

PROPERTY SUB-COMMITTEE

Tuesday, 21st February, 2017

2.00 pm

Darent Room, Sessions House, County Hall, Maidstone





AGENDA

PROPERTY SUB-COMMITTEE

Tuesday, 21 February 2017, at 2.00 pm
Darent Room, Sessions House, County
Hall, Maidstone

Ask for: **Theresa Grayell**
Telephone: **03000 416172**

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

Membership (7)

Conservative (4): Mr A J King, MBE (Chairman), Mr N J D Chard,
Mr L B Ridings, MBE and Mrs P A V Stockell

UKIP (1) Mr C P D Hoare

Labour (1) Mr D Smyth

Liberal Democrat (1): Mrs T Dean, MBE

UNRESTRICTED ITEMS

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

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

A - Committee Business

A1 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A2 Declarations of Interest by Members in Items on the Agenda

In accordance with the Members' Code of Conduct, Members are requested to

declare any interests at the start of the meeting. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared

A3 Minutes of the meeting held on 29 September 2016 (Pages 7 - 10)

To consider and approve the minutes as a correct record

A4 Meeting Dates, 2017 - 2018

To note that the following dates have been reserved for meetings of the Property Sub-Committee:-

Tuesday 21 March 2017 – 10.00 am

Friday 23 June 2017 – 2.00 pm

Tuesday 26 September 2018 – 10.00 am

Thursday 1 March 2018 – 2.00 pm

B - Key or Significant Cabinet Member Decisions taken outside the Committee Cycle

B1 Report of Urgent Decision - Sale of land at Kings Hill - Parcels 1, 12 and 63 (Pages 11 - 18)

To note information relating to an urgent decision taken, in accordance with the process set out at Appendix 4 Part 6 paragraphs 6.12 and 6.13 of the council's constitution, by the Cabinet Member for Corporate and Democratic Services in December 2016

C - Performance Monitoring

C 1 Total Facilities Management - Biannual Review (Pages 19 - 22)

To note the current performance of the TFM contractors

Motion to exclude the press and public

That under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph(s) xx of Part 1 of Schedule 12A of the Act.

D - Key or Significant Cabinet Member Decisions taken outside the Committee Cycle - Exempt Information

D1 Report of Urgent Decision - Sale of land at Kings Hill - Parcels 1, 12 and 63 (Pages 23 - 30)

To receive exempt information related to Item B1

E- Performance Monitoring - Exempt Information

E1 Total Facilities Management Biannual Review (Pages 31 - 38)

To receive exempt information related to Item C1

John Lynch,
Head of Democratic Services
03000 410466

Monday, 13 February 2017

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KENT COUNTY COUNCIL

PROPERTY SUB-COMMITTEE

MINUTES of a meeting of the Property Sub-Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 29 September 2016.

PRESENT: Mr D L Brazier (Substitute for Mr L B Ridings, MBE), Mr N J D Chard, Mrs T Dean, MBE, Mr C P D Hoare, Mr R A Marsh (Substitute for Mrs P A V Stockell) and Mr D Smyth

ALSO PRESENT: Miss S J Carey and Mr G Cooke

IN ATTENDANCE: Mrs R Spore (Director of Infrastructure) and Miss T A Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS

81. Membership

(Item A1)

The Democratic Services Officer announced that Mr N J D Chard had joined the Sub-Committee in place of Miss S J Carey, and this was duly noted.

82. Apologies and Substitutes

Apologies for absence had been received from Mr King, Mr Ridings and Mrs Stockell.

Mr Brazier was present as a substitute for Mr Ridings and Mr Marsh as a substitute for Mrs Stockell.

83. Election of Vice-Chairman

(Item A2)

Mr Marsh proposed and Mr Brazier seconded that Mr N J D Chard be elected Vice-Chairman of the Sub-Committee.

Agreed without a vote

In the absence of the Chairman, Mr Chard thereupon took the Chair.

84. Declarations of Interest by Members in Items on the Agenda

(Item A4)

There were no declarations of interest.

85. Minutes of the meeting held on 8 July 2016

(Item A5)

RESOLVED that the minutes of the meeting held on 8 July are correctly recorded and they be signed by the Vice-Chairman. There were no matters arising.

