the most established, has seen 12 children attending (8 boys and 4 girls), with a further 19 children on the waiting list (17 boys, 2 girls) for which two additional sessions will start in January.
 - At Sheerness, although the group started with 9 children attending; attendance has reduced in December and therefore the initiative will be refreshed in the New Year.
 - Ashford launched on 11 January; and the club already has 10 children signed up to the first session; 8 boys and 2 girls. 52 children are signed up to the waiting list; 28 girls and 24 boys
- LRA achieved the Customer Service Excellence award following an external review and visit this year.

- During the peak summer period for weddings (July to September) LRA officiated at 2,906 weddings which represents an additional 4.4% compared to the same period in 2016.
- Progressed proposals for a mini refurbishment of Tonbridge Library which will take place early 2018 and see the external front of the building improved with the front entrance brought back into use, ground floor redecorated and the provision of new library shelving and furniture.

b) Key Performance Indicators –

	Type of KPI	Quarter 1	Quarter 2	Quarter 2 Target	Year-end target	Year to date	Direction of travel
KPI 1a	Visits to libraries and Archives venues	1,241k	1,391k	1,380k	Upper 5,070k	2,632k	↓
				1,270k	Lower 6,630k		
KPI 1b	Visits to the Archive search room	1,164	1,287	n/a	n/a	2,451	↓
KPI 2	Library Issues	1,677k	1,343k	1,310	Upper 4,775k	2,510k	↓
				1,210	Lower 4,285k		
KPI 3a	Events across LRA venues	5,820	5,182	n/a	n/a	11,002	↓
KPI 3b	Attendees at LRA Events	51.9k	64.8k	n/a	210k		↑
KPI 4	Active Library and Archive Borrowers (rolling year)	160.2k	161.3	n/a	n/a	161.3	↓
KPI 5a	Customer Satisfaction – Libraries *	97%	97%	n/a	95%	97%	↑
KPI 5b	Customer Satisfaction – Archives *	89%	87%	n/a	90%	87%	↓
KPI 5c	Customer Satisfaction – Births and Deaths *	94%	93%	n/a	95%	93%	↓
KPI 5d	Customer Satisfaction – Wedding Ceremonies *	98%	97%	n/a	95%	97%	↑
KPI 5e	Customer Satisfaction – Citizenship Ceremonies –NEW*	100%	97%	n/a	95%	97%	↓
KPI 6a	% of Registration appointments booked online	36%	40%	n/a	n/a		↑
KPI 6b	% of birth appointments booked online	75%	75%	75%	75%	75%	↔
KPI 6c	% of death appointments booked online	44%	39%	n/a	n/a	n/a	↓
KPI 7	PC Use in Libraries	117.7k	124.7k	n/a	n/a	242.4k	↓
KPI 8	Library Community Outreach (rolling year)	1,407	1,371	n/a	1,455	1,371	↓

Key

Green- performing within specification or above

Amber/Yellow- Performing just below target.

Red- Under target

The table above shows the LRA performance against its Key performance indicators over the year so far. Quarter 2 has seen some areas of improvement over Q1. The colours represent performance against the agreed KPIs. In terms of performance in Q2;

- Visits and issues - compared to the same quarter last year figures are up +0.23% and +0.7% up although the year to date is slightly down.
- Online contacts - as is being found nationally these contacts have increased by +22.2% on the same quarter last year.
- Wi-Fi usage - is continuously growing with a +20% increase on Quarter 2 last year. Despite this increase our PC use has also increased by +1.35% this quarter.
- Over 64,000 people attended events in libraries during the summer—an increase of +18% on the previous year.

- Customer satisfaction (Archives) – Following feedback from service users, we are reviewing the on-line booking form.
- Community outreach – We have seen less customers receiving our home library service with a decrease of –7% which is why this target is amber. We are reviewing our offer to make it more accessible to a wider audience

To put this in some context nationally, evidence shows that the usage of libraries has been in decline for many years. The 2015/16 CIPFA figures show that nationally issues and visits dropped by 6% and 2% respectively on the previous year. This year to date in Kent issues have gone down by just under 1% and visits are down by 2.8%. CIPFA 2016/17 figures have just been published and will be analysed in the near future. More recent results released for the Taking Part Survey 2016/17 shows that nationally fewer people are visiting libraries and that they are visiting less frequently with more engaging digitally. Kent is in line with this trend also with more customers taking up our digital offer.

c) **Progress against KCC’s Strategic Outcomes:**

Outcome 1: Children and young people get the best start in life.

The Summer Reading Challenge 2017: There was an overall 2% increase in those taking part in Kent. It is also evident from the comments received that this does make a difference to children in maintaining reading skills ahead of the new school year in September;

‘Orla had gone off of reading, but after taking the SRC she has really found the love of reading again and discovered new authors. The mother also said that coming into the Library with Orla over the summer had got the whole family back into the ‘library habit’ - Broadstairs Parent

‘Benji really enjoyed the challenge. He always reads a lot but this definitely encouraged him to continue in the holidays.’ – Paddock Wood Parent of 10 year old

‘Thank you, the reading challenge really helped my daughter to continue practising her reading and helped with my son’s story understanding’ – Canterbury parent of 2 and 6 year old

‘My son has done the reading challenge and has really enjoyed it. I think it is good to encourage his reading over the summer. It’s fun and free :-)’ - Deal Parent

LRA also runs a range of events and activities that make a difference as illustrated by these comments:

“We really appreciate the opportunity for Charlotte to socialise with other children who have dyslexia. She loves coming to the sessions and they have

helped her confidence. Chatterbooks is fun and informative - we like the scope of the sessions; the subjects are perfect for their age group!" – Ashford parent

'Thanks so much for your fun sing-a-long every week. Me & Lachlann really enjoyed coming during my maternity leave. It was also lovely to have a cup of tea every week from a friendly face & to chat & play with the other Mums and Dads, & babies. It has really encouraged us to use the library' - Faversham parent

Outcome 2: Kent Communities feel the benefit of economic growth by being in work, health and enjoying a good quality of life.

LRA has collected a range of outcome feedback that illustrates the positive difference we make to this outcome;

'The library is essential for my wellbeing. Being able to borrow such a huge variety of books lights up my life and I appreciate it very much..... Customer at Canterbury library

This article by a Dover customer was printed in the Guardian online: **My library has been there at many times in my life**

When I first came to this country, I used my local library to learn English and to read books in my own language too.

When I had children, I used my library to nurture a love of reading which has seen them achieve highly at school. I also took them to story time to give me a break.

When I went to university I used my library for materials and to study in peace, which helped me achieve two MAs.

When I got depression I used my local library for information and as a place where I could be without anybody judging me.

Whenever I moved house I found my local library to make friends and discover information about my local area.

When I worked as a school librarian I sent all my students to the library to access online and print information that my school could not provide for them. Now I am a grandmother and take my granddaughter to my library all the time because I want her to become a reader.

Myself, my children and my students could not have achieved everything they have without our library.

Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently.

LRA is a service for all and, as well as helping everyone who comes into our service points, there are also a number of outreach services to help combat social isolation and these continue to make a positive difference to customers.

One of our Home Library Service customers passed away; at the funeral service the customer's son mentioned how valuable the service was to his mother, and what great joy it gave to her when she was unable to get out the house.

A thank you from a customer who has used our Touch a New World service

'I want to thank you for providing a tutor for me for my iPad.My memory is often faulty but Della (volunteer) understands. She is excellent. Also thank you for arranging for Sheila (volunteer) to deliver and collect library books I am more than pleased with all the help I receive from your library service.'

6. Conclusion

- 6.1 The focus on outcomes is a real positive development for LRA and one that we will continue to explore. The customer outcome stories above clearly demonstrate the positive difference that LRA services are having on the people of Kent of all ages every day.
- 6.2 Performance across the KPIs is on or close to target with the service continuing to focus on visits and satisfaction levels over the next part of the year. The key piece of work to define the future Ambitions for LRA is on track and will be key to ensure that the service adapts to meeting the needs of our communities both today not just and going forward

7. Recommendation

Recommendation: The Cabinet Committee is asked to comment and note the progress LRA has made to date in 2017-18
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8. Attachments

Appendix 1- LRA performance report to date

9. Contact details

Report Author:

James Pearson

Head of Service Libraries, Registration & Archives

Tel: 03000 414923

Email: james.pearson@kent.gov.uk

Relevant Director:

Barbara Cooper

Corporate Director for Growth, Environment and Transport

Tel: 03000 415981

Email: Barbara.cooper@kent.gov.uk

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Libraries, Registration and Archives

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Update Report (July to Sep 2017)

Report author:

Carol Westwood (Customer Insight and Engagement Manager)

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Introduction

Work is now progressing against the Service Plan for 2017/18. A major project for this year is the work to define the future ambitions for Libraries, Registration and Archives. We have completed the workshops for staff and are now working with a cross party group of Members, this is also being followed up by some targeted customer and non-user focus groups. Feedback is being collated and will feed into and influence the proposed LRA ambition statements.

We continue to work with the local councils at Tunbridge Wells and Southborough Town Council to develop the Tunbridge Wells Cultural Hub and Southborough Community hub projects. This period is a key time in particular for the Tunbridge Wells hub project with the submission of the Heritage Lottery Fund bid in November 2017. Plans for a mini refurbishment at Tonbridge Library are also progressing with works expected early 2018. We are also looking to progress proposals for modernisation of Herne Bay library. Following some IT issues Meopham library will open in its new premises in early December and Bearsted should be ready to open in a new temporary location early in the new year.

Q2 is a very busy time for LRA with the peak period over the summer for weddings ceremonies conducted by our staff, over 18,000 children taking part in the Summer Reading Challenge and archive exhibitions and programme of talks at KHLC.

We have also completed consultation with staff and the public around realigned new library opening hours. These have been now introduced at 20 libraries that will provide a better service for customers while also allowing our staffing model to be more efficient.

The installation of new self service machines has now been completed and chip and pin and contactless payments is in the process of being rolled out ensuring we keep pace with the ways customers now expect to be able to pay for any charges.



Executive Summary

Nationally, evidence shows that the usage of libraries has been in decline for many years. The latest CIPFA figures* available show that nationally issues and visits dropped by 6% and 2% respectively on the previous year. Recent results released for the Taking Part Survey 2016/17 shows that nationally fewer people are visiting libraries and that they are visiting less frequently with more engaging digitally. LRA is finding that this is the case in Kent with more customers taking up our digital offer.

LRA's performance for this quarter against the key performance indicators shows some areas of improvement over Q1. The colours represent performance against the agreed KPIs.

Visits and issues - compared to the same quarter last year figures are up **+0.23%** and **+0.7%** up although the year to date is slightly down.

Online contacts - as is being found nationally these contacts have increased by **+22.2%** on the same quarter last year.

Wi-Fi usage - is continuously growing with a **+20%** increase on Quarter 2 last year . Despite this increase our **PC use** has also increased by **+1.35%** this quarter.

Over 64,000 people attended **events** in libraries during the summer—an increase of **+18%** on the previous year.

Visits to **the archive search room** are up **+6.3%** on the same quarter last year.

In terms of **active borrowers** there was a **-3.6%** decrease on the same period last year. We are looking at ways we can improve this.

Community outreach – there are less customers receiving our home library service with a decrease of **-7%**. We are reviewing our offer to make it more accessible to a wider audience.

We have now included in our Library survey results those face to face surveys we conducted in June. This has enabled us to capture the views of customers without email addresses giving us a more balanced result. We are reviewing the results for birth and death registration to identify areas we can improve for customers. Given a lot of Archive customers access the service remotely as well as those customers who use the search room we also survey these customers and are awaiting the results of the 'distance archive ' survey which should give us a better picture of Archive satisfaction.

Birth and death registration **93%** (936 replies)

Ceremonies **97%** (159 replies)

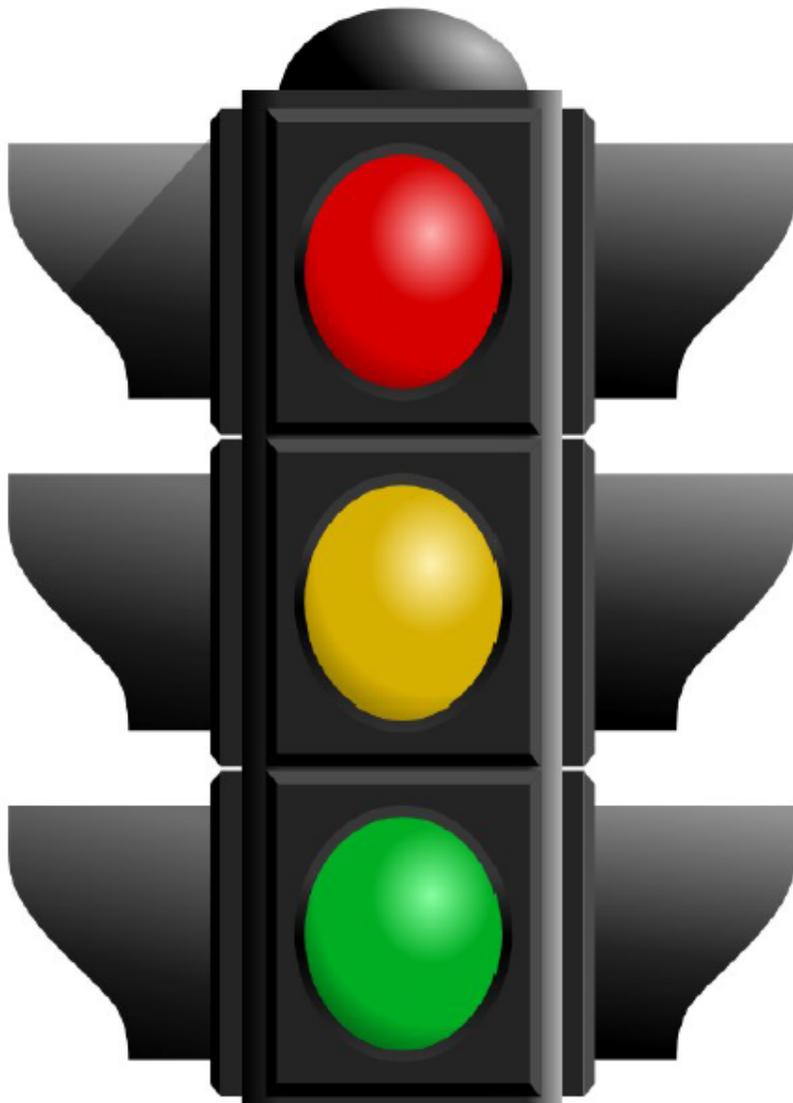
Libraries **97%** (704 replies)

Archives **87%** (37 replies)

Citizenship—**new** **97%** (149 replies)

The Service Plan traffic light - activity at a glance

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**78 Activities in the Service Plan
– 70 Green, 6 Amber, 2 Red**

Actions

Outcomes

- Ashford relocation to ground floor
- Archives – generation of income

Delays to implementing while options considered LRA progressing with Infrastructure
While Archives has generated income, our proposals for digitisation and IT development have taken longer to develop. We have covered this financially this year

- Tunbridge Wells development
- Southborough development
- Commissioning of Birchington Parish Council to deliver library service
- Self Service upgrades
- Asset collaboration projects
- Pop up artisan shops

Negotiations continue re staffing, temp premises identified so will go green once HLF bid submitted.
Project still in development
Options and discussions with Birchington in progress
Final phase of rollout now taking place
Programme & next steps being looked at across KCC
Our pilot is being evaluated to see whether we continue

Some highlights to date...

- Social prescribing
- Social events for volunteers
- Refresh LRA presence on kent.gov.uk
- Procure and deliver archive collections management systems

Working with Red Zebra to promote engagement with socially isolated
Well received and appreciated by volunteers
Progressing well, implementation due in November
Go live of new system, including website, in November

Customer Service Excellence Award

LRA are assessed against 57 criteria covering all aspects of customer service from customer insight and engagement through to the culture of the organisation. This year we achieved 2 new Compliance Plus criteria in “understanding the characteristics of our current and potential customer groups...” and demonstrating “how customer-facing staffs’ insight and experience is incorporated into internal processes, policy development and service planning.”

