

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

Tuesday, 3rd July, 2018

10.00 am

Council Chamber - Sessions House



AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Tuesday, 3 July 2018 at 10.00 am
Council Chamber - Sessions House

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 S C Manion, Mr H Rayner,
Mr A M Ridgers and Mr J Wright

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 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present
- 3 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
- 4 Minutes of the meeting held on 15 May 2018 (Pages 7 - 16)
To consider and approve the Minutes as a correct record

- 5 Verbal Updates by Cabinet Members
To receive verbal updates from Mr M Hill, OBE , Cabinet Member for Community and Regulatory Services and Mr M Dance, Cabinet Member for Economic Development.
- 6 Performance Dashboard (Pages 17 - 30)
To note the performance report.
- 7 18/00040 - Open Golf Update (Pages 31 - 38)
To note the work that has taken place since March 2017 and to consider and endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision for Kent County Council to underwrite the final 28% of contingency for the project, a sum of £242, 220. This is within the context that other funding partners collectively have contributed a further £1, 929, 425 towards the project since March 2017.
- 8 2017/18 Growth, Environment and Transport Directorate Equality Review (Pages 39 - 52)
To note current performance, provide any comment, and agree to receive this report annually in order to comply with the Public Sector Equality Duty 2010.
- 9 Developing a Kent and Medway Enterprise and Productivity Strategy: Progress Update (Pages 53 - 60)
To note the progress made to date and next steps.
- 10 Business Preparation for Brexit (Pages 61 - 70)
To note the ongoing engagement with local businesses, the messages that Kent businesses and key national business bodies are giving and potential opportunities to support Kent businesses to prepare for Brexit as the national position becomes clearer.
- 11 Work Programme 2018 (Pages 71 - 76)
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)

Monday, 25 June 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 Darent Room - Sessions House on Wednesday, 9 May 2018.

PRESENT: Mr S Holden (Vice-Chairman), Mrs R Binks, Mr M D Payne, Mr A H T Bowles, Mr D Butler, Mr I S Chittenden, Mr A Cook, Mr D Farrell, Mr A J Hook, Mr J A Kite, MBE, Mr G Lymer, Mr S C Manion, Mrs C Bell (Substitute for Mr P J Messenger), Mr H Rayner, Mr A M Ridgers and Mr J Wright

ALSO PRESENT: Mr M Hill, OBE (Cabinet Member for Communiyt and Regulatory Services) and Mr M Dance (Cabinet Member for Economic Development

IN ATTENDANCE: Barbara Cooper (Corporate Director for Growth Environment and Transport), David Smith (Director of Economic Development) and Georgina Little (Democtartic Services officer)

UNRESTRICTED ITEMS

69. Apologies and Substitutes

(Item 2)

Apologies were received from Mr A Booth and Mr P Messenger, Mr M Payne and Mrs C Bell attended as substitutes respectively.

The Chair welcomed Mr Manion as the newest Member to the vacant post on the Growth, Economic Development and Communities Cabinet Committee.

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

(Item 3)

A Declaration of Interest was received from Mr A Cook in relation to item 11 (Kent Social Enterprise Fund: Report to Kent County Council) as a company with whom Mr Cook was involved with may have received a loan from The Kent Social Enterprise Loan Fund. Mr Cook remained in the room and took part in the discussion.

Mr G Lymer and Mr S Manion made a declaration to the committee in relation to item 12 (Members Visit to Districts) as they were Dover District Councillors and residents of the area.

71. Minutes of the meeting held on 7 March 2018

(Item 4)

RESOLVED that the minutes of the meeting held on 7 March 2018 are a correct record and that they be signed by the Chairman.