86. The process around identifying school sites as surplus to requirements
(Item A6)

Mr K Pulsford, Asset Strategy and Disposals Manager, was in attendance for this item.

1. The Cabinet Member, Mr Cooke, introduced the report and explained that it had been produced at the request of the Sub-Committee, arising from a discussion about school sites at previous meetings. Ms Spore and Mr Cooke responded to comments and questions from Members, as follows:-

- a) the request for clarification of process had arisen specifically in relation to the disposal of part of the site of the Chaucer School in Canterbury and a desire by Members that they and the public should be able to see that the correct process had been followed. Ms Spore set out the process followed when identifying the proportion of the Chaucer site which could be declared surplus and she and Mr Cooke undertook to advise questioners in more detail, before the next meeting of this Sub-Committee, about the process followed for the Chaucer School and when and how the disposal had been reported to County Council committees;
- b) Mr Cooke assured Members that all proposed disposals which were over the limits of officer delegations were reported to the Property Sub-Committee for comment before any decision was taken;
- c) the Vice-Chairman suggested that a simplified flow chart of the process, on one page of A4, be sent to Members of the Sub-Committee before the next scheduled meeting (on 21 March 2017) and that any questions arising from that be raised at the next meeting. Mr Cooke agreed that this would be done;
- d) in response to a question about the reinvestment of proceeds when an education site was disposed of, Ms Spore advised that she was required, as part of the formal processes set out by the Department for Education, to report how the proceeds of the disposal would be used. The DfE had the power to direct the County Council about how funds were used in any specific case but had never done so;
- e) the question was raised of school sites being declared surplus at a time when the school population was rising across the county, and clarification was sought about the role of Sport England as a consultee in disposing of school playing fields. Mr Cooke explained that the Commissioning Plan for Education Provision, which set out a strategy for future land use, had undergone extensive consultation and took full account of differing requirements in different parts of the county. It was, of course, important to accommodate parent choice of school as far as possible, but need for additional places, when identified, was being met by expanding existing good schools rather than building new ones. Surplus sites would arise naturally from this process. Ms Spore assured Members that Sport England was fully consulted by the County Council as a statutory consultee to any planning application where the development would affect the playing field capacity of the school; and

- f) in response to a question about the extent to which the County Council could monitor playing field provision in schools which it did not control, Ms Spore explained that the Council had limited influence over such schools. Information about these was held by, and managed by, the Department for Education (DfE). Ms Spore undertook to provide a questioner with links to the DfE website dealing with this information.

2. RESOLVED that:-

- a) the details of the process around identifying school sites as surplus to requirements be noted; and
- b) a simplified flow-chart of the process, on one page of A4, be sent to Members of the Sub-Committee and any questions arising from that be raised at the next meeting. This information should include that requested in paragraphs 1 a), c) and f) above.

87. Motion to exclude the press and public for exempt items of business

RESOLVED that, under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

EXEMPT ITEMS (OPEN ACCESS TO MINUTES)

88. Strategic acquisition, Maidstone - joint freehold acquisition of the Royal Mail site, with Maidstone Borough Council
(Item A7)

Mr S Dodd, Disposal, Acquisition and Development Surveyor, was in attendance for this item.

1. Mr Cooke introduced the report and set out the rationale for the proposed use of the site, which was of strategic importance to both the County and Borough Councils and would benefit both, as well as the economy of Maidstone. Mr Cooke, Ms Spore and Mr Dodd responded to questions of detail from the Sub-Committee on the information set out in the published and exempt reports, including the planned short- and long-term uses of the site, the way in which the planned stages and design would be communicated to Members and shared with the public, and the planned next stages, including the appointment of a development manager early in 2017.

2. The proposed development was generally welcomed and supported by the Sub-Committee, and the officer team was congratulated on the project, which was an excellent example of joint working between the County and Borough Councils to enhance Kent's county town, provide a mixed retail and residential development and new employment.

3. RESOLVED that the joint acquisition, the short-term holding strategy and long-term objectives for the site be noted.

89. Total Facilities Management - bi-annual review

(Item A8)

Ms E Luxton, Operational Property Portfolio Manager, was in attendance for this item.