The assessor said *“There were good examples of the impact of the services on local communities. There were some good examples of insight into customer needs’ at local level and at a strategic level through the Library Ambition project..... Partnership working is at the crux of the service and crucial to how it is delivered locally for the benefit of customers.”*



“Collecting the evidence and taking the assessor to see our service points is my favourite job of the year. It makes you feel good to see what a very good service we provide to customers.”
Carol Westwood,
Customer Insight and Engagement Manager



“We are very proud to have held the CSE award since 2010. It reinforces the fact that we put the customer at the centre of everything we do and is something every member of staff contributes to and can be proud of. Thanks to everyone for the efforts day to day for our customers.”



Kent's Digital Den—progress to date

Outcome 1—All children and young people are engaged, thrive and achieve their potential through academic and vocational education

Digital Dens are now being developed across the county.

Gravesend—set up with a waiting list

Sheerness—first session on 4 November with 7 attendees

Ashford—promotional day in October with over 50 children signed up

Swanley and Newington are organising their promotional days for the New Year



micro:bit



We have also received from the Micro:bit Foundation 190 micro:bits. These small boxes contain equipment that can be used for coding. Customers will be able to borrow these to use at home to practice their coding skills.

“Amazing activities, so different from anything else on offer. Thought we’d be here for half an hour and 2 hours later we were still here! Boys loved it...bring on the clubs” Many thanks. Ashford parent

My daughter really enjoyed them and is keen to take part in an after school or Saturday club. She's particularly interested in learning to code! Ashford parent

Prisons

LRA delivers library services for Kent Prisons through a relationship with the Ministry of Justice. There are 5 prisons in Kent holding approximately 3,500 inmates.

Not only do we supply books and DVDs in many languages but also a range of newspapers including foreign editions for foreign nationals. The books are used for recreational reading but we also supply inmates with the resources they need to be able to complete their studies. Inmates are not allowed to access the internet so they are a valuable resource for them.



Reading Ahead Award

The Reading Ahead Award is a scheme that is run by the Reading Agency to support young people and adults by changing their perception of reading, opening up opportunities and building their confidence.

HMP Maidstone is a prison for 600 foreign nationals. This year the prison library has been awarded the Silver Award for the 6 Book Challenge as 115 of the inmates completed the challenge.

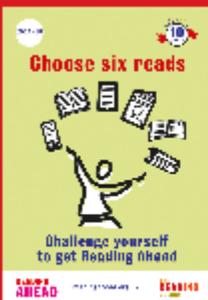
Quote from a participant in the Storybook Dad scheme (prisoners record a story onto a CD that their child can listen to at home)

“I would like to apply for the next story book dads please, I have found that it has helped by son cope better with me being in prison as he listens to the story books I’ve already done for him every single night before he goes to sleep, thank you”

Quotes from participants on a story writing course at East Sutton Park

“My writing has improved and my vocabulary has expanded, all thanks to reading. I now enjoy a good book more than boring, mind-rotting daytime TV.”

“Reading makes me forget about my problems and increase my knowledge.”



Reading Ahead facts

- Reading Ahead has reached more than 275,000 people over ten years.
- Survey respondents say it **boosts their reading confidence**
- The programme is designed to help people improve their reading skills and develop a love of reading.

Social Prescribing—Swalecliffe Library

Social prescribing is defined as “a means of enabling primary care services to refer patients with social, emotional or practical needs to a range of local, non-clinical services, often provided by the voluntary and community sector.”

Roy 88, lost his wife and all his male friends were gone too. He was very lonely and was finding life depressing. His GP put him in touch with a group called Red Zebra. They work with individuals to find activities for them that could help their situation. One of the activities they suggested was Talk Time at Swalecliffe library. The group meets weekly on a Wednesday morning. Roy went along to the group where he met lots of different people. They have a cup of tea and talk about all sorts of topics. Roy now says that he feels less lonely and he looks forward to going to the group. [Link to video](#)

Outcome 3—Older and vulnerable residents feel socially included

Canterbury CCG is running a social prescribing pilot where they work closely with Red Zebra to identify people who may benefit more by being socially engaged to improve their wellbeing and/or underlying health issues. Red Zebra is a charity that works closely with organisations and individuals to build stronger local communities.

There are Talk Time groups in 72 libraries across the County. In 2016/17 29,256 people attended the groups. Each group has evolved in its own way to suit the needs to the attendees. We have had 9 referrals from Red Zebra since the pilot started in July 2016



Archive Exhibition

During Q2 Archives staff delivered

3 exhibitions visited by 3,365 people 9 tours of the Archives for 50 people

6 talks to 124 people

All this as well as providing documents for over 1,200 visitors to the search room and answering over 750 distance enquiries

Heritage Open Day

As part of the national Heritage Open Days weekend Kent History and Library Centre offered free behind-the-scenes tours of the history areas together with a special display of some of our most interesting books and documents.

Outcome 2—Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities

Barbels, Bawleys and Owlers: Life along the Kent Coast exhibition

An exhibition exploring stories of the Kent coast: from oyster farming to sea-bathing, and shipbuilding to smuggling. Original Screen Archive South East film and documents from Kent's local history and archive collections.

During the summer we delivered a series of talks to compliment the Coast exhibition. Nearly 1,500 people visited the exhibition and in addition 47 people attended the associated talks.



Summer Reading Challenge

The Summer Reading Challenge encourages children aged 4 to 11 to read six books during the long summer holiday—The Reading Agency

This year 18,129 children registered for the Summer Reading Challenge - increase of 2% on last year.



Outcome 1 — All children and young people are engaged, thrive and achieve their potential through academic and vocational education.

“Animal Agents made a big difference to my child's reading. She was excited to read her books and to get the stickers to solve the mystery”—parent Deal

“Very helpful for my child to carry on with his reading during the summer holidays. It gives him the encouragement he needs to read because of his dyslexia”—parent Deal

THE READING AGENCY AND LIBRARIES PRESENT

ANIMAL AGENTS

SUMMER READING CHALLENGE 2017

Meet the awesome Animal Agents you'll find sleuthing their way into libraries this summer:

Bart the bloodhound has a nose for trouble. He may not be the fastest creature on four paws, but he can sniff out clues in super quick time.

Daisy the rabbit is dotty and dynamic, darting hither and thither on every mission in her super speedy wheelchair. She's the perfect furry friend to keep tabs on a suspect.

Slip and Slide AKA the Snake Twins are a charming duo. They can stun a suspect into submission with their hypnotic stares!

Bernice heads up the Animal Agency. A super-smart brown bear, she's no walkover, but Bernice always finds time for a honey break in her busy schedule.

Illustrations © Tony Howe, 2017

ARTS COUNCIL ENGLAND | animal-agents.org.uk | SUMMER READING CHALLENGE | THE READING AGENCY

Summer Reading Challenge—continued

9,827 children completed the challenge by reading 6 books over the summer period.



A child discovering what a giant cockroach looks like at Kent History and Library Centre

Proven benefits of reading over the summer

There are numerous studies and research articles which show that reading during the summer holidays holds numerous benefits for children. Children who read over the summer benefit from greater comprehension levels, greater ability to read independently and can build better communicative skills.

Research by the UK Literacy Association has demonstrated that the Summer reading challenge (SRC) helps to prevent the ‘summer dip’ in literacy skills for those who took part.

<https://readingagency.org.uk/children/Overall%20Evaluation%20Results%20-%202014%20Nov%202013.pdf>

“Brilliant way to get children involved in reading during the summer holidays”—Parent Coldharbour

“I loved the summer reading challenge because it was really fun and I discovered some great new books”—Girl aged 8 Dartford

Summer Reading Challenge

We issued 53,425 children's books whilst the challenge was on.

"I enjoyed the reading challenge and liked trying to figure out how the granny did it. The agents were cool" – Boy aged 4 Rustall

Comments from a family at the Eden Centre

Granny: *'Archie has only just reached the status of 'free reader' at school. He can now choose which books he reads and the SRC is helping him to become more confident in choosing the books and pushing himself.'*

Archie: *'I like the SRC as it makes me try harder. I like reading books about facts and these are counted in the SRC 😊'*

Lily (older sister): *'I find reading easy and I have already finished the challenge. I'm going to keep coming to the library with Archie to help him read more books. I am keeping the clues a secret so that I don't spoil the challenge for him.'*

We had 13% more new borrowers in the age range 0-11 during July 17 than we did in July 16



Zoolab visited libraries during the challenge to show children different animals



A wall of books made by the children from Coxheath library

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ANIMAL AGENTS

SUMMER READING CHALLENGE 2017
animal-agents.org.uk



Illustration: © Tony Nicks, 2017

Tell us what you think...

Please tell us what you thought of Animal Agents 2017.

Name Lana Mullins age 9 boy girl

I really enjoyed this year's summer reading challenge. It was fun and even got my little brother into reading. Can't wait to see next years!



Sevenoaks Museum Accreditation

Outcome 2—Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities.

The Museum has recently been awarded Museums Accreditation.

Accreditation is the UK standard for **museums** and galleries. It defines good practice and identifies agreed standards, thereby encouraging development. It is a baseline quality standard that helps guide **museums** to be the best they can be, for current and future users assessing the services for visitors and how the collection is cared for.

Sevenoaks Museum is part of Sevenoaks Kaleidoscope (library, museum and art gallery). Our exhibits and activities include:

- a programme of events and activities.
- a film about the town's history or our current exhibition
- crafts, quizzes and activity sheets for children
- displays of local interest (eg. hop-picking, World War 2, cricket)
- objects to handle with Braille labels
- oral history telephone to listen to a blacksmith, a brewer and a veterinary assistant
- regular exhibitions



“Painting of a woman in Tudor dress” by John Downton



Victorian pram in the collection



Visitors enjoying the 1950s Childhood exhibition

Comments from a children who attended a school session on The History of Sevenoaks.

‘I liked trying to guess what things were’

‘I learnt that SER stands for South Eastern Railways’

‘I learnt that Sevenoaks used to be under the sea.’

‘I learnt that the R (on a WW2 helmet) stands for Rescue’ and that the helmet was worn by people rescuing people from bombed buildings.’

Service Innovation

In Q2 we issued over 70,000 e-books, e-audio and e-magazines, an increase of 12% on the same period last year. We have 7,635 borrowers who use this facility. If our e-offer were a library it would be our busiest service point.



"Love borrowing books in the middle of the night for going on holiday but still borrow 10 real books a month minimum from my real library as I prefer actual books but this service is perfect for books on the go."

Facebook user

I love the emagazine collection'.

Facebook user

COMING SOON!

We will soon be offering customers the opportunity to read their newspapers online.



Service Innovation - continued

As part of our improved offer to customers using our self service in some locations customers can now pay any monies due by using our self service machines.

In Q2 over 711,000 items were issued or returned using our self service machines and 203,000 items were renewed using the web.

In some locations customers can also pay fines and charges using our chip and pin and contactless machines at the counter and self service machines.



RFID +

We are working with Bibliotecha to pilot a scheme in 3 libraries, Deal, Paddock Wood and Higham, whereby customers will be able to use their library card to access the library out of normal opening hours. They will be able to use the PCs, Wi-fi and issue and return books using our self service machines.



New improved websites

We are working with Agilysis, KCC's digital transformation partner, to improve our website presence to make it more user friendly. We hope to launch the new library site in December.

Archives have launched their new look site together with their new, easier to use catalogue. [New archives website.](#)

A Summer of Ceremonies

From July to September 2017 KCC staff officiated at 2,906 marriage ceremonies a 4.4% increase on last year. This peaked in August with 1,110 ceremonies



Customers appreciate the work that our staff do to make their day the best it can be:

"Thank you to Rona & Kerry for making our wedding day extra special."

"A big thank you to the registrars, they were professional, helpful, kind and made our day."

"Emma Hughes and her colleagues made our ceremony so special, full of love and meaning."

The registration service is also required to provide ceremonies for those that are housebound, in prison or in a hospice or hospital. These types of ceremonies are completed under a special licence and with the Registrar General's approval. Couples are very grateful for this service as it can be at a time of challenging or sad circumstance. During July to September we conducted 27 of these ceremonies.

Volunteering

We have 1,148 volunteers across the County. In 2016/17 they provided 44,947 hours adding extra value to the LRA service. We had 114 volunteers (most of them young people) who helped with the Summer Reading Challenge this year.

"We came here for a talk about the library and we were told about how important volunteers were in helping to run all the extra activities," she said. "I was already a big fan of the library as I have been coming here since I was two and I love to read, so I told my parents I wanted to volunteer." Milly aged 12 who volunteers at Lyminge library



Broadstairs library volunteers enjoying a recent social event where they got together to talk about and share their volunteering experience.

Volunteers carry out various roles from delivering books to the housebound, to helping those who are struggling with using a computer, to hosting events. Our newest volunteer role is working with young people in the Digital Dens. We have volunteers of all ages and abilities. We are currently working with Children's Centres to develop a new role, Children's Centre Champion, which will promote the library service to Children's Centre users.

Modern Records are on the move



LRA is responsible for the storage and administration of Modern Records for KCC. All records that need to be retained are stored securely off site. Our staff liaise between KCC departments and the external provider to ensure that any documentation that is required can be retrieved. Following a tendering process a five year contract for storage provision has recently been awarded to The Hill Company and the transfer of the records is now taking place.

There is a total of over 71,000 boxes that need to be transferred. As of the end of September a total of over 25,000 boxes have been moved with the completion of the remainder by 22 December.

Over 71,000 boxes of documents which equates to over 1,500 cubic meters of records

In 2016/17 we retrieved 4,401 files and moved 6,676 boxes into storage.



KPI Summary

	Type of KPI	Quarter1	Quarter2	Quarter 2 Target	Year-end target	Year to date	Direction of travel
KPI 1a	Visits to libraries and Archives venues	1,241k	1,391k	1,380k	Upper 5,070k	2,632k	↓
				1,270k	Lower 4,630k		
KPI 1b	Visits to the Archive search room	1,164	1,287	n/a	n/a	2,451	↓
KPI 2	Library Issues	1,677k	1,343k	1,310	Upper 4,775k	2,510k	↓
				1,210	Lower 4,285k		
KPI 3a	Events across LRA venues	5,820	5,182	n/a	n/a	11,002	↓
KPI 3b	Attendees at LRA Events	51.9k	64.8k	n/a	210k		↑
KPI4	Active Library and Archive Borrowers (rolling year)	160.2k	161.3	n/a	n/a	161.3	↓
KPI 5a	Customer Satisfaction – Libraries *	97%	97%	n/a	95%	97%	↑
KPI 5b	Customer Satisfaction – Archives *	89%	87%	n/a	90%	87%	↓
KPI 5c	Customer Satisfaction – Births and Deaths *	94%	93%	n/a	95%	93%	↓
KPI 5d	Customer Satisfaction – Wedding Ceremonies *	98%	97%	n/a	95%	97%	↑
KPI 5e	Customer Satisfaction – Citizenship Ceremonies – NEW*	100%	97%	n/a	95%	97%	↓
KPI 6a	% of Registration appointments booked online	36%	40%	n/a	n/a		↑
KPI 6b	% of birth appointments booked online	75%	75%	75%	75%	75%	↔
KPI 6c	% of death appointments booked online	44%	39%	n/a	n/a	n/a	↓
KPI 7	PC Use in Libraries	117.7k	124.7k	n/a	n/a	242.4k	↓
KPI 8	Library Community Outreach (rolling year)	1,407	1,371	n/a	1,455	1,371	↓

* Customer satisfaction survey results are cumulative throughout the year and although Citizenship is showing a decrease the previous number of response were so low it would not be considered to be statistically sound

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

To: Growth, Economic Development and Communities Cabinet Committee - 1 February 2018

Subject: Proposed Changes to Opening hours of the Archive Search Room at Kent History and Library Centre

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All Divisions

Summary: Libraries, Registration and Archives has reviewed the opening hours of the Archive search room at Kent History and Library Centre, Maidstone and as a result are proposing changes to the opening times for the search room subject to the outcome of public consultation.