72. Verbal updates by Cabinet Members and Corporate Director

(Item 5)

1. Mr M Dance (Cabinet Member for Economic Development) said that Kent County Council's No Use Empty Scheme won the outstanding approach to regeneration category at the UK Housing Awards. Organised by the Chartered Institute of Housing, it was recognised as the most prestigious award within the housing sector and since 2005 it had delivered over 5,400 new homes. The Scheme offered applicants the opportunity to apply for short term, interest-free loans up to £25,000 per unit to refurbish the property or £40,000 for those situated in areas where the cost of living and house prices were higher. Mr Dance said that there was only one account of bad-debt within the 5,400 units of £50,000 and hoped that the scheme would continue to encourage property owners to work with Kent County Council in regenerating homes.
2. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) informed the committee that Tonbridge Library reopened on 30 April 2018 after a major refurbishment and that a formal launch was due to take place in July.
3. Mr M Hill, OBE also provided an update on the Turner Contemporary Prize giving event for the Children's Art Competition and praised the quality of work and the effort of all those who took part. The winning pieces were due to go on exhibition at the Turner Contemporary in Margate on 14 June 2018 and recommended Members to attend.
4. Mrs Cooper (Corporate Director for Growth, Environment and Transport) informed Members that due to the committee cycle, officers were unable collate the necessary information in time for them to present the Performance Dashboard to the committee, however, this would be returning to the Growth, Economic Development and Communities Cabinet Committee in July 2018.

73. Kent Foundation

(Item 6)

Stuart Tanton (Director of Kent Foundation) and Julian Kirkness (Chairman of Kent Foundation) were in attendance for this item.

1. Stuart Tanton presented a series of slides that set out what the Kent Foundation Trust was, its achievements and future ambitions to enhance its support for young entrepreneurs and business start-ups in Kent.
2. In response to questions and comments, the officers provided the following information:
 - (a) Mr Tanton said that part of the plan for growth was to involve young people in the decision-making processes and the activities run by the Kent Foundation. There was two young Trustees who played an active role on the Kent Foundation Board who represented the thoughts and views of those that Kent Foundation supported. Networking events such as 'ABlast' had helped to create exciting opportunities for young entrepreneurs to grow their connections and showcase

their businesses to attract opportunities for growth. Mr Tanton said that the organisation relied on word of mouth due to limited resources and had encouraged Mentors to engage with young people to support business growth.

- (b) In terms of people's attitude towards business failure, Mr Tanton said that the younger generation tended to see failure as an opportunity to learn from their mistakes and move forward rather than a reason to relinquish their efforts.
 - (c) Mr Tanton said that the Kent Foundation had worked in conjunction with universities to promote and encourage young entrepreneurs, however, many of the young people using the service of the Kent Foundation did not have a university background. Many of those who sought additional help were often in the early stages of growing their business and wished to succeed in their efforts to ensure long term stability.
- 3. The committee commended the work of the Kent Foundation.
 - 4. RESOLVED that the information set out in the presentation and given in response to comments and questions be noted.

74. 18/00010 - Proposed Changes to Opening hours of the Archive Search Room at Kent History and Library Centre for decision

(Item 7)

James Pearson (Head of Service Libraries, Registration and Archives) and Barbara Bragg (Strategic Manager, Specialist and Support Services for Libraries, Registration and Archives) were in attendance for this item.

- 1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report which set out the consultation feedback on the proposed changes to the opening times of the Archive search room at Kent History and Library Centre in Maidstone.
- 2. Mr Pearson said that the proposal had first been presented to the Growth, Economic Development and Communities Cabinet Committee on 1 February 2018 where Members were asked to endorse the proposal that the service progress to consultation. The report provided an update on the consultation process, the feedback from the results of the consultation and the recommendations for decision. Mr Pearson said that the evaluation of the consultation results led to a consideration of alternative proposals; the original recommendation proposed that the library closed on a Friday, however, having considered the feedback from the consultation, it was proposed that the closed day be changed to a Monday. There had also been a number of responses that had asked for a late-night opening, however, data and evidence on the hourly usage did not support the request and the arrangement was rejected but the service would be kept under review. Mr Pearson assured Members that whilst certain requests had been rejected at the present time, the Archive search room would continue to be reviewed on a regular basis. Work was also being done in partnership with 'Find My Past' to digitalise all parish records to ensure that LRA services continued to expand access to the archives online, this was a county service and not everyone could travel to Maidstone.