1. Ms Spore introduced the report and, with Mr Cooke and Ms Luxton, responded to questions of detail from the Sub-Committee on the information set out in the published and exempt reports about the performance of the contracts and the measures taken to ensure consistent good service across the county.
2. Members asked that future reporting include a frank appraisal of performance of contracts, with clear RAG ratings, so they could have a complete and clear overview of performance. Ms Spore also undertook to provide information about the value of the respective contracts. Mr Cooke and Ms Spore undertook to prepare a briefing for Members to update them on issues arising in managing the contracts.
3. RESOLVED that the performance of the Mid Kent, West Kent, and East Kent Total Facilities Management contractors since the second biannual review, the issues which have occurred and the actions taken to resolve these issues, and the existing County Council contract governance in place to manage and monitor the performance of the Total Facilities Management contracts, be noted.

From: Gary Cooke - Cabinet Member for Corporate and Democratic Services
Rebecca Spore – Director of Infrastructure

To: Property Sub-Committee – 21 February 2017

Subject: Report of Urgent Decision - Sale of land at Kings Hill – Parcels 1, 12 and 63

Decision No: 16/00149

Classification: Part exempt. An appendix to the report is exempt under paragraph 3 of schedule 12a of the Local Government Act 1972

FOR INFORMATION ONLY

1. Introduction

- 1.1 This report informs the Property Sub-Committee of an urgent decision taken, in accordance with the process set out at Appendix 4 Part 6 paragraphs 6.12 and 6.13 of the council's constitution, by the Cabinet Member for Corporate and Democratic Services in December 2016.
- 1.2 This report satisfies the requirement under Appendix 4 Part 6 paragraph 6.18 (d) of the Council's constitution to report such decisions to the relevant cabinet committee. The Property Sub-Committee is therefore asked to note that the urgency procedures were utilised for the reason that the time required to undertake the normal statutory and local procedures would have impacted negatively on contractual negotiations and presented a genuine and significant risk to KCC that the proposed purchasers would withdraw from the transactions.
- 1.2 The record of decision signed by the Cabinet Member and the unrestricted associated report are attached as appendix 1 and 2 to this report. A further exempt report, also considered by the Cabinet Member on consideration of the matter is contained at item C1 of the agenda.

2. Recommendation(s)

- 2.1 The Property Sub-Committee is asked to note the information.

Contact details:

Relevant Director:

- Rebecca Spore – Director of Infrastructure
- Telephone number 03000 416716

- Rebecca.spore@kent.gov.uk

KENT COUNTY COUNCIL – RECORD OF DECISION

DECISION TAKEN BY:

Gary Cooke, Cabinet Member for Corporate and Democratic Services

DECISION NO:

16/00149

For publication**Urgent Key decision**

This decision is taken in accordance with statutory and local procedures for urgency for the reasons set out below.

Subject:

Disposal of various residential development land parcels falling within the Kings Hill Development Partnership at Kings Hill West Malling, Kent. ME19 4UY.

Decision:

As Cabinet Member for Corporate and Democratic Services, I agree to the sale of :-

1. Area 1 Kings Hill - 4.018 Ha/9.928 Ac (134 units) Private residential development;
2. Area 12 Kings Hill - 1.30Ha/3.2Ac (100 units) Age related housing development,
3. Area 63 Kings Hill – 1.32Ha/3.26Ac (44units) Private residential housing development.

All on the terms set out in the Exempt Report and to delegate authority to the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services, to finalise the selected purchaser and terms of the proposed sale.

It is acknowledged that the sale prices in the report may vary and a scope of 15% either way may be negotiated by the Director without recourse to further formal decision making but in consultation with the Cabinet Member for Corporate and Democratic Services.

Reason(s) for decision:

The disposals will individually secure significant income, but accumulatively will provide a major receipt for the Kings Hill Development Partnership.

Cabinet Committee recommendations and other consultation:

As this decision is taken under statutory procedures for urgency the Property Sub-Committee will not consider the matter before it is taken. However it will receive a report to its next meeting on the circumstances and detail of the decision. Furthermore another decision, which will cover all of phase 3 of the Kings Hill development, will be taken by the normal statutory and local procedures and will also be considered at the next a meeting of the Property Sub-Committee. This meeting will be arranged for the new year.