Recommendation: Cabinet Committee is asked to discuss and consider the details of this report and asked to endorse the recommendation to progress to public consultation on the proposed changes to the opening hours of the Archive search room.

1. Introduction and Background

- 1.1 Libraries, Registration and Archives reviews its services regularly to ensure that the services continue to meet customer need and demand so that LRA resources are focussed where they are most needed. As part of this approach, LRA has reviewed the opening hours of the Archive search room at the Kent History and Library Centre, Maidstone
- 1.2 The Archive search room is where people go to view original archive documents in our collections and is currently open to the public between 9am to 6pm Monday, Tuesday, Wednesday and Friday, 9am to 8pm Thursday and 9am to 5pm on Saturday.
- 1.3 Importantly this proposal only affects the opening times of the Archive search room **not** those of the wider Kent History and Library Centre.

2. Evidence Used to Inform the Review

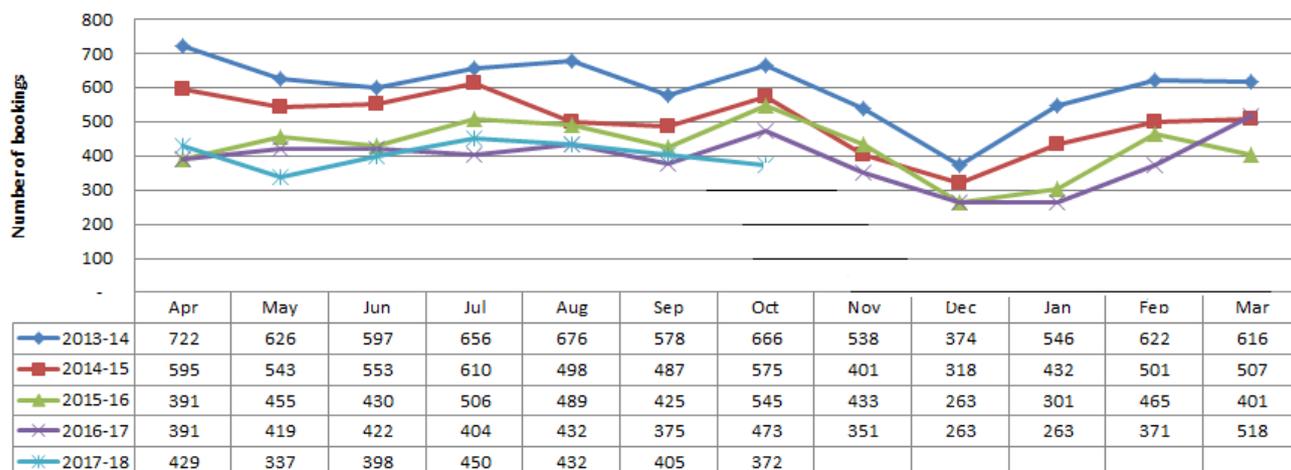
- 2.1 As shown in the tables overleaf, visits to the Archive search room have been in steady decline. Furthermore, whilst the Archives are a county resource not

everyone can easily get to Maidstone. As a result the service has been focussing on widening its reach digitally through initiatives like digitisation and making parts of the collection available online.

2.2 Table 1 below highlights the decline that has been seen year on year on the public use of the archive search room facilities.

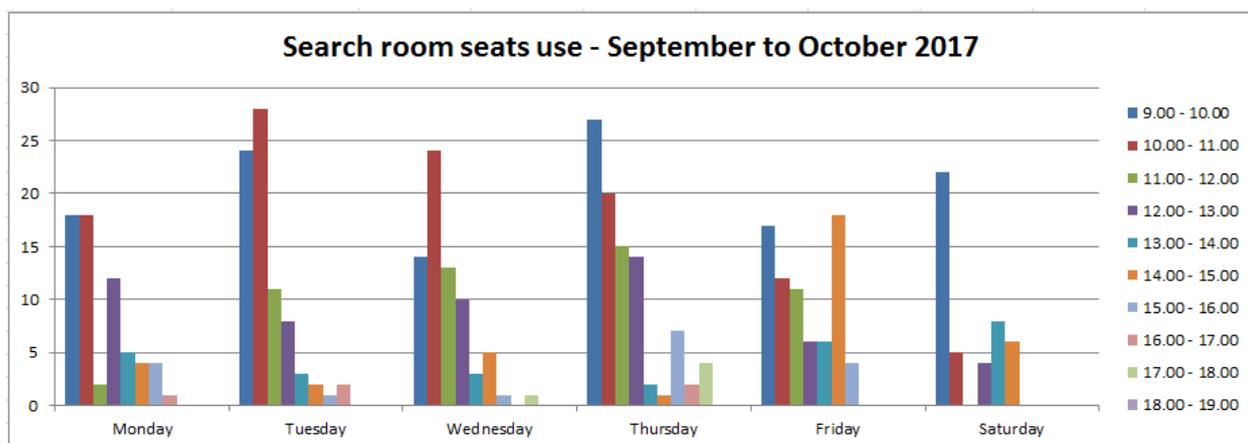
Table 1:

Archive equipment bookings - includes seats, PCs, microfilm reader and scanner 2013-14 to Oct 2017



2.3 Additionally, as customers have to book a desk in the archive search room to look at original archive material and some of the printed material, we use search room seats as a guide to measure use of the search room. Table 2 below clearly demonstrates that there is good use of the search room throughout most of the day but that this declines particularly after 5pm. There is also a distinct variation in usage across the weekdays with Mondays and Fridays showing the lowest levels of use.

Table 2:



2.4 In building our evidence base, we have also taken into account practice in other local Archive services and summary detail is shown below in Table 3.

Table 3 – Practice in other archive services

Archive Office	Closure day	Opening hours	Saturday opening
Medway Archive and Local History Centre	Wednesday	Monday, Tuesday, Thursday, Friday: 9am-5pm	Saturday: 9am-4pm
Canterbury Cathedral Archives	Monday Friday	Tuesday – Thursday: 09.15 to 16.45	Saturdays – 1st Saturday of every month: 09.15 – 12.45
Essex Archive Office	Every Monday, Friday and Saturday (except for once a month)	Based on a two week Tuesday – Thursday 10.00-17.00 One week in every month Tuesday 10.00-20.00 Friday 9.00-16.00	One Saturday a month 9.00 – 16.00
Surrey History Centre	Monday	Tuesday - 9.30am to 5pm Wednesday - 10.15am to 5pm Thursday - 9.30am to 5pm Friday - 9.30am to 5pm	Saturday - 9.30am to 4pm
East Sussex The Keep	Monday	Tuesday: 9.30am – 5pm Wednesday: 9.30am – 5pm Thursday: 9.30am – 5pm Friday: 9.30am – 5pm (Reading Room closed 1-2pm)	Saturday: 9.30am – 4pm

3. Proposed Changes to Opening Hours of the Archive Search Room

3.1 Based on the evidence above it is proposed that the opening hours of the Archive search room be reduced by 15 hours a week. It is proposed that the search room is closed one day a week with the remainder of the hours reduced over the rest of the working week as shown below.

Current	Proposed
Monday 9.00am to 6.00pm	Monday: 9.00am to 5.00pm
Tuesday: 9.00am to 6.00pm	Tuesday: 9.00am to 5.00pm
Wednesday: 9.00am to 6.00pm	Wednesday: 9.00am to 5.00pm
Thursday: 9.00am to -8.00pm	Thursday: 9.00am to 5.00pm
Friday: 9.00am to 6.00pm	Friday: Closed
Saturday: 9.00am to 5.00pm	Saturday: 9.00am to 5.00pm

3.2 Not opening after 5pm is proposed due to the poor usage after this time. We have selected Friday as our closed day as this is one of the less busy days of the week and we have been mindful of feedback from Archive users

previously about not being closed the same day as other nearby Archive centres. Saturday is important to enable people unable to visit during the week, through work or other reasons.

- 3.3 The day the Archive search room is closed would potentially enable the room to be used for other purposes which might include seeing the Archive team at work on the historic collections or use for specific events or class visits. Archive users have indicated that many chose not to attend events in the evening so this proposal would offer the opportunity for day time events.
- 3.4 The proposed reduction in opening hours only affects the Archive search room **not** the whole Archive service. Customers' enquiries will still be responded to and operational services will still be delivered. The Archive service online would also be available for customers to access which now includes a new online catalogue which offers much improved search functionality.

4. Proposed Public Consultation

- 4.1 It is proposed that customers are consulted on the proposed changes from Monday 5 February 2018 for five weeks. The consultation will focus on the Archive search room users and Archive service customers as these will be the main audience impacted by this proposal. The consultation will also be available online so that other interested users will have the chance to comment.
- 4.2 Following the public consultation all comments and feedback would be considered before a decision on the opening hours is taken by the Cabinet Member for Community and Regulatory Services.

5. Financial Implications

- 5.1 The proposal would potentially deliver £10k savings towards LRA's Medium Term Financial Plan targets for 2018/19. This will be achieved by a reduction in staffing (0.5fte) for which we are already holding vacancies.

6. Equalities Implications

- 6.1 An initial Equalities Impact Assessment has been drafted which is included as Appendix A, and this will be included as part of the consultation material.
- 6.2 The initial findings of this EQIA highlight that this has been an evidence-based review and that with the range of opening hours proposed any adverse impact can be mitigated. Consultation will be used to further test the EQIA

conclusions and allow people to comment and raise any impacts we have not already identified.

- 6.3 The EQIA will be updated post the consultation and used to inform any final decision on the proposal.

7. Conclusion

- 7.1 LRA is proposing changes to the Archive search rooms opening hours having completed an evidence led review of the usage and taking into account practice elsewhere. Alongside this the Archive service is committed to continuing to develop and grow its online services and accessibility while still focussing on delivering excellent customer services for those who visit the search room.

8. Recommendation

Recommendation:

- 8.1 Cabinet Committee is asked to discuss and consider the details of this report and asked to endorse the recommendation to progress to public consultation on the proposed changes to the opening hours of the Archive search room.

9. Appendices and Background Documents

Appendix A: Equality Impact Assessment

10. Report Authors:

James Pearson
Head of Libraries, Registration & Archives
Tel: 03000 414923
Email: james.pearson@kent.gov.uk

Relevant Director
Barbara Cooper, Corporate Director of Growth, Environment and Transport
Tel: 03000 415981
Email: Barbara.cooper@kent.gov.uk

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KCC - Growth, Environment and Transport Directorate (GET).

Equality Analysis / Impact Assessment (EqIA) template

Name of decision, policy, procedure, project or service: Archive search room – change in opening hours

Brief description of policy, procedure, project or service

The current opening hours for the search room are:

Monday – Wednesday	9am-6pm
Thursday	9am-8pm
Friday	9am-6pm
Saturday	9am-5pm
Sunday	Closed

Aims and Objectives

Libraries, Registration & Archives (LRA) has reviewed the opening hours of the Archive search room taking into account a range of criteria to shape a proposal including; usage figures, customer feedback already received and opening hours of other Archive services. The proposal is to reduce the opening hours by 15 hours a week. This will contribute towards LRA's Medium Term Financial Plan targets for 2018/19.

To be clear, this reduction in opening hours only applies to the Archives search room itself, not the full Archives service. Staff will still be available to answer customer enquiries online and by telephone during the newly proposed closed times. As not everyone is able to travel to Maidstone to use the Archive, many customers already access the service remotely.

The Kent History and Library Centre's standard local studies section will still be open and accessible. Customers will still be able to use these resources during this time, including parish records and newspapers on microfilm. It's the more specialised resources where access will be slightly more restricted. As plans for digitisation of the Archives progress, our expectation is that more people will be able to access our collections online.

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This is a proposal that we are now taking to public consultation so that customers' feedback can be taken into account before any decision is taken.

We want to ensure any reduction of hours is focussed on less busy times during the week, retaining Saturday opening to ensure access for those working Monday – Friday, as well as school children and students. It is proposed that the search room is closed one day a week with the remainder of the hours reduced over the rest of the working week. The proposal is to close on a Friday and open 9-5 Monday – Thursday and Saturday. We welcome customer feedback as part of the public consultation to shape the final outcome.

This proposal does mean a reduction in hours, but many other authorities' Archive services are not open as long as Kent's current hours, and the same is true of the National Archives. Even with the suggested reduction in opening hours, Kent will still be open for longer than other archive services in the region- please see data and other Archive opening hours included in the full impact assessment section.

Friday has been selected as the proposed closed day for two reasons

- It is already one of the quieter days in terms of customer visits
- Friday as the closed day would not clash with the majority of neighbouring archive services' closed days. This is important as customers have said they often use more than one archive service in the region.

The closed day will enable use of the Archive search room for other purposes, such as group visits from local schools and colleges, or events. Many of our older customers have told us they do not like to travel to KHLC in the evening, and therefore do not attend events in which they are interested. The closure of the search room will allow us to have the space to offer events during the day. This closure will also present the opportunity to see the Archive team at work on the historic collections.

Consultation will focus on the Archive search room users and Archive service customers as these will be the main audience impacted by this proposal. The consultation will give service users the opportunity to provide feedback on the proposed new opening hours before a decision is taken.

JUDGEMENT

Continue to progress the proposal

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The consultation process will be used to identify negative impacts on the identified protected characteristic groups, and will set future opening hours which best suit the majority of search room users.

I have found the Adverse Equality Impact Rating to be **Low**

GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	15.11.17	Lindsay Prestage	
V0.2	16.11.17	Aisha Affejee	Comments added
V0.3	5.12.17	James Pearson	Comments added
V0.4	5.12.17	Anne Wynde	Comments added
V0.5	7.12.17	Sarah Stanley	Comments added
V0.6	7.12.17	Karen Sillifant	Comments amalgamated
V0.7	7.12.17	Karen Sillifant	Draft cleaned up ready for consideration at meeting on 13 Dec 17
V0.8	13.12.17	James Pearson	Comments added by project team during meeting
V0.9	14.12.17	Karen Sillifant	Rewritten, incorporating comments
V0.91	15.12.17	Karen Sillifant	Accepting JP's further comments
V0.92	21.12.17	Karen Sillifant	Accepting Akua Agyepong's comments
V1 (this should be assigned to the version the Director signs off)			

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Document Sign-Off (this must be both the relevant Head of Service and the relevant Director)**Attestation**

I have read and paid due regard to the Equality Analysis/Impact Assessment. I agree with the actions to mitigate any adverse impact(s) that has /have been identified.

Name	Signature	Title	Date of Issue
James Pearson	J.Pearson	Head of Service	15/12/2017
		Corporate Director	

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Part 1 - Screening

Regarding the decision, policy, procedure, project or service under consideration,

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Could this policy, procedure, project or service promote equal opportunities for this group?

Please note that there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements

Protected Group	You MUST provide a brief commentary as to your findings, or this EqlA will be returned to you unsigned			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age	None	None	Closing at the end of the day could have a negative impact on young people who need to visit after school or college or on those who work Monday-Friday	Low: The search room will be available for group visits, including school visits, on the closed day. The search room will remain open on a Saturday to allow people who work Monday – Friday to access the resources.

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				<p>Favourable impact: Many of our older customers have told us they do not like to travel to KHLC in the evening, and therefore do not attend events which they are interested in. The closure of the search room will allow us to have the space to offer events during the day.</p> <p>The data and evidence that we have shows more use at the start of the day than the end which has influenced the proposal. This will be tested through the consultation.</p>
Disability	None	None	None - the consultation process will ensure that customers in this characteristic group will have the opportunity to raise any impact this will have on them.	None

Gender	None	None	None - The consultation process will ensure that customers in this characteristic group will have the opportunity to raise any impact this will have on them.	None
Gender identity/ Transgender	None	None	None - The consultation process will ensure that customers in this characteristic group will have the opportunity to raise any impact this will have on them.	None
Race	None	None	None - The consultation process will ensure that customers in this characteristic group will have the opportunity to raise any impact this will have on them.	None
Religion and Belief	None	None	None - The consultation process will ensure that customers in this	None

			characteristic group will have the opportunity to raise the impact this will have on them.	
Sexual Orientation	None	None	None - The consultation process will ensure that customers in this characteristic group will have the opportunity to raise any impact this will have on them.	None
Pregnancy and Maternity	None	None	None- The consultation process will ensure that customers in this characteristic group will have the opportunity to raise any impact this will have on them.	None
Marriage and Civil Partnerships	N/A	N/A	N/A	N/A
Carer's Responsibilities	None	.	None The consultation process will ensure that customers in this characteristic group will have the opportunity to raise	None

			any impact this will have on them.	
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Part 2 - Full Equality Analysis /Impact Assessment

From the screening grid, identify the Protected Groups impacted

Age

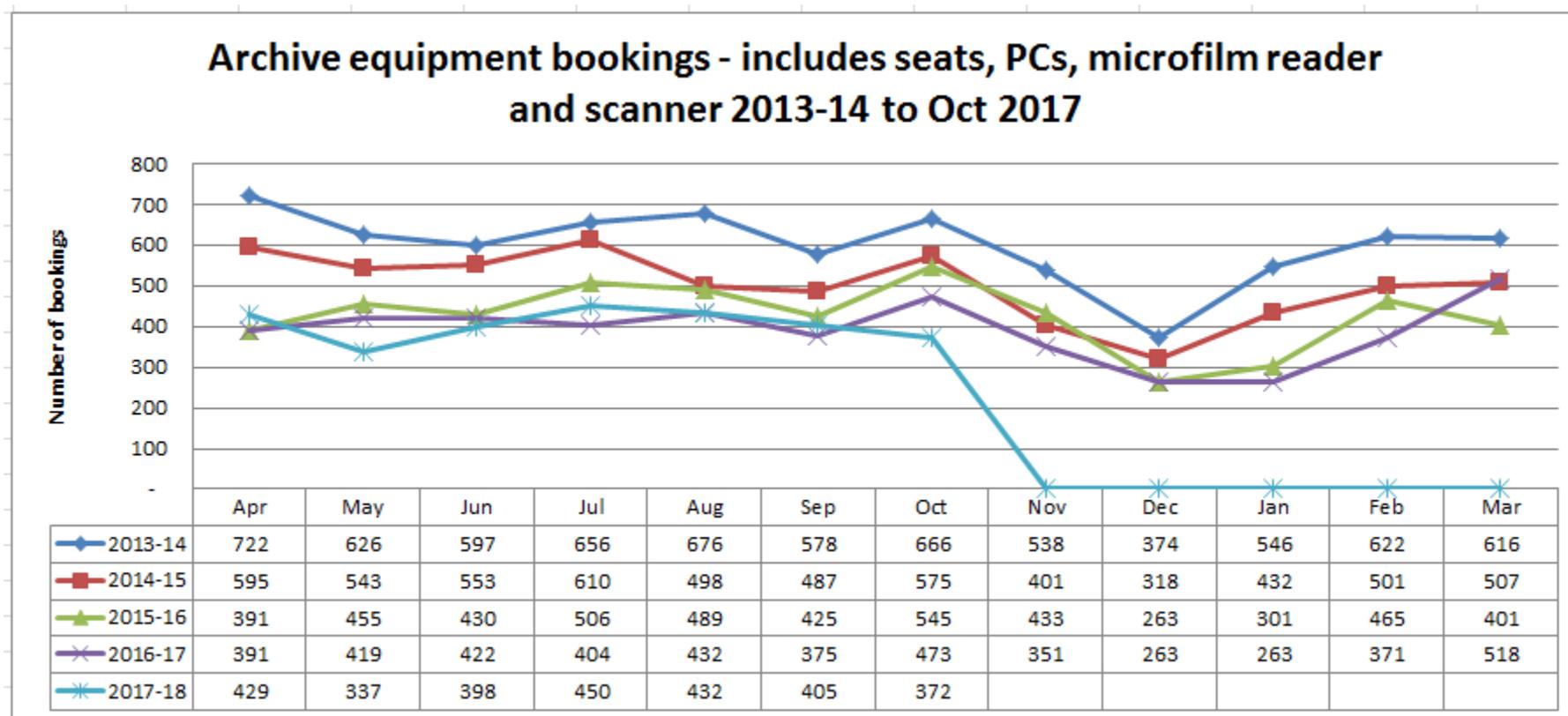
- Negative: Possibly young people attending school or college or Monday-Friday workers, but felt mitigated by the Saturday offer
- Positive: More opportunities for class visits, events, activities that benefit current Archive users, and those who haven't visited before. For example older people tell us they are reluctant to visit after dark so not always able to attend evening events. The amended opening hours would enable us to hold events in the daytime which is not possible at present.

NB: This only a consultation stage EQIA so want to test this initial assessment with customers, which will then result in a fully reviewed EQIA taking all impact into account.

Information and Data used to carry out your assessment

- Carol Westwood to find out whether Mosaic report could be updated
- Information collected from Netloan (the PC booking system) shows no consistency on which week day is the quietest in terms of number of seats booked, but does reveal that Friday is most often the quietest day in terms of hours of use (excluding Saturday).

Table 1:



**Table 2:
September and October 2017**

Sum of No. of users	Session start hour								
	9.00 - 10.00	10.00 - 11.00	11.00 - 12.00	12.00 - 13.00	13.00 - 14.00	14.00 - 15.00	15.00 - 16.00	16.00 - 17.00	17.00 - 18.00
Monday	18	18	2	12	5	4	4	1	
Tuesday	24	28	11	8	3	2	1	2	
Wednesday	14	24	13	10	3	5	1		1
Thursday	27	20	15	14	2	1	7	2	4
Friday	17	12	11	6	6	18	4		
Saturday	22	5		4	8	6			
Grand Total	122	107	52	54	27	36	17	5	5

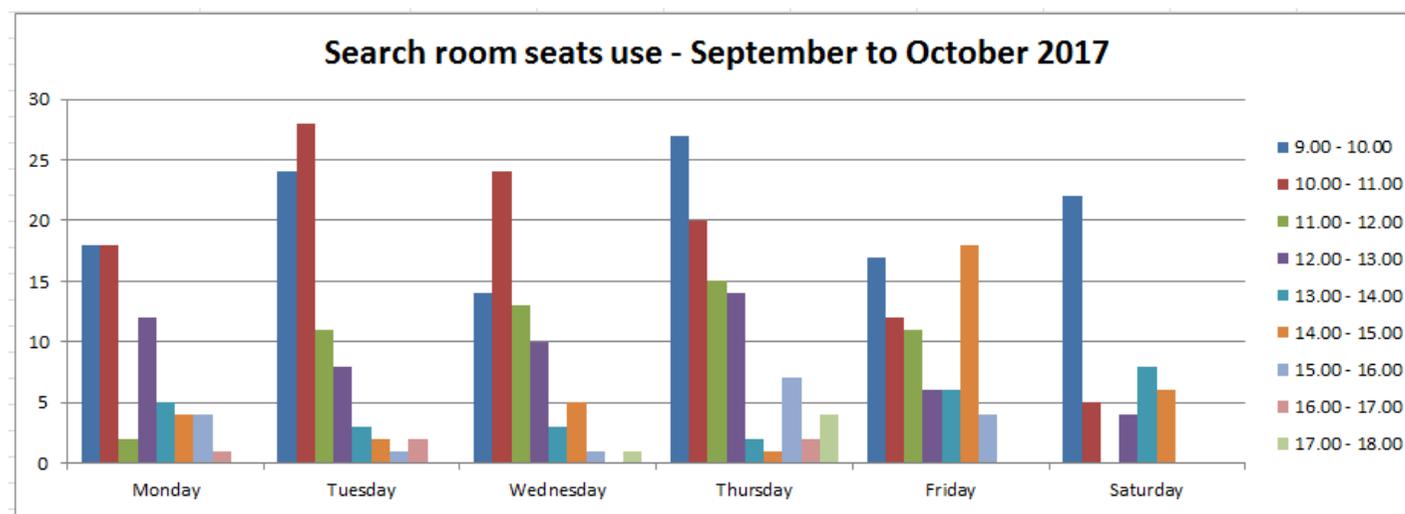
**Table 3:
February 2016 – January 2017**

Count of Search room seat	Date												
Day	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Grand Total
Monday	42	27	27	23	34	25	32	25	44	27	21	42	369
Tuesday	32	50	28	36	28	40	46	29	33	29	31	48	430
Wednesday	45	51	51	36	40	39	52	30	22	47	32	36	481
Thursday	51	55	28	27	56	45	38	47	69	37	35	31	519
Friday	36	22	60	41	25	35	32	36	29	31	17	21	385
Saturday	18	15	21	23	22	20	29	17	31	20	24	17	257
Grand Total	224	220	215	186	205	204	229	184	228	191	160	195	2441

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Table 4



We use search room seats use as a guide as use of the Archive search room as customers don't just come in to the Archive, you need to book a desk in the Archive search room to look at original archive material and some of the printed material. From these tables it can be seen that there is a variation in usage across the weekdays with Mondays and Fridays being the lowest levels of use. There are clearly low levels of use after 5pm every day but good levels of use first thing at 9am when Kent History and Library Centre opens.

Who have you involved consulted and engaged with?

From 22nd January for 6 weeks we will be consulting with:

- Archive search room customers (anyone with a library card activated for the search room)
- Archive User Group
- Archive service customers including those who use us online
- KCC members

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- We have also consulted with key partners; Canterbury Cathedral Archives, Medway (MALSC), National Archives (opening times of these below)

Other Archive services' opening hours:

Archive Office	Closure day	Opening hours	Saturday opening
Medway Archive and Local History Centre	Wednesday	Monday, Tuesday, Thursday, Friday 0900-1700	Saturday 0900-1600
Canterbury Cathedral Archives	Monday Friday	Tuesday – Thursday: 0915-1645	Saturdays – 1st Saturday of every month: 0915- 1245
Essex Archive Office	Every Monday, Friday and Saturday (except for once a month)	Based on a two week rota: Tuesday – Thursday 1000-1700 One week in every month Tuesday 1000-2000 Friday 0900-1600	One Saturday a month 0900-1600
Surrey History Centre	Monday	Tuesday 0930-1700 Wednesday 1015-1700 Thursday 0930-1700 Friday 0930-1700	Saturday 0930-1600
East Sussex The Keep	Monday	Tuesday 0930-1700 Wednesday 0930 –1700 Thursday 0930 –1700 Friday 0930-1700 (Reading Room closed 1300-1400)	Saturday 0930-1600
Bromley Historic Collections		Monday 0930-1800 Tuesday 0930-1800 Wednesday 0930-1800	Saturday 0930-1700

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		Thursday 0930-2000 Friday 0930 -1800	
The National Archives	Monday	Tuesday 0900-1900 Wednesday 0900-1700 Thursday 0900- 1900 Friday 0900-1700	Saturday 0900-1700

From the information above we can see that what Kent is proposing for its opening hours is aligned to the principles applied elsewhere.

Consultation methodology:

- Consultation leaflet explaining rationale and showing the current opening hours and the proposed opening hours
- Poster at KHLC/Archive search room
- Email / newsletter to user list
- Feedback questionnaire with relevant About You questions – digital and hard copy versions
- Staff in the Archive search room and KHLC briefed to promote consultation to customers and provide support
- Email to key stakeholders not covered by above
- Briefing to Archive user group so aware just in advance
- Entry on consultation directory and invite to registered users who have expressed an interest in being kept informed on consultations regarding Libraries and Archives
- A dedicated page on the Archive website with a copy of the poster. It will signpost people to the consultation documents and questionnaire so they can reply online <https://www.kentarchives.org.uk/>
- All consultation material will be in plain English.
- Staff will be briefed to promote the consultation and provide support to customers who need assistance to understand the proposals and to respond.
- All consultation material to include details of how people can request alternative formats

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Analysis Adverse Impact

Age: Possibly young people attending school or college or Monday-Friday workers but felt mitigated by the Saturday offer

Positive Impact:

Age: More opportunities for class visits, events and activities that benefit current Archive users, and those who haven't visited before. For example older people tell us they are reluctant to visit after dark so not always able to attend evening events. The amended opening hours would enable us to hold events in the daytime - something not possible at present.

JUDGEMENT

Continue to progress the proposal

The consultation process will be used to identify negative impacts on the identified protected characteristics, and will set future opening hours which best suit the majority of search room users.

Part 3 - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
Age	Possibly a detrimental impact on young	Ensure consultation reaches all ages	Future opening hours will be selected to be		Consultation results expected at the	

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	people attending school or college	<p>Use the results of the consultation to select opening times that will be most beneficial to these groups.</p> <p>Better promotion of opening hours including Saturdays</p> <p>Promote that services are still available online</p> <p>Promote local studies services that are still available at the Kent History and Library Services outside of the proposed new hours</p>	beneficial to the majority of search room users.		end of February.	
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Have the actions been included in your business/ service plan?

No. These elements will be included in the consultation plan.

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

To: Growth, Economic Development and Communities Cabinet Committee – 1 February 2018

Subject: Developer contributions and Kent's Library Service

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All Divisions

Summary: This report explains the background to developer contributions, how contributions are calculated and collected for the Council and how these are then used by the library service.

Recommendation: Cabinet Committee is asked to note the details of this report

1. Introduction to Developer Contributions

- 1.1. When considering whether to grant planning permission for new housing Local Planning Authorities are required to weigh up the effects the development would have on the physical environment as well as assessing the impact from the residents of the development, including their impact on public infrastructure.
- 1.2. Where there is not sufficient capacity in local infrastructure to accommodate the additional demand and a planning authority decides that without adequate capacity it would not grant planning permission the development can mitigate this through a planning obligation, also known as a s106 agreement.
- 1.3. The common uses of s106 agreements are to secure affordable housing and to secure financial contributions from the developer to provide infrastructure. The s106 agreement is a formal document, a deed, which states that it is an obligation for planning purposes, identifies the relevant land, the person entering the obligation; it also becomes a land charge and the relevant local authority can enforce against it as a legal contract. A s106 obligation can:
 - Restrict the development or use of the land in a specified way

- Require specified operations or activities to be carried out in, on, under or over the land
- Require the land to be used in a specified way; and or
- Require a sum or sums to be paid to a local authority on a specified date or dates or periodically.

1.4. Developer contributions are most commonly used by Kent County Council to secure financial contributions towards increasing infrastructure capacity to support services which it has a responsibility to provide. The County Council seeks to secure contributions towards the following services:

- Adult Social Care
- Community Learning
- Highways
- Libraries
- Primary & Secondary Education
- Youth Services

2. How the impact of development is calculated for Libraries

2.1. Each year an average of 200 planning applications for housing are made in the County. Contributions cannot be sought from applications of 10 dwellings or fewer but for all other applications an assessment of the increased demand on Kent's library service is undertaken.

2.2. S106 contributions can only be used towards capital costs and must be used towards a project geographically close to the housing development. In areas where a physical expansion or a refurbishment of a library which will provide additional capacity is envisaged, developers are requested to contribute proportionately to the cost of the capital scheme including for additional book stock. These schemes may incorporate other services through co- location e.g. a 'hub'.