KCC's Cabinet Member representatives for the Kings Hill Partnership discussed and agreed the Calibrated Land Disposal Strategy for Kings Hill at the Partner's meeting on the 8th September 2016.

Mr Balfour, Local Member, has been consulted in line with the Property Management Protocol he was satisfied with the detail of the decision and was particularly pleased about the "age related" block element. He welcomed the opportunity to receive further information in the new-year.

The Chairman and Group spokespeople of the property Sub-committee and the Group spokes people of the Scrutiny Committee have been informed of the intention to take an urgent decision

and comments and questions were received from Mrs Dean, Mr King and Mr Latchford and where necessary officer responses returned. These comments and responses have been included within the report to the Cabinet Member in order that he may have regard to them on taking his decision.

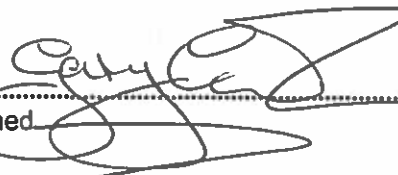
In accordance with statutory procedures for urgency the Director of Infrastructure and the Chairman of the Scrutiny Committee have agreed that the decision cannot be reasonably deferred.

Any alternatives considered:

There are no other alternatives available within the timescales and the decision cannot reasonably be deferred.

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

None

.....
signed 

..... 20/12/2016
date

From: Rebecca Spore, Director of Infrastructure Strategic and Corporate Services

To: Gary Cooke, Cabinet Member for Corporate and Democratic Services

20 December 2016

Decision No. 16/00149

Subject: Disposal of various residential parcels of land Kings Hill West
Malling, Kent. ME19 4UY

Classification: For Publication

Past Pathway of Paper: N/A

Future Pathway of Paper: Decision by the Cabinet Member for Corporate and Democratic Services and report of urgent decision to Property Sub-Committee

Electoral Division: Malling Rural East

URGENT DECISION: This decision is taken in accordance with procedures set out for urgency at appendix 4 part 6 paragraphs 6.12 and 6.13 of the Council's constitution.

Summary: The report seeks approval for the proposed disposal of various residential parcels of land falling within Phase 3 and the allocated residential area of Kings Hill, West Malling Kent

Recommendation: The Cabinet Member is asked to agree to sell the land parcels as set out in the report and to delegate authority to the Director of Infrastructure Strategic and Corporate Services, in consultation with the Cabinet Member to finalise the selected purchasers and terms of all the proposed sales.

1. Introduction

1.1 The land areas proposed for disposal at Kings Hill fall within the Kings Hill Joint Venture Development Partnership between Kent County Council and Liberty Property Trust UK Ltd.

1.2 The property comprises of four residential land parcels being sold to four different housebuilders/developers.

1.3 The respective parcels of land have been identified within the latest Kings Hill Master Plan and will form the start of the build out of Phase 3. The land sales

will deliver a total of 178 private family dwellings and approximately 160 private age related units, the first ever provided on the scheme.

1.4 The proposed respective sales will exchange contracts as soon as is practically possible with the private family dwelling sites Area 1 and Area 63 being subject to contract only. The remaining age related housing parcels, Area 12 & 14 are conditional upon detailed planning consent.

2. Marketing

2.1 Liberty Property on behalf of the Partnership undertook a full marketing campaign identifying high quality housebuilders and developers, to ensure that the best consideration and achieve the maintenance of high quality design in accordance with Kings Hill's 'place making' ethos, through appointed agents in June-July 2016 for the various parcels. This process culminated in a range of offers being submitted by August 2016.

2.2 Considerable interest was shown during the marketing period and a wide range of parties made offers for the respective parcels by the due tender date.

2.3 The details of the respective land sales are commercially sensitive and are contained in the Exempt Report.

3. Policy Framework

3.1 This decision makes a significant contribution to the Council's Strategic Statement 2015-2020 "increasing Opportunities, Improving Outcomes".

3.2 The land sales will deliver local businesses and help the community to achieve growth and jobs. Encouraging external investment to help bring about the Strategic Outcome where "Kent communities feel the benefits of being in-work, healthy and enjoying a good quality of life".