2.3. Contributions are also sought towards book stock in areas where the physical expansion of a local library is not planned. In Kent the average number of people living in a home is 2.4; with 13.28% of residents being active borrowers a development of 100 homes is calculated to result in 32 new borrowers. The annual number of issues per borrower is 28.8: using these and other statistics it can be determined that the cost of providing adequate stock for every new dwelling is £48.02.

3. Success to date

3.1. Since 2006, the County Council has secured a total of £9.8m in library contributions from developers. In addition to these financial contributions s106 agreements have also secured the ability for KCC to occupy or use

space to deliver library services from within the planned community buildings of Kent's largest new communities, including for example Chilmington Green in Ashford.

- 3.2. Because the County Council is not the Local Planning Authority for residential development it does not have the power to obligate developments to contribute financially; this rests with the district authorities. In order to secure contributions the County Council must set out evidence of their need and make a clear case that the development should not proceed without mitigation. KCC Performance Indicator ED08 *'Developer Contributions Secured Against Total Contributions Sought'* for the financial year ending March 2017 shows an achievement rate of 86% against asks for library contributions.
- 3.3. Contributions are secured at the point that planning permission is granted, but the contribution payment is tied to the occupation of the development; typically a larger development will have multiple payment points within its build-out programme, known as trigger points. The lag between when planning permission is granted and the time it takes for new homes to be built and occupied means that contributions secured today may not be paid for several years. This also means that there is little control over when this funding is received; this is dependent upon the housing market.
- 3.4. During the financial year ending March 2017 contributions of £1.32m were secured which will become payable in the future. During the same period £230k was received by the County Council from previous s106 agreements.

4. Challenges to securing developer contributions

- 4.1. A fundamental requirement of s106 contributions is that they are used towards capital projects and cannot be applied as revenue. For many services including libraries this means that the true impact of additional demand from development can never be fully recovered through s106. Additionally s106 monies cannot be used towards replacement or maintenance of existing assets, running costs or staffing. All projects where s106 monies are applied must demonstrate that they are providing additional capacity.
- 4.2. There are three legal tests for determining when a s106 agreement can be used, the s106 must be:
 - Necessary to make the development acceptable in planning terms
 - Directly related to the development; and
 - Fairly and reasonably related in scale and kind
- 4.3. Development viability is the most common reason that the full amount requested by the County Council is not secured, this is when the developer

makes a case to the Planning Authority that they cannot afford all of the requests being made of them, planning regulations allow a prioritisation of requests to then take place.

- 4.4. Regulations relating to s106 agreements have become more complex in recent years; regulation 123 of the Community Infrastructure Levy Regulations came into force in April 2015; the effect of this regulation is to limit to just 5 the number of s106 agreements which can be pooled together to finance an individual project.
- 4.5. Previously the County Council was able to secure contributions when it demonstrated they were required and then fund the infrastructure when it was received. For expensive projects such as secondary schools (£20m+) or those which have a wider geographical spread such as a library project, several contributions would be pooled together.
- 4.6. Now the County Council must explicitly state where the money will be spent before a S106 can be signed and only five developments can contribute to a project. If there are ten developments in one town where a library project is planned, the effect of the regulations mean that the County Council can only seek contributions from five of the developments.
- 4.7. This regulation was introduced by Government to encourage districts to move towards charging the Community Infrastructure Levy; however it has had a significant impact on authorities such as County Councils that deliver strategic infrastructure. The County Council has successfully limited the impact of the pooling restriction through delivering projects in multiple phases.
- 4.8. The Community Infrastructure Levy (CIL) is a tariff-based system introduced by Government in 2010 intended to largely replace the existing s106 regime. Under CIL the Local Planning Authority sets a contribution rate per m² which developers are obliged to pay without negotiation. The tariff is administered by the district authority which can choose to allocate the receipts to related infrastructure; under CIL the County Council will bid for funding from the district CIL funds rather than seeking contributions from individual planning applications. The districts which have adopted CIL are Dartford, Sevenoaks and Shepway. The Government is currently how CIL operates.

5. Library Service Use of Developer Contributions

- 5.1. The library service has used developer contributions to ;
 - Fund additional materials that customers can use or borrow
 - provide additional capacity

5.2. The use of S106 funding has been key to service modernised and increasing the capacity of its service points. The most recent capital projects has included the libraries that have been part of Ashford Gateway Plus and Swanley link as well as a programme of library modernisation at Deal, Gravesend and Canterbury Beaney .

5.3. Dartford Library and Snodland library modernisations were completed in the last financial year and summary information is included below with some further information included in Appendix 1.

a) Dartford library modernisation and co-location

5.4. s106 funding contributed towards the modernisation of Dartford library which involved creating a knock through between the library and the museum to make the latter DDA compliant, providing facilities for Families and Social Care Good Day Programme. Public consultation, and customer engagement was undertaken, and public and customer feedback influenced the footprint of the building, decoration and furniture fit out. The newly refurbished library, open access to the Museum and Good Day programme facility was launched in autumn 2016.

Breakdown of Project Funding

Income	£000's	£000's
Library S106 developer contributions	179	179
Modernisation of assets	120	120
FSC ¹	125	125
Dartford District Council contribution	10	10
Total	434	434

b) Snodland library modernisation and access improvements

5.5. S106 contributions were used to enhance services at Snodland library. The project included the installation of an automated entrance to make the library accessible to wheelchair users; removal of some internal walls to open up the public space and improve circulation; creation of a community meeting space, new improved lighting system, and new bookshelves to allow for better display of stock and to accommodate new stock.

5.6. Customers were directly engaged in shaping the improvements. The newly refurbished library was launched in February 2017.

Breakdown of Project Funding

¹ Funding confirmed through PAG

Income	£000's	£000's
LRA S106 dev cons	70.8	70.8
LRA service improvements	7.2	7.2
Total	78.0	78.0

6. Looking Ahead

6.1. Kent has a growing population and the Library Service continues to pursue projects to meet that future demand, including Tunbridge Wells Cultural Hub, Southborough Hub, Herne Bay library modernisation, Faversham library co-location with the Good Day programme. A priority will be to work to maximise use of KCC's building assets and explore all opportunities to bring services together to maximise the outcomes that can be delivered for the people and communities of Kent.

6.2. We also consider projects which meet the need of new growth communities such as Chilmington Green in Ashford. LRA is exploring more innovative approaches to meet this future need to mitigate additional revenue pressures so to ensure sustainability in the future.

7. Recommendation

Recommendation: Cabinet Committee is asked to note the details of this report

8. Appendices and Background Documents:

Appendix 1: Case Studies

9. Report Author

James Pearson

Head of Service: Libraries, Registration and Archives

Tel 03000 414923

Email: james.pearson@kent.gov.uk

Relevant Director

Barbara Cooper

Corporate Director, Growth, Environment and Transport

Tel: 03000 415981

Email: Barbara.copper@kent.gov.uk

Dartford Library refurbishment update

"My son was so excited when he first walked into the newly renovated library. He didn't quite know where to start first! The new children's area is open and an accessible space with lots of light streaming in from the park. The selection of children's books appears to have doubled in size. Every other book we take out is brand new! There is so much more additional seating (both sofas and desk) for the kids".

- Jen, Dartford resident via dartfordliving.com



"Very impressed—well done and didn't take that long either!!"

Matthew says:

Colleagues in the Day Service who, are now co-located within the library, have given positive feedback on the working relationship between library staff and social services staff.

There is evidence of good partnership working with Dartford Borough Council, not least by the newly set up Friends of Peter Blake Gallery group, containing local councillors and officers from KCC LRA and DBC.

Customer comments have shown a positive response to the new décor and layout of the library. Staff are enthused by their new surroundings which again is reflected in the customer feedback.

- Service Manager for Dartford



"A mountain of children reading!"
 Remarked a teacher commenting on the pupils sitting on the pyramid seating in the new children's library.



"Beautiful—fresh but still retained the essence of the building"

"Money well spent"

"The library looks lovely, with lots of new books available. Found all the books very easily for my sons project for school."

Snodland's refit

Snodland has received a much needed refit this quarter.

The library reopened on 21 December and was well attended by members of the local community. The redesign is a success with customers reporting that they love Snodland's new look.

The library was opened by Cllr Mike Hill and Cllr Sarah Hohler.

The new library has improved disability access and a new community meeting space. It is set to offer a range of activities from Baby Rhyme to Crafting sessions to Computer access.

Issues up by 14% in Q4 compared to same period



Jennifer says:

We are so pleased to have refurbished Snodland Library in recent months. The library is now enjoyed by all and has a bright new look with improved access. We gathered as much input on the design from the local community in advance of the works and we are thrilled to see the new space being used by so many customers.

"Sometimes I feel like the book is coming to life and sometimes I sit there for hours. Sometimes I feel like they are real. I can't take my eyes off them. Sometimes the book is so good that I sneakily read under the covers because I want to read on. My imagination has gone wild.

Lacie, one of Snodland's younger borrowers

Snodland's refit: The seal of approval from some of Snodland's older and younger borrowers!

Excellent service, always very helpful. New refurbishment is excellent, appears more spacious and a good library system. The elderly have been considered with the personal service.

Carol, One of Snodland's adult users



From: Roger Gough, Cabinet Member for Children, Young People and Education.

Matt Dunkley, Corporate Director, Children, Young People, and Education

To: Growth, Economic Development and Communities Cabinet Committee – 1 February 2018

Decision No: N/A

Subject: Employer Guilds, Adult Skill Forums and their role in addressing the employment and skills needs of the County

Classification: Unrestricted

Past Pathway of Paper: A progress report on Kent & Medway Employer Guilds was made to this Committee in March 2017

Future Pathway of Paper: A further progress report, will be provided to this Committee on 15 November 2018

Electoral Division: All Divisions

Summary:

This report explains the current position of employment and skill levels of adults in the County, providing the context for the work of (a) Employer Guilds and (b) Adult Skill Forums

Recommendation(s):

The Cabinet Committee is asked to note the content of the report and recognise the need for co-ordinated action to improve skill levels in the context of the County’s response to the Government’s Industrial Strategy.

1. Context: employment and skill levels in Kent¹

1.1 Adult unemployment (16-64) and Youth unemployment (16-24) in Kent are each below the National Average, but are above the levels of our South East neighbours (figures)

- Unemployment 16-64: Kent 1.7% (15,750), GB 1.9%, South East 1.4%
- Youth Unemployment 16-24 : Kent 2.8% (3,550); GB 2.8%; South East 2.0%

1.2 Unemployment (16-64) is higher than the National Average in five districts in Kent. Youth unemployment (16-24) is higher than the national average in six Districts.

Table 1

	18-64	18-24
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¹ KCC Business Intelligence Statistical Bulletin. Nov 2017. NOMIS, October 17

Dover	2.3%,(1,520)	4.6% (380)
Gravesham	2.1% (1,390),	3.8% (320)
Shepway	2.2% (1,415)	3.5% (275)
Swale	2.3%, (1,970),	4.6% (530)
Thanet	3.4% (2,755)	5.7% (630)
Ashford		3.3% (305)
Kent	1.7% (15,520)	2.8% (3,550)
South East	1.4%	2.0%
GB	1.9%	2.8%

1.3 Unemployment is **concentrated** in a small number of wards. For example, 7 of 25 wards in Swale account for 50% of the District's unemployment and, in Thanet, 7 of 23 wards account for 62% of its unemployment.

1.4 Although unemployment is currently nationally, and locally, relatively low, the cost of unemployment is still significant. For example, the 3,550 young people 19-24 currently claiming Job Seekers Allowance represent a cost of **£10.7m** (3,550 x 52 weeks x £57.90 per week) in benefits alone. To this can be added the lost revenue from income tax payments and the financial cost of social ills associated with unemployment.

The financial, and other, benefits of assisting young adults into the workforce are many and obvious.

1.5 Skill Levels in Kent are now below the National Average at **all** levels, and are significantly below South East levels²:

Table 2

	Adults with NO qualification s %	Adults at Level 2 Equivalent to 5 x GCSE A*-C) %	Adults at Level 3 (equivalent to 2 A Levels) %	Adults at Level 4 and Above %
Kent	7.3	73.1 (74.6)	54.4 (54.4)	36.9 (33.6)
South East	6.5	77.5 (76.5)	60.3 (59.3)	41.4 (38.3)
GB	9.3	74.3 (72.3))	56.0 (55.8)	38.0 (35.2)
ALES Strategy KPI ambition (%)	6	80	60	40

1.6 Time series statistics show that, from 2001 the skill levels of the Adult Population, nationally; have been steadily increasing, largely because young people with qualifications enter the labour market replacing older, unqualified/less qualified people as they retire.

- 1.7 Although skill levels in Kent have, likewise, steadily increased, we have fallen further behind our geographical neighbours and, more recently, behind the National Average.

For further details re time series see **local authority profiles at: www.nomisweb.co.uk,**

- 1.8 **Priority Sectors:** For economic growth it is not sufficient to improve qualification levels. Skills are needed in the *right* sectors – those perceived to have high value, such as science and engineering, and those with high employment demand, such as health & social care, hospitality and construction. Education and training providers need to be responsive to the needs of the labour market and create clear pathways to skilled employment including ‘alternative escalators to higher skills’³.
- 1.9 **Priority Communities:** People from lower socio-economic backgrounds are far less likely to access training and education than those from higher socioeconomic backgrounds; people who left education at age 16 are far less likely to access education/training than graduates; and people from deprived and isolated communities are less likely to access education/training. Given that people from these groups are the very people who need education and training the most, in order to maintain independent and productive lives, some targeting of resources is required.

2. Response

- 2.1 In 2015 the *Adult Learning Employment and Skills Strategy 2015-18* was published. The strategy contains fourteen KPIs framed within four key priorities:

- Reduce unemployment
- Increase adult skill levels
- Increase training and employment in priority sectors
- Increase employment and participation in learning amongst priority communities

Available at: https://www.kelsi.org.uk/data/assets/pdf_file/0020/54632/Adult-Learning-Employment-and-Skills-Strategy-2015-2018.pdf

Note: At the time of writing, the ALES strategy is being updated and a 2018-21 Strategy is being produced. A draft version of the refreshed Strategy will be available in January 2018.(prior to the Committee meeting)

- 2.2 In consultation with a wide range of stakeholders, including FE and HE College, Training Providers, Job Centre Plus, Adult Education, and employer representatives, an *Action Plan* was produced to deliver the KPIs

- 2.3 Two mechanisms have been created to support delivery of the strategy:

- 2.3.1 **‘Employer Guilds’** across eight industrial sectors:

- Sciences

³ CBI Annual Skill Survey. Pearson, 2016

- Engineering & Advanced Manufacturing
- Construction & the Built Environment
- Land Based Industries
- Hospitality & Tourism
- Health & Social Care
- Creative & Media
- Financial Services

The purpose of the Guilds is to *'provide an interface between employers and education /training providers'*

Each Guild is attended by employers from within a defined sector, universities, FE Colleges and training providers and schools that have a focus on the sector. (A data-dashboard is attached illustrating the make-up of each Guild).

Currently 181 companies are signed up to the Guilds, approximately half of which regularly attend (quarterly) Guild meetings.

For 2017/18 the Guilds have been targeted to provide:

- 800 work placements
- 300 apprenticeship opportunities
- 20 Employer advisers for the Careers Enterprise Company (CEC)
- 20 Schools receiving the support of employer advisers (CEC)

To date the companies attending the eight guilds have reported providing a total of 458 work placements and 215 Apprenticeship Opportunities. The guilds are on course to achieve both targets by the end of the academic year .

The purpose of work placements is to provide an opportunity for young people to gain experience of the workplace. For some older pupils this occasionally leads to employment. The primary purpose is for younger pupils to begin to consider their career options as part of a CEIAG offer.

KCC Skills and Employability jointly funds a post with the Careers Enterprise Company. The postholder, Munya Badze, has worked through the Guilds to appoint 28 'employer advisers' that work with 24 schools to broker employer engagement.

2.3.2 Adult Skill Forums

Commencing in July 2016 Adult Skill Forums have met on a quarterly basis at five locations across the County, based around the catchment areas of the five FE Colleges.

- Hadlow, West Kent and Ashford Colleges (Ashford, Sevenoaks, Tonbridge and Tunbridge Wells)
- Maidstone, Mid Kent College (Maidstone, Swale and Medway)
- Canterbury, Canterbury College (Canterbury and Shepway)
- Broadstairs, East Kent College (Thanet and Dover)
- Dartford, North Kent College (Gravesend and Dartford)

The meetings are attended by FE & HE College reps, training providers, Adult Education staff, District Economic Development Officers and Job Centre Plus staff.

The primary purpose of the Adult Skill Forums is to build pathways between providers creating 'alternative escalators to higher skills'. Information sharing and qualification mapping help this process. For example, the five Forum meetings in January led to Independent Training Providers delivering Social Care, linking with Christ Church University's new degree apprenticeships to create a pathway from level 2 to level 5; CLS has created local referral mechanisms for parents attending family learning to attend access courses at FE colleges; and training providers have linked with Colleges to provide specific elements of courses such as online functional skills and enterprise education.

KCC contributes directly to the training of adults through CLS providing courses in literacy and numeracy, and through family learning. Beyond this KCC has a role in mobilising all of the relevant providers to respond to compelling evidence of need.

3. SELEP

- 3.1 South East LEP has responsibility for allocating £72m of European Social Funds for Skill Development. As this requires match funding, SELEP has formed three partnerships with the SFA (now ESFA), DWP and Big Lottery Fund and has allocated over £50m to the three partners.

SELEP has offered 18 contracts with values from £250,000 to £11m. The 12 organisations that won these contracts work with a multitude of sub-contractors.

Detailed information about the funds and the many providers that are delivering training can be found on the SELEP Website:

<http://www.southeastlep.com/skills/esf>

- 3.2 Programmes began to operate earlier this year and include

Skills Support for the Workforce (SSW) :

- Higher Skills (Ixion),
- Higher Digital Skills (EK College), and
- Numeracy/Literacy (STUK)

Skills Support for the Unemployed (SSU):

- Preparation for Apprenticeship (STUK)
- Numeracy and Literacy (STUK) ;
- Preparation for Employment (REED in Partnership)

It is hoped that each of these programmes will have an impact on increasing employment and increasing adult skill levels.

3.3 The remaining £20m was the subject of a LEP seminar in September. There will be calls for proposals early in 2018 and it is anticipated that these will include a funding stream for Employer Engagement.

4. **The industrial Strategy**

4.1 In November 2017 the government released the *Industrial Strategy White Paper: Building a Britain Fit for the Future*. The Strategy contains five strands: Ideas, **People**, Infrastructure, Business Environment and Places.

The 'People' (skills) strand has the following themes:

- Building on strengths – particularly the Higher Education sector
- Building a world class Technical Education system, including the introduction of new qualifications (T-Levels), and, of course, growing apprenticeships.
- Driving up the study of maths and digital skills
- Creating opportunities for all throughout life, which includes the creation of a National Re-training Scheme for people already in the workforce.

The Industrial Strategy responds to concerns about productivity and the UK's international competitiveness – and places skills at the heart of the Strategy. This is a very welcome development as it recognises the need to make radical improvements to our training infrastructure, including re-training and upskilling the existing workforce.

Kent County Council is responding to the Industrial Strategy by producing a *Kent Enterprise and Productivity Strategy*. The strategy recognises the need to improve the education and skill levels of the County's workforce in order to deliver economic growth.

5. **Conclusion**

5.1 Kent has serious issues with its skill levels and, therefore, its ability to respond to the changing requirements of commerce and industry. There is a risk that some parts of Kent could become low-value, low-skill economies - but this can be mitigated if attention is paid to ensuring that our education and skills system responds to the needs of local and wider industry, driving up skills.

Employer Guilds and *Adult Skill Forums* can play an important role in influencing employers, education and training organisations to provide a responsive skills system, and place KCC in a position of strategic leadership, as the National *Industrial Strategy* is implemented.

6. **Recommendation(s)**

<p>The Cabinet Committee is asked to note the content of the report and recognise the need for co-ordinated action to improve skill levels in the context of the County's response to the Government's Industrial Strategy</p>
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7. Background Documents

7.1 14 -24 Learning, Employment & Skills Strategy. -
http://www.kent.gov.uk/_data/assets/pdf_file/0014/6206/14-24-learning,-employment-and-skills-strategy.pdf

8. Contact details

Report Author

Allan Baillie. Skills & Employability Manager (Adults)
Tel 03000 415799
allan.baillie@kent.gov.uk

Relevant Director:

Sue Dunn, Head of Skills & Employability
Tel: 03000 416044
E-mail: Sue.dunn@kent.gov.uk

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

To: Growth, Economic Development & Communities Cabinet Committee – 1 February 2018

Subject: European Funding

Classification: Unrestricted

Past Pathway of Paper: N/A

Electoral Divisions: All Divisions

Summary:

This paper provides an update on the state of play for EU funding programmes and EU funded projects in Kent.

Recommendation:

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

1. Introduction

1.1. The European Union has funded Kent projects on a range of topics including economic development, trade & investment, rural development, health & social care and the environment. For the current EU programming period 2014-20, KCC set itself an overall target of securing £100 million from EU funding for the county.

2. Approved Projects & Project Pipeline

2.1. Since the last update to GEDCCC in June 2017, additional European funding has been secured by Kent-based organisations: 8 new projects have been approved under the Interreg '2 Seas' and 'Channel' programmes worth a total of £6m and a further project under the South East LEP European Structural and Investment Fund ('ESIF') programme worth £200,000. As at December 2017, around 47 projects worth a total of some £82 million have been secured from the various European programmes for which the county is eligible. **Annex 1** lists the projects approved to date.

2.2. Several new project applications have recently been submitted:

- 17 projects involving Kent organisations submitted Interreg '2 Seas' stage 1 concept notes in November 2017. These include three from Kent County Council, 12 involving Kent's universities and others involving the Health & Europe Centre, NHS trusts and a District Council. Those receiving a positive recommendation will be invited in February to submit a full application by 2 May 2018. Three other projects are currently re-working their applications.

- Three Kent projects submitted expression of interest forms to the Interreg 'Channel' programme in November 2017. These are being worked into full application forms for the March 2018 submission deadline.

3. EU Funding programmes – what next?

- 3.1. The current Interreg programmes still have significant amounts of funding available to allocate to new projects and arrangements are currently being made for calls for proposals in 2018. **Annex 2** shows the application deadlines and funding remaining.
- 3.2. KCC hosted a '2 Seas' project development workshop in October 2017 to encourage KCC services and other local organisations to take advantage of the remaining opportunities to apply for co-operation funding. Plans are underway for similar events at the start of 2018 for the Channel and North West Europe programmes (see **Annex 3** for programme geographies). KCC and Kent organisations are being encouraged to develop new project applications.
- 3.3. Some of the Interreg programmes are now developing targeted calls for projects. The Channel programme, for instance, will be inviting organisations to join strategic projects during 2018. Kent organisations may be able to get involved in new project applications on different themes including rural tourism development and the economic integration of refugee families.
- 3.4. Following the Brexit talks in December 2017, some clarifications on the status of the current Interreg programmes have been provided (see **Annex 4** for the text resulting from the negotiations). The Interreg programmes for which Kent is eligible will continue to run as originally planned for the whole of the 2014-2020 funding period. This means that UK-based organisations will continue to be able to apply for funding during 2018 and 2019 for projects which can run until mid-2022. Projects will need to demonstrate good value for money and be in line with UK strategic priorities.
- 3.5. There is considerable uncertainty about what arrangements might replace EU funding after the UK leaves the European Union. During the December 2017 Brexit negotiations, the UK government also expressed a wish to participate in some of the post-2020 EU co-operation programmes. This would mean that UK-based organisations might be able to access funding programmes such as Interreg or the 'Horizon 2020' research programme. Non-EU Member States such as Norway and Switzerland are currently able to participate in EU funding programmes and similar arrangements might be put in place for the UK in the future. There are also indications that the Government's 'Shared Prosperity Fund' might be developed to replace ERDF and ESF programmes beyond 2020. Any further clarifications will be communicated to Members.

4. Conclusion

- 4.1. Despite a period of uncertainty since the EU referendum in June 2016, our proactive approach to bidding means that Kent is on the way to achieving its European funding target for the 2014-20 programming period. There are

still opportunities to develop new projects under the current EU funding programmes and we are encouraging Kent organisations to do so.

5. Recommendation:

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

Contact details:

Report Authors:

Dafydd Pugh, Project Manager, Brussels

Tel: 03000 417157

email: dafydd.pugh@kent.gov.uk

Steve Samson, Trade Development Manager

Tel: 03000 417167

email: steve.samson@kent.gov.uk

Relevant Director:

David Smith, Director of Economic Development

Tel: 03000 417176

e-mail: David.Smith2@kent.gov.uk

Annex 1: KCC/Kent Projects Approved as at December 2017

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
Interreg 5A 2 Seas Programme				
ISE (Innovative Sector Exchange)	Kent County Council	£431,000 (incl. £123,000 for Kent Invicta Chamber)	A business support project to help Kent companies innovate and internationalise by connecting them to SMEs in nearby European partner regions to promote collaborations and innovation	Approved at Programme Monitoring Committee (PMC) meeting on 29 February 2016. (Green)
DWELL (Diabetes and WELLbeing)	International Health Alliance/ KCC / Canterbury Christ Church University	£850,000	To encourage people with poorly controlled diabetes to make sustainable changes to health and wellbeing related behaviour.	Approved at Programme Monitoring Committee (PMC) meeting on 12-13 July 2016.
EDUCAT (Empowerment of Disabled People through co-production of Assistive Technology)	University of Kent/East Kent Hospitals	£500,000	Empowering disabled people through assistive technology.	Approved at Programme Monitoring Committee (PMC) on 12-13 July 2016
INCASE (Towards Industry via Networking Control Applications and Sustainable Engineering)	University of Kent/University of Greenwich	£260,000	Facilitate smart growth through the development of automation technologies.	Approved at Programme Monitoring Committee (PMC) on 12-13 July 2016
PACE (Providing Access to Childcare and Employment)	Kent County Council	£275,000	Develop and test new models for childcare services to facilitate new routes to employment for vulnerable parents.	Approved at Programme Monitoring Committee (PMC) on 12-13 July 2016; implementation underway.
PROFIT (PROfessional Framework for Innovation in Tourism)	Visit Kent	£240,000	To support Kent-based tourism SMEs to innovate and adapt traditional business models to encourage long-term growth.	Approved at Programme Monitoring Committee (PMC) on 12-13 July 2016
SCAPE (Shaping Climate Change Adaptive Places)	Kent County Council/AONB	£200,000	To make coastal landscapes better adapted and more resilient to climate change.	Approved at Programme Monitoring Committee (PMC) meeting on 12-13 July 2016.
Triple C (Climate resilient community-based catchment planning and management)	Kent County Council/AONB	£180,000	Climate resilient community-based catchment planning and management – will support natural flood management measures in the Upper Darent.	Approved at Programme Monitoring Committee (PMC) meeting on 12-13 July 2016.
Triple A (Adoption of low carbon technologies by homeowners through increased Awareness and easy Access)	Kent County Council	£320,000	A financing scheme for domestic energy efficiency measures	Approved at Programme Monitoring Committee on 24 November 2016.
ICARES (Innovation Cluster Accelerating Remote Sensing)	Kent County Council/AONB	£ 108,000	Develop remote sensing technology for monitoring agriculture, nature and water.	Approved at Programme Monitoring Committee (PMC) on 25 November 2016.

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
Interreg 5A 2 Seas Programme				
CASCADE (Community Areas of Sustainable Care and Dementia Excellence in Europe)	International Health Alliance /Canterbury Christ Church University	£3.7 million (incl. Medway)	To develop a financially sustainable approach to elderly/dementia care (EDC) that can be replicated across Europe.	Approved at Programme Monitoring Committee (PMC) on 7 February 2017.
SBS (Step by Step)	International Health Alliance/KCC/CCCUniv	£650,000	Improving the physical and mental well-being of men, increasing the uptake of health interventions.	Approved at Programme Monitoring Committee (PMC) meeting July 2017.
STAR2CS	Kent County Council	£360,000	Reduce the impacts of future flooding and adapt to climate change by demonstrating how to build cost-effective and incremental adaption measures into planning and decision-making.	Approved at Programme Monitoring Committee (PMC) meeting July 2017.
SUMARIS (Sustainable management of rays and skates)	Kent and Essex Inshore Fisheries Conservation Authority	£80,000	improving the management of fish stocks – rays and skates – in the Channel	Approved at Programme Monitoring Committee (PMC) meeting July 2017.
TICC (Transforming Integrated Care in the Community)	International Health Alliance /KCC/Kent Community Health Foundation Trust	£1,500,000	A project to transfer an innovative and cost-effective Dutch social care model to Kent where teams of staff will manage themselves and provide all aspects of integrated care at home in a designated neighbourhood.	Approved at Programme Monitoring Committee (PMC) meeting July 2017.
BIO4SAFE	NIAB East Malling Research	£155,000	A project researching resource efficiency (water and fertiliser use) and safeguarding in horticulture by using bio-stimulants and innovative sensors	Approved at Programme Monitoring Committee (PMC) meeting July 2017.
PROWATER (Protecting and Restoring Raw Water Sources Through Actions at the Landscape Scale)	Kent County Council	£83,000	A project which will explore how land management in Kent can improve the infiltration of rainwater to replenish aquifers.	Approved at Programme Monitoring Committee (PMC) meeting November 2017.
Interreg 5A France-England Channel Programme				
ADAPT	International Health Alliance	£1.4 million	Development of innovative assisted technology for people with severe cognitive and physical disabilities.	Approved at Programme Monitoring Committee on 29 November 2016.
SURFAS (Flexible smart surfaces for augmented indoor communications)	University of Kent	£175,000	Development of energy-efficient solutions to reduce the cost of Communicating Devices (CDs) including alarms, wireless access etc.	Approved at Programme Monitoring Committee on 2 February 2017
GO TRADE	Visit Kent; Gravesham Borough Council; University of Greenwich	£685,000	A project to increase visitor footfall to traditional markets and help traders build sustainable businesses. Visit Kent, Gravesham Borough Council and the University of Greenwich are among 16	Approved at Programme Monitoring Committee in July 2017

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
Interreg 5A 2 Seas Programme				
INCREASE	Optivo	£1,300,000	French and British partners. Develop a new cross-border training programme to help social housing residents set up their own micro-businesses or achieve other forms of employment	Approved at Programme Monitoring Committee in July 2017
Interreg 5B North West Europe (NWE) Programme				
Boost4Health	Kent County Council	£197,000	A project to connect Kent's new life science cluster and companies from different European countries and support them in their export journey by providing access to relevant expertise and business contacts through an innovation voucher scheme.	Full Application approved at PMC on 25 February 2016.
E = 0 - Creating a mass market for net zero energy retrofits in NEW	Moat Homes Ltd	£1,08 million	Addressing poor energy performance of residential buildings by generating a new mass market for net zero energy retrofits across NWE	
Interreg 5B North Sea Region (NSR) Programme				
BEGIN (Blue Green Infrastructure through social innovation)	Kent County Council	£110,000	To identify climate adaptation solutions for flooding in urban areas (Swale) service management approaches, business cases and social innovation approaches.	Approved at Steering Committee on 27-28 September 2016.
FRAMES (Flood Resilient Areas by Multilayer Safety)	Kent County Council	£263,000	A project focusing on risk and crisis management and develop new mechanisms to improve local resilience to flooding.	Approved at Steering Committee on 27-28 September 2016.
Inn2Power(Innovation to Push Offshore Wind Energy Regions)	Kent County Council	£185,000	To improve innovation capacity and access to the offshore wind industry for SMEs by creating the appropriate support conditions.	Approved at Steering Committee on 27-28 September 2016.
Interreg 5C (Europe) Programme				
PASSAGE (Public authority supporting low carbon growth)	Kent County Council	£213,000	Development of low carbon strategies to prevent pollution in maritime borders.	Approved at PMC on 10 February 2016.
SME Internationalisation Exchange (SIE)	Kent County Council	£195,000	A policy exchange project focusing on the challenges and solutions for SME internationalisation. The project will enable KCC to learn and test new ways of supporting Kent SMEs into export markets and to forge links with other EU regions to help with market entry.	Approved at PMC on 10 February 2016.
Green Pilgrimage	Kent County Council – Kent Downs AONB	£187,000	Promotion of green pilgrimage in support of tourism, health and wellbeing outcomes focused on the North Downs Way National Trail.	Approved at PMC on 5 October 2016.