3.3 The series of land disposals will ensure continued regeneration and delivery of new homes, a significant proportion of which will be age related and assisted living units at Kings Hill, in line with various KCC Economic Development initiatives.

4. Financial Implications

4.1 This decision has significant financial implications for KCC in its Partnership with Liberty Property Trust. The outcome will bring significant early receipts that will enhance the prospects of financial distributions to both partners and improve the financial stability to implement future infrastructure for the remainder of the development.

5. Legal Implications

5.1 The legal implications in not proceeding with this decision are extensive in that KCC is required by the terms of the Kings Hill Development Agreement dated 18th January 1989 and various subsequent variations, to dispose of development land for development where agreed with its development partners.

6. Consultations

6.1 As this decision is taken under statutory procedures for urgency. Cabinet Committee will not consider the matter. However a further decision regarding phase 3 of the Kings Hill development will be taken by the normal statutory and local procedures and will be reported to the Property Sub-Committee at the next scheduled meeting in accordance with paragraph 6.18 (d) of appendix 4 part 6 of the council's constitution.

6.2 KCC's Cabinet Member representatives for the Kings Hill Partnership discussed and agreed the Calibrated Land Disposal Strategy for Kings Hill at the Partner's meeting on the 8th September 2016.

6.3 Local Members have been consulted in accordance with the Property Management Protocol and other requirements of the council's constitution and comments have been included in the record of decision for consideration by the cabinet member on taking the decision.

6.4 The Chairman and Group spokespeople of the property Sub-committee and the Group spokespeople of the Scrutiny Committee have been informed of the intention to take an urgent decision; comments were received and forwarded to the cabinet member and questions were responded to by officers.

6.5 In accordance with statutory procedures for urgency the Director of Infrastructure and the Chairman of the Scrutiny Committee have agreed that the decision cannot be reasonably deferred.

7. Recommendation

7.1 The Cabinet Member is asked to agree to sell the land parcels as set out in the exempt report and to delegate authority to the Director of Infrastructure in consultation with the Cabinet Member to finalise the selected purchasers and terms of all the proposed sales.

8. Background Documents

No unpublished documents were considered by the Cabinet member on consideration of this matter

9. Contact details –

Matt Hyland, Economic Development Kings Hill Project Coordinator
03000 417102
Matt.hyland@kent.gov.uk

Rebecca Spore, Director of Infrastructure Strategic and Corporate Services
03000 416716
Rebecca.spore@kent.gov.uk

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From: Gary Cooke, Cabinet Member for Corporate and Democratic Services
Rebecca Spore, Director of Infrastructure

To: Property Sub Committee – 21 February 2017

Decision No: N/A

Subject: **Total Facilities Management – Biannual Review**

Classification: **Unrestricted**

Past Pathway of Paper:

Future Pathway of Paper: None

Electoral Division: All

Summary: The Property Sub Committee reviewed the performance of the Total Facilities Management Contracts - Mid Kent with Amey, West Kent with Skanska, and East Kent with Kier in October 2016. The committee considered a detailed report, including the Performance Deductions and Key Performance Indicators which was attached as an exempt appendix and discussed the performance of each.

This approach is in line with the commissioning cycle principles as set out in the County Council Paper on the 15th May 2014 titled Facing the Challenge: Towards a Strategic Commissioning Authority, with a view to providing wider scrutiny of the contracts' performance.

Recommendations: The Policy and Resources Property Sub Committee is asked to:

- (1) Note the current performance of the TFM contractors.

1. Introduction

- 1.1 Following discussion, the Cabinet Member responsible for this portfolio took the decision on the 11 January 2013 (Decision No. 12/01838) to proceed with the implementation of a Total Facilities Management solution. Following a competitive procurement, contracts commenced with Amey and Skanska on 31 October 2014 and with Kier on 21 January 2015. The Policy and Resources Property Sub Committee reviews the performance of these contracts on a bi annual basis to provide member oversight and assurance.

This report is intended to update members on the performance of these contracts since the 4th biannual review, and to provide members with assurance that management and monitoring of the three TFM contracts are in place.

2. Financial Implications

- 2.1 The financial savings identified in the MTFP of £1 million have been delivered following the implementation of the TFM Contracts.