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
Interreg 5A 2 Seas Programme				
South East LEP ESIF Programme (ERDF)				
LOCASE (low carbon across the South East)	Kent County Council	£3,800,000	A business support project for supporting the shift towards a low carbon economy in all sectors.	Approved .July 2016
Inward Investment Kent	Kent County Council	£1,752,000	A joint project with Locate in Kent to retain and attract investment into the life science sector, including the development of the emerging Biogateway Kent Life Science Cluster.	Approved November 2016
South East Business Boost (SEBB)	Kent County Council (with Medway)	£1,100,000	SEBB will provide direct 1:1 advice to Start-Up and early stage businesses and firms that are seeking to grow through process and product innovations. It also offers a grant programme focused on innovation.	Approved
South East Creative, Cultural and Digital project (SECCAN)	Kent County Council & Thurrock DC	£200,000	A three-year programme of creative industry business support incl. Creative Hubs in Margate and Folkestone.	Contract negotiation underway
South East LEP ESIF Programme (ESF)				
Enhancing Apprenticeships Kent and Medway (SFA opt-in service)	Skills Training UK (provider)	£7,234,000	Apprenticeship services Kent & Medway	MOU agreed November 2016. Runs to July 2018
Digital skills (EFSA)	East Kent College (Provider)	£1,416,550 (whole SELEP area)	East Kent College delivering digital skills for people in employment across SELEP area, working with local colleges. Courses at level 3 and above matched to growth sectors	Runs to 2018
Higher level skills	Ixion Holdings (Provider)	£4,604,575 (whole SELEP area)	Delivering higher level skills (level 3+) for people in employment across the SELEP area. Skills to align to priority sectors and employer need	Runs to July 2018
Basic skills	Skills Training UK (Provider)	£2,000,000 (whole SELEP area)	Supporting basic skills in the workplace (up to level 2) across the SELEP area for adults (19+)	Runs to July 2018
Numeracy skills	Skills Training UK (Provider)	£2,160,000 (whole SELEP area)	Supporting numeracy in the workplace across the SELEP area for adults (19+)	Runs to July 2018
Employment Support for people with disabilities and	Sussex Community Development Foundation	£3,574,000 over 3 years	Funding for third sector partnerships to provide intensive and ongoing practical employment support	Approved.

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
Interreg 5A 2 Seas Programme				
long term health issues			for disadvantaged people with long term physical health issues or disabilities to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.	
Employment support for people with mental health issues	Porchlight and Sussex Community Development Foundation	£2,260,000 over 3 years	Funding for third sector partnerships to provide intensive and ongoing practical employment support for disadvantaged people with either a primary or secondary mental health condition to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.	Approved
Employment support for older people	Social Enterprise Kent CIC	£483,000 over 3 years	Funding for third sector partnerships to provide intensive and ongoing practical employment support for older people (aged 45 and over) to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.	Approved
Employment support for lone parents	Gingerbread (national charity)	£831,000 over 3 years	Funding for third sector partnerships to provide intensive and ongoing practical employment support for lone parents to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex areas	Approved.
Employment support for people with difficulty sustaining employment	Royal British Legion Industries Ltd	£870,000 over 3 years	Funding for third sector partnerships to support people who are furthest from the labour market to overcome barrier to move towards and into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.	Approved.
South East LEP ESIF Programme (EAFRD)				
Biddenden Fruit Handling and Contract Processing	Biddenden Vineyards	£70,850	Purchase and installation of new fruit handling and pressing machinery.	Approved at ESIF Committee on 15 March 2016.
Simpson's Wine Estate Business Growth	Simpson's Wine Estates	£143,150	Conversion of 2 agricultural buildings into a winery.	Approved at ESIF Committee on 15 March 2016.
Business growth project	RG Gibson Ltd.	£151,400	Farm shop expansion	Approved in 2017
Business diversification	Rankins Farm	£135,250	Installation of Glamping pods	Approved in 2017
Business development	SW Attwood & Partners	£418,300	Grain storage & processing	Approved in 2017

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
Interreg 5A 2 Seas Programme				
Business development	WB Chambers Farms Ltd.	£266,700	Project starfruit	Approved in 2017
Connecting Europe Facility (CEF) Programme				
BRIDGE (Building the Resilience of International & Dependent Gateways in Europe)	Port of Dover	£18,900,000	Maritime and civil works – including new quay walls, dredging, land reclamation to create additional freight vehicle capacity.	Approved 10 July 2015 and Implementation underway.
BRIDGE - Motorways of the Sea II	Port of Dover	£23,450,000	Financing of refrigerated cargo terminal in Dover and relocation of cargo operations to initiate port-centric distribution and utilise empty backloads.	Approved 10 July 2015 and Implementation underway.
ERASMUS + (Education & Training)				
Inclusion for Young Newcomers!	Kent County Council	£62,700	Comparative research across systems of education in Europe to improve classroom teaching and practice and consider similarities and differences.	Approved July 2016; implementation underway.
ABLO	International Health Alliance	£46,000	To train staff in the use of the Arts for the benefit of patients with long-term conditions.	Approved and implementation underway.
Working Together to promote Diversity and Inclusion	Kent County Council	£8,000	Youth Exchange.	Approved.

Annex 2: EU ‘Territorial’ Funding Programmes 2014-20 open for applications from KCC/Kent

Programme (see also maps)	Priorities	Programme Budget	Grant rate	Latest/Next Calls	No. of projects, value secured by KCC/Kent to date
Interreg ‘2-Seas’ Cross-Border Cooperation	<ul style="list-style-type: none"> • Innovation • Low Carbon • Climate Change • Resource Efficiency 	€257m €137m left (Oct 17)	60%	February - May 2018 Call 5 Full Applications & call 6 stage 1 applications Sept – Nov 2018 Call 6 full applications	17 - £9.86 million
Interreg ‘Channel’ Cross-Border Cooperation	<ul style="list-style-type: none"> • Innovation • Low Carbon • ‘Enhanced Attractiveness’ • Balanced Development 	€223m €167m left (Sep 17)	69% 80%	January; March; July 2018: Step 1 deadlines Jan; March; Sept; Oct 2018 Full application deadlines April & October 2018 Micro-Projects	3 - £1.94 million
Interreg North West Europe (NWE) Transnational Cooperation	<ul style="list-style-type: none"> • Innovation • Low Carbon • Resource Efficiency 	€396m €285m left (Sep 17)	60%	April 2018: Call 7 step 1 July 2018 Single stage (renewables)	2 - £1.2million
Interreg North Sea Region (NSR) Transnational Cooperation	<ul style="list-style-type: none"> • Innovation • Low Carbon • Climate Change • Environment • Sustainable Transport 	€157m	50%	Jan-March 2018 Call 5 Full Applications Possible call 6 TBC	3 - £558K
South East LEP ‘European Structural & Investment Fund (ESIF)’	<ul style="list-style-type: none"> • Innovation • SME Competitiveness • Low Carbon • Employment • Education • Social Inclusion 	€185 m	50%	Jan 2018 Stage 1 Applications invited <ul style="list-style-type: none"> • £17.5m available for SME support • £6.9m for Innovation and Research • £6.9m available for Low Carbon. 	4 - £6.8 million

Annex 3: Maps of Programme Areas

Interreg '2-Seas' Cross-Border Cooperation programme 2014-20

Promoting joint working and cross-border cooperation between partner organisations in England, France, Flanders and The Netherlands

- € 257 million
- Managing Authority: Nord-Pas de Calais
- 60% Co-financing rate

www.interreg4a-2mers.eu/2014-2020

Interreg 'Channel' Cross-Border Cooperation Programme 2014-20

Franco-British Cooperation across the English Channel

- €223 million
- Managing Authority: Norfolk

www.interreg4a-manche.eu

North West Europe (NWE) Transnational Cooperation Programme 2014-20

Addressing EU-wide challenges and opportunities across a wide geographical area

- €396 million budget
- Enhancing the capacity of NWE to generate innovation; climate change mitigation and investing in eco-innovation and resource efficiency

www.nweurope.eu/index.php

North Sea Region (NSR) Transnational Cooperation Programme 2014 - 20

Will cover the three Priority Themes of Innovation, Environment and Transport

- €167 million budget
- Revitalising the NSR Economy; Leading on Sustainable Growth and Sustainable Transport and Logistics

www.northsearegion.eu

SELEP EU STRUCTURAL & Investment Fund (ESIF) 2014-2020

www.interreg4c.eu/interreg-europe

Interreg Europe Programme

www.southeastiep.com

Annex 4: Extract from the “Joint Report from the Negotiators of the European Union and the United Kingdom Government on Progress During Phase 1 of Negotiations Under Article 50 TEU on the United Kingdom’s Orderly Withdrawal from The European Union”

Published on the TF50 website on 8 December 2017 (Task Force for the Preparation and Conduct of the Negotiations with the United Kingdom under Article 50 TEU (TF50))
https://ec.europa.eu/commission/sites/beta-political/files/joint_report.pdf

Origin: Presented jointly by the negotiators of the European Union and the United Kingdom Government.

Remarks: This report is put forward with a view to the meeting of the European Council (Article 50) of 14-15 December 2017. Under the caveat that nothing is agreed until everything is agreed, the joint commitments set out in this joint report shall be reflected in the Withdrawal Agreement in full detail. This does not prejudice any adaptations that might be appropriate in case transitional arrangements were to be agreed in the second phase of the negotiations, and is without prejudice to discussions on the framework of the future relationship.

UK participation in programmes of the MFF [Multiannual Financial Framework] 2014-2020

Article 71. Following withdrawal from the Union, the UK will continue to participate in the Union programmes financed by the MFF 2014-2020 until their closure (excluding participation in financial operations which give rise to a contingent liability for which the UK is not liable as from the date of withdrawal). Entities located in the UK will be entitled to participate in such programmes. Participation in Union programmes will require the UK and UK beneficiaries to respect all relevant Union legal provisions including co-financing. Accordingly, the eligibility to apply to participate in Union programmes and Union funding for UK participants and projects will be unaffected by the UK’s withdrawal from the Union for the entire lifetime of such projects.

Article 72. In the second phase of negotiations it could be agreed that some rules related to Union programmes that would be considered as not relevant in relation to a departing Member State would not apply. As part of the second phase of negotiations, the Union and the UK could also decide to agree to simplified procedures so as to avoid unnecessary administrative burdens extending well beyond the end of the current multiannual financial framework, provided that they respect the sound financial management of the Union budget and do not result in discrimination in favour of the UK or UK beneficiaries. The UK and the Union could also agree on administrative procedures to facilitate the management of specific programmes.

Article 73. The UK states that it may wish to participate in some Union budgetary programmes of the new MFF post-2020 as a non-Member State.

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

To: Growth, Economic Development and Communities Cabinet Committee
– 1 February 2018

Subject: Members' recent visit to Swale Borough

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All Divisions

Summary: This report is in two parts. Firstly it summarises the outcomes of the recent visit by KCC Members to Swale Borough. The second part of the report outlines plans for further proposed visits to other Kent districts during the first half of 2018.

Recommendation: The Cabinet Committee is asked to receive and endorse the report.

1. Introduction

- 1.1 At the November meeting of this Cabinet Committee, Members agreed that officers be tasked with arranging a programme of informal visits to each of the Kent districts. The objective of the district visits programme is to provide an opportunity for Cabinet Committee Members, as well as other KCC Members, to gain an understanding of the economic development and regeneration opportunities and challenges within each of the Kent districts.
- 1.2 The purpose of this report is to summarise the main outcomes of Members' recent visit to Swale Borough on 28 November, and to outline the programme of proposed district visits for the first half of 2018.

2. Outcome of the visit to Swale Borough

- 2.1 The visit to Swale Borough on 28 November was arranged with the full support of officers and Members of Swale Borough Council, who were also on hand during the visit to provide details about the main economic development and regeneration opportunities and challenges for the district. The itinerary for the visit is set out in Appendix 1 of this report.
- 2.2 Some of the main opportunities and challenges for economic development and regeneration in Swale Borough are summarised below, and are described more fully in Appendix 2 to this report.
 - a) **Kent Science Park** – the site has a strong focus on life sciences, with over 60 businesses and employing over 1,600 people. Ideally the owners of the site would like direct access to the M2. There are no immediate concerns about skills and recruitment, although parking for employees can be problematic.

- b) **M2 Brenley Corner junction improvements** – This is a priority both for the Kent local authorities as well as Department for Transport, and is important to realising the longer term benefits of the Lower Thames Crossing.
- c) **Sittingbourne Town Centre regeneration** - this regeneration project received planning consent for mixed use in 2015, and will bring in some £330m inward investment and over 400 new jobs.
- d) **Eurolink, Sittingbourne** – this is Kent’s largest industrial estate, and has a significant manufacturing presence. The latest planned expansion at Eurolink East 5 is now under construction, and there is already a lot of interest from companies wishing to locate there. The completion of road links to the A249 would add significantly to the site’s attractiveness to inward investment.
- e) **Peel Ports, Sheerness** - This is a very competitive port operation with a range of commercial uses, especially car imports. A big challenge for the port is to expand its operations in relatively older port infrastructure, although there are longer term plans for further expansion nearby.
- f) **Shepherd Neame, Faversham** – the company has ambitious proposals for becoming a major tourist attraction as well as maintaining its presence as one of the country’s principal breweries.

3. Plans for Further Visits

- 3.1 It is intended to arrange further Member visits to Kent districts over the next 12 to 18 months, in collaboration with district and borough officers and Members. The format for each visit would be similar to that for Swale, involving a day-long tour of the principal economic development and infrastructure developments within each district.
- 3.2 The second visit is currently being arranged to Dartford Borough on 9 February 2018. The itinerary has yet to be finalised with borough council colleagues, but it is anticipated Dartford town centre, Eastern Quarry and major transport and housing schemes within the borough will feature.
- 3.3 Because of the scale and complexity of the proposed development, a separate visit to the Ebbsfleet Garden City will be arranged for Members later in the year.
- 3.4 The Committee may wish to discuss their suggestions for subsequent visits for example to Thanet, Dover and/or Ashford by the summer.

4. Financial Implications

- 4.1 The cost of coach hire is expected to be £350 per visit.

5. Recommendation

Recommendation: The Cabinet Committee is asked to receive and endorse the report.

6. Contact details

Report Author

Rob Hancock

Programme Manager

03000 417 087

Rob.hancock@kent.gov.uk

Relevant Director:

David Smith

Director of Economic Development

03000 417 176

David.smith2@kent.gov.uk

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District Visits Programme

Highlights of the visit to Swale Borough Council

Swale's key economic development and regeneration priorities:

1. **Kent Science Park** – focus on life sciences and growing SMEs. There is unmet demand for space generally and especially laboratories. Access by road is a constraint - new link to the nearby M2 is a priority. The site has some potential for housing.
2. **M2 Brenley Corner** junction improvements –priority for Road Investment Strategy 2 Department of Transport Plan 2021 – 26. Highways England have been positive about the scheme. A priority for KCC Highways plan a £75m scheme. It is important to realising the longer term benefits of the Lower Thames Crossing.
3. **Sittingbourne Town Centre** regeneration. Received planning consent in 2015. A £56m (Gross Development Value) project of mixed use development bringing £330m of inward investment and 400+ jobs.