3. Bold Steps for Kent and Policy Framework

- 3.1 The implementation of a Total Facilities Management solution directly relates to the delivery of the benefits from implementing a corporate landlord model as part of the change to keep succeeding plans, ensuring that our buildings are able to support front line service delivery and the delivery of the financial position as set out in the medium term financial plan.

4. The Report

- 4.1 The principles behind the contracts are:

- The delivery of outcomes. The authority's requirements were set out in an Output Specification. Bidders provided solutions to deliver the outcomes required by the council. Bidders took the risk on how they were to deliver the required outcomes.
- Performance in the delivery of outcomes is measured against a set of Key Performance Indicators (KPIs). This is supported by a performance regime where deduction penalties are made for poor performance. The contracts are for 5 years with an option to extend for 2 years and are designed to foster a partnering relationship.

- 4.2 As with all substantial contracts (approximately £10 million spend per annum across the three contracts) there is a need to ensure that there is a robust client function and contract management process in place to manage performance. On a day to day basis, Property has put in place a number of contract managers and support officers who will manage and monitor activity. This is supported by monthly performance review meetings with the Director of Infrastructure and a quarterly review with the Cabinet Member for Corporate and Democratic Services.

- 4.3 In order to ensure that members have oversight as to the ongoing performance of this contract, it has been agreed that a biannual performance review is undertaken by the Property Sub Committee on behalf of the Policy and Resources Cabinet Committee. This approach is in line with the commissioning cycle principles set out in the County Council Paper on the 15 May 2014 titled Facing the Challenge: Towards a Strategic Commissioning Authority, with a view to providing wider scrutiny of the contracts performance.

5. Performance Review

- 5.1 The current summary report of the TFM contractors is included in the exempt Appendix 1.
- 5.2 The contract management teams of both KCC, Gen2 and the TFM contractors have worked hard to actively manage the contracts. Actions have included:

- Redesign and strengthening of the KCC contract management team
- The Gen2 Property team being the point of escalation for service users if a request has not been actioned or is unresolved.
- The use by the TFM contractors of KCC's Health and Safety, Incident, and complaints procedures for consistency across all three areas.
- Daily clarification to site users at meetings, by phone and email, on the scope of individual works.
- Daily contact between both teams to resolve items which require contractual clarification.
- Weekly and monthly operation and quarterly partnership meetings with contractors to review issues and services, and management and monitoring of the contracts. These include monthly contract review meetings and Monthly Performance/KPI meetings.
- Detailed analysis of Help Desk Calls to identify recurring reports of issues regarding FM services to enable a more strategic approach to Property Management.
- Implementation of Improvement plans with the contractors resulting in significantly improved performance.
- Software improvements on their Computer Aided Facilities Management (CAFM) systems.
- Supporting a number of audits as part of KCC's internal audit and assurance plan.
- Scheduling of collaborative workshops to resolve longstanding issues with Contractors and working better together.
- Concerted effort to clear back log of reactive tasks implemented by the TFM Contractors and supported by Gen2

6. Conclusions

- 6.1 During this six month period, the three TFM contractors have faced many challenges in providing the services to KCC which have generally been actioned and resolved, or plans agreed to help resolve these issues. Gen2 as managing agent for KCC continues to robustly manage the three TFM providers as is reflected in the reporting to the Policy and Resources Property Sub Committee
- 6.2 KCC Audit & Assurance team carried out a follow up audit of the TFM Contractors Helpdesk which identified a number of previously highlighted issues being action and closed. However some issues were still outstanding at the time of the audit. An action plan for resolution of the outstanding issues is included within Exempt Appendix 1.

7. Recommendation(s)

Recommendations:

The Policy and Resources Property Sub Committee is asked to:

- (1) Note the current performance of the TFM contractors.

8. Background Documents

- 8.1 Policy and Resources Cabinet Committee Report 27 September 2012
- 8.2 Record of Decision No: 12/01838
- 8.3 Attachments Exempt Appendix 1: Mid Kent Performance; East Kent Performance, West Kent Summary Performance

9. Contact details

- Rebecca Spore
- Director of Infrastructure
- 03000 416716

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Agenda Item E1

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