There is also scope for establishing FE provision at Sittingbourne, particularly as many local jobs are technically based with strengths in advanced manufacturing, logistics and science related activity at KSP. The Borough Council has made a submission to the Kent FE Area Review making this point. There are daily student movements to and from Swale to Mid-Kent and Canterbury Colleges presenting a significant travel to learn journey for local young people.

4. **Eurolink, Sittingbourne** – major business park with significant manufacturing presence. Within it, St George's Business Park provides small business space and is 90% full. Speculative commercial development also occurring and rare in Kent. The completion of road links to the A249 would add significantly to the site's attractiveness to inward investment.

Eurolink East 5 now under construction and has received lots of interest from potential occupiers and a number are being translated into deals.

The challenge: accommodating new enquiries having gone from substantial provision to limited in the past 8-10 years with over 3m sq. ft. of space built since 2008. Local Plan Review to identify new sites.

5. **Peel Ports, Sheerness**. Sheerness port is at confluence of Medway and Thames and with no restrictions. Operations include:
 - Recent 15 year deal with Sims Metal management to take scrap to Turkey.
 - Marine services business.
 - Steel cargo business.
 - UK No 1 port for bananas (Chiquita UK), timber (Södra Timber Company) and newsprint.
 - Refuse Derived Fuel (RDF) from non-recyclable bin waste - 150,000 tonnes to Sweden per annum.

- Importation of Ground Granulated Blast furnace Slag (GGBS) is a cement substitute, manufactured from a by-product of the iron-making industry. GGBS is imported for material cement block products as no longer available in UK.
- Grain -120,000 tonnes imported annually.
- Vehicles: 400,000 vehicles imported per annum via 2 vessels daily and requiring 230 acres for on-site storage. The 12m depth allows very large ships to come in. Direct employment of 150 plus 200 operatives when imports arrive.

The challenge is to:

- Develop modest port operations in older port infrastructure.
- Explore the potential to use rail facilities to move freight.
- Deliver their 20 Year Plan to include the 50 acres of Wellmarsh (former ThamesSteel), land at Rushenden (200 acres) and north of port (mix of port/industry, leisure and marina).

6. **Faversham:** The visit concluded in the market town of Faversham. It was noted on route that there are air quality issues at Newington and Ospringe on A2. The Borough Council are looking at this in their Local Plan review.

Jonathan Neame outlined Shepherd Neame's ambitious proposals for their town centre brewery site. Plans being prepared which will be funded by the company include:

- To create a major visit experience and improve access to Faversham Creek for all.
- To become the No. 1 brewery experience in UK.
- Shepherd Neame to be the 'Go To' place for beer information.

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

To: Growth, Economic Development & Communities Cabinet Committee – 1 February 2018

Subject: Financial Monitoring 2017-18

Classification: Unrestricted

Recommendation(s):

The Growth, Economic Development & Communities Cabinet Committee is asked to note the revenue and capital forecast variances from budget for 2017-18 that are within the remit of this Cabinet Committee, based on the October monitoring reported to Cabinet on 15 January 2018.

1. Introduction:

- 1.1 This will be a regular report to this Committee on the forecast outturn of the Growth, Environment and Transport (GET) directorate.

2. Background:

- 2.1 A high level financial monitoring report is regularly presented to Cabinet, usually on a monthly basis, outlining the financial position for each directorate together with key activity indicators. This will be reported to Cabinet Committees following consideration by Cabinet. A link to the October monitoring report for 2017-18 has been provided.
- 2.2 Although a link to the full report is provided, this Cabinet Committee only needs to consider the items that are within its remit, e.g. certain services within the GET directorate. These are contained within the following sections of the Cabinet report: Table 1 (revenue position by Directorate), section 3.3.7 (headline revenue movements since the last report), section 3.4.7 (revenue budget monitoring headlines), and section 5 (capital); and Appendix 1 (Breakdown of Directorate Monitoring Position).

3. Recommendation(s):

The Growth, Economic Development & Communities Cabinet Committee is asked to note the revenue and capital forecast variances from budget for 2017-18 that are within the remit of this Cabinet Committee based on the October monitoring reported to Cabinet on 15 January 2018.

4. Background Documents

4.1 October monitoring report for 2017-18:

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=115&MId=7590&Ver=44>

5. Contact details

Report Author

- Kevin Tilson, Finance Business Partner, Growth, Environment & Transport
- Telephone number: 03000 416769
- Email address: kevin.tilson@kent.gov.uk

Relevant Director

- Barbara Cooper, Corporate Director, Growth, Environment & Transport
- Telephone number: 03000 415981
- Email address: barbara.cooper@kent.gov.uk

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

To: Growth, Economic Development and Communities Cabinet Committee – 1 February 2018

Subject: Draft 2018-19 Budget and 2018-20 Medium Term Financial Plan

Classification: Unrestricted

Summary:

County Council debated the authority's Autumn Budget Statement on the 19 October 2017.

The Autumn Budget Statement report set out an update to the Medium Term Financial Plan (MTFP) for 2018-19 and 2019-20, 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 2018-19 Budget and 2018-20 MTFP published on 15th January.

Recommendation(s):

The **Growth, Economic Development and Communities Cabinet Committee** is asked to note the draft budget and MTFP and is invited to make suggestions to: the Cabinet Member for Finance; the Cabinet Member for Economic Development and the Cabinet Member for Community and Regulatory Services on any other issues which should be reflected in the draft budget and MTFP prior to Cabinet on the 5 February 2018 and County Council on the 20 February 2018.

1. Introduction

- 1.1 The draft Budget and MTFP publication, published on 15 January, 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 revenue budget plan, a more detailed one year plan by directorate, prudential and fiscal indicators, as well as an assessment of KCC's reserves.

The financial plans in this publication 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.

2. Fiscal Environment and KCC Financial Strategy

- 2.1 Cabinet Committees need to have regard to the overall fiscal environment in which the Council has to operate, and the Council's overall budget strategy, when considering individual Directorate proposals.

The revenue budget and Medium Term Financial Plan (MTFP) and the capital investment programme have been proposed based on the spending plans set out from central government in the 2015 Spending Review (SR2015) and subsequent annual Budget Statements and Local Government Finance Settlements. SR2015 represented an extension of the period of austerity on public spending from 2010 in response to the need reduce the national budget deficit and control the total public sector borrowing. SR2015 allowed individual authorities to agree to a four year budget plan setting out intended medium term efficiencies in return for greater certainty of government grant allocations.

- 2.2 SR2015 represented a 'flat cash' settlement for local government for the period 2016-17 to 2019-20. Effectively this means that the whole sector could expect to have the same amount in total to spend on local services in 2019-20 as it had in 2015-16, in cash terms. This 'flat cash' settlement included phased reduction in the main Revenue Support Grant (RSG) and transitional grants to mitigate the impact in 2016-17 and 2017-18; the phased introduction of Improved Better Care Fund (iBCF) from 2017-18 onwards; and annual council tax increases to cover inflation/referendum limit, estimated increases in the tax base, and the introduction of an 8% social care precept over the four year period (2% per annum).

In reality 'flat cash' represents a significant reduction in real terms as it provides no additional funding to cover rising costs and demand for local government services, and requires all councils to find substantial spending reductions/income generation in order to set balanced budgets (a statutory requirement). The only viable alternative to budget savings/income generation is to seek agreement to higher council tax increases under the referendum arrangements introduced under the Localism Act 2011.

- 2.3 The settlement for 2017-18 was improved for social care, allowing greater flexibility over the social care council tax precept (enabling up to 3% to be levied in any one year but no more than 6% over the period 2017-18 to 2019-20) and the introduction of a one-off social care support grant in 2017-18. These changes allowed councils to support additional spending in the short term but had no impact on the medium term flat cash settlement.

The March 2017 Budget included additional monies in the iBCF in 2017-18 (with lesser increases for 2018-19 and 2019-20). This announcement enabled the council to address urgent issues around delayed transfers of care and market sustainability and marginally improved the flat cash equation over the four year settlement.

- 2.4 The provisional local government settlement 2018-19 did not include any substantial changes to the grant settlements from previous announcements i.e. substantial reductions in RSG, removal of transitional grants in 2018-19, and phased introduction of iBCF over three years. This when combined with council tax increases (base, referendum limit and social care precept) maintained the flat cash equation.

The settlement did however, allow for an increase of 1% on the council tax referendum limit (3% for 2018-19 and 2019-20) and the announcement of 10 additional areas to pilot 100% business rate retention as a one-off for 2018-19.

3. **Specific Issues for the Growth, Economic Development and Communities Cabinet Committee and the Growth, Environment and Transport (GET) directorate**

3.1 Full details of the Directorates budget proposals are included within the draft 2018-19 Budget Book and 2018-20 Medium Term Financial Plan which was published on the 15 January. This document sets out the whole council budget and MTFP.

Individual committees will need to refer to the individual directorate tables in the Book for the budgets and savings that relate to this committee. The pertinent sections are:

- Capital programme (section 9) on pages 120 – 128 for GET;
- Revenue budget (sections 10/11) on pages 135 and 140 – 141 for GET;
- Appendix A(ii) to the MTFP on pages 153 – 164.

3.2 In addition to the above references, there are a number of financial issues concerning the Growth, Environment and Transport (GET) directorate that we wanted to bring to your attention and these include:

3.2.1 **Additional spending demands** – given that in excess of 75% of the gross costs within the GET directorate relate directly to contracts and commissioned services, it will be of no great surprise that nearly £7m (£6,976 – page 158) of financial pressures exist in relation to price, demography, legislation and service strategies.

3.2.2 **Policy savings** – despite the fact that 83% of the £6.55m (page 162) of savings are due to be met from additional income generation, efficiencies (staffing, non-staffing and contracts/procurement) and transformation, there is a residual 13% (£1.145m) that relate to a change in policy. There are no such policy savings within the GET directorate that fall within the remit of this committee.

3.2.3 **Capital programme** – the capital investment plans for GET shows an aggregate project spend of £762m (page 124) and which are supported by the revenue budget.

As part of the 2018/19-2020/21 spending plans, there are new schemes - and funding proposals - in relation to the remit of this committee and these include: Coroners Accommodation (Phase 2), Broadband, Kent & Medway Business Fund (recycling of loan fund); the Open Golf, Turner and extensions to a number of rolling programmes, including Village Hall Grants and the Public Sports Facilities Improvement Grants.

4. **Recommendation(s):**

The **Growth, Economic Development and Communities Cabinet Committee** is asked to note the draft budget and MTFP and is invited to make suggestions to the Cabinet Member for Finance; the Cabinet Member for Economic Development and the Cabinet Member for Community and Regulatory Services on any other issues which should be reflected in the draft budget and MTFP prior to Cabinet on the 5 February and County Council on the 20 February.

5. Background documents

5.1 Consultation materials published on KCC website and the outcome report.

Budget Consultation Materials - <http://www.kent.gov.uk/about-the-council/have-your-say/our-budget>

5.2 The Chancellor of the Exchequer's Spending Review and Autumn Statement on 22 November 2017 and OBR report on the financial and economic climate.

Autumn Budget Statement - <https://www.gov.uk/government/publications/autumn-budget-2017-documents/autumn-budget-2017>

OBR Forecasts <http://budgetresponsibility.org.uk/download/economic-and-fiscal-outlook-november-2017/>

5.3 The provisional Local Government Finance Settlement 2018-19 announced on 19 December 2017 - <https://www.gov.uk/government/speeches/provisional-local-government-finance-settlement-2018-to-2019-statement>

5.4 The 2018-19 Dedicated Schools Grant settlement – <https://www.gov.uk/government/publications/dedicated-schools-grant-dsg-2018-to-2019>

6. Contact details

Report Author

- Kevin Tilson, Finance Business Partner for Growth, Environment and Transport
- 03000 416769
- kevin.tilson@kent.gov.uk

Relevant Directors:

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

- Andy Wood, Corporate Director for Finance
- 03000 416854
- andy.wood@kent.gov.uk

From: Benjamin Watts, General Counsel

To: Growth, Economic Development and Communities Cabinet Committee
– 1 February 2018

Subject: Work Programme 2018

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 2018.

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 identified during the meetings and at agenda setting meetings, in accordance with the Constitution.
- 1.2 Whilst the Chairman, in consultation with the Cabinet Members, is 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. Work Programme 2018

- 2.1 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 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.
- 2.2 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.
- 2.3 The schedule of commissioning activity which 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.
- 2.4 When selecting future items, the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' items will be sent to Members of the Cabinet Committee separately to the agenda and will not be discussed at the Cabinet Committee meetings.

2.5 In addition to the formal work programme, the Cabinet Member for Economic Development, the Chairman of the Cabinet Committee and other interested Members are intending to visit all district councils over the next two years starting with Dover, Dartford, Swale and Thanet.

3. Conclusion

3.1 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.

5. Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2018.

6. Background Documents: None

7. Contact details

Report Author:
Georgina Little
Democratic Services Officer
03000 414043
Georgina.little@kent.gov.uk

Lead Officer:
Benjamin Watts
General Counsel
03000 410466
benjamin.watts@kent.gov.uk

**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 2018**

(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)

Item	Cabinet Committee to receive item
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 (March)
Directorate Business Plan	Annually (March)
Work Programme	At each meeting
Programme of Visits to Districts	At each meeting
Regional Growth Funding Monitoring	Bi-annual reporting

Tuesday 16 January 2018 (NOW 1 FEBRUARY)				
No	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Visit Kent Presentation			
7	LRA Service <ul style="list-style-type: none"> LRA Service Performance LRA Archive Search Room Opening Hours LRA Developer Contributions (incorporates S106) 			
8	Performance of Guilds			
9	EU Funding update			Need new title
10	Committee visit to Swale Borough on 28 November 2017			
11	Financial Matters <ul style="list-style-type: none"> Budget Monitoring 2017-18 Medium Term Financial Plan 2018-19 Final Draft Budget 			
12	Work Programme (Standing Item)			

Wednesday 7 March 2018				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard (Standing Item)			Deferred from Feb to March
7	Rural Economy by Kent Rural PLC (presentation)			
8	Extension of VK Contract			
9	LRA Fees and Charges			deferred from Feb to March
10	LRA Access Service			deferred from Feb to March
11	SELEP's Strategic Economic Plan			
12	LRA ambition work			
13	Trading Standards			requested at the GEDCC agenda setting on 5 Dec 2017
14	Directorate Business Plan			
15	Risk Register			
16	Report back from district visits (new standard item)			
17	Contract Management			
18	Work Programme (Standing Item)			

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Wednesday 9 May 2018				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard (Standing Item)			
	RGF			(6 monthly) – last one presented on 21/11/2017
	Report back from district visits (Standing Item)			
	Work Programme (Standing Item)			

Tuesday 3 July 2018				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard (Standing Item)			
	Report back from district visits (Standing Item)			
	Work Programme (Standing Item)			

Wednesday 5 September 2018				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard (Standing Item)			
	Annual Equality and Diversity Report			
	Report back from district visits (Standing Item)			
	Work Programme (Standing Item)			

Thursday 15 November 2018				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard (Standing Item)			
	Budget Consultation			
	Report back from district visits (Standing Item)			
	Work Programme (Standing Item)			

Items for Consideration that have not yet been allocated to a meeting	
Presentations	Margate Seafront
Other	Otterpool Garden Town
	Thames Estuary Commission
	Theme Park project on Swanscombe Peninsula – regular updates
	Ebbsfleet Development Corporation - Tom Marchant
	17/00047 Faversham Creek Swing Bridge
	Enterprise and Productivity Strategy

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