3. In response to questions and comments, the officers provided the following information:
 - (a) Mr Pearson said that the evaluation of the consultation results was completed by the LRA Customer Insight and Engagement team and that all evidence was collated using an intelligence led approach. The data showed that by shifting the extended hours to the end of the day rather than the start, this would have impacted on more users and therefore the proposal to open the Archive search room from 09:00am to 5:00pm from Tuesday to Saturday was deemed most appropriate for the benefit of all users.
 - (b) Mr Pearson welcomed the thanks and recognition from Members regarding Mr Hill's update on the reopening of Tonbridge Library following refurbishment and thanked those involved in the piece of work. He also reiterated the commendations to the contractors and the local LRA teams who had a significant role in transforming the service.
4. RESOLVED that the proposed decision to:
 - (a) Implement and publish revised opening hours for the Archive search room at Kent History and Library Centre; and
 - (b) For the Libraries, Registrational and Archives (LRA) service to progress to inform customers of these changes,be endorsed.

75. Revision of South East Local Enterprise Partnership's Strategic Economic Plan
(Item 8)

Sarah Nurden (KMEP Strategic Programme Manager) was in attendance for this item.

1. Mrs Nurden introduced the interim report that set out a short summary of the progress to date by the South East Local Enterprise Partnership (SELEP) in producing a refreshed Strategic Economic Plan for the South East. The key aim of this was to provide a coherent economic strategy to guide investment decisions of different public-sector bodies and to establish a framework for bids for finance for new projects. The report highlighted some of the key activity, the themes identified in the consultation feedback that could influence the Strategic Economic Plan and the next steps for future consultation meetings. Mrs Nurden said that the Business and Educators meeting was scheduled to take place on 25 May 2018 and that a Local Authority Leaders meeting was scheduled for early June 2018. Updates on the progress of the South East Local Enterprise Partnership Strategic Economic Plan would continue to be presented to Committee as deemed appropriate.
2. In response to questions and comments, the following information was provided:

- (a) Mrs Nurden assured Members that the revision of the SELEPs Strategic Economic Plan was not a draft document. The report was presented to the committee to allow Members the opportunity to see some of the themes from the consultation feedback. Mrs Cooper (Corporate Director of Growth, Environment and Transport) said that the Kent and Medway Economic Partnership (KMEP) were making attempts to ensure that the local views of public-sector organisations were incorporated into the SELEPs Strategic Economic Plan and a range of activity to rectify this was in place.
 - (b) Mrs Nurden welcomed Members request for more quantitative measures rather than qualitative measures or ambitions and the need for greater substance around some of the phrases used throughout the document.
 - (c) Mr Dance (Cabinet Member for Economic Development) acknowledged all valid points raised by Members, however, the key purpose of the Strategic Economic Plan was to provide guidance for the government around the issue of funding. Mr Dance informed the committee that the Thames Estuary 2050 Growth Commission was due to be reporting on Monday 14 May 2018 which would significantly impact on the work being done around the SELEPs Strategic Economic Plan.
3. Mr Kite proposed, and Mr Bowles seconded that a change be made to the recommendation on the report to say:

'The Cabinet Committee is asked to note the activity underway to review and revise the South East Local Enterprise Partnership's Strategic Economic Plan and offer its support to the Kent and Medway Economic Partnership's ambition to ensure that the Strategic Economic Plan brings practical benefit to Kent.'

This was generally accepted by the committee.

4. RESOLVED that Cabinet Committee is note the activity underway to review and revise the South East Local Enterprise Partnership's Strategic Economic Plan and offer its support to the Kent and Medway Economic Partnership's ambition to ensure that the Strategic Economic Plan brings practical benefit to Kent

76. Regional Growth Funded Programmes Monitoring Report

(Item 9)

David Smith (Director of Economic Development) and Martin Riley (Economic Development Officer) were in attendance for this item.

1. Mr Smith introduced the report which summarised the results of Kent County Council's monitoring returns of the three Regional Growth Funded (RGF) programmes for the period between 1 October 2017 to 31 December 2017. He informed the committee that due to discussions that took place within the Audit and Governance Committee on 24 April 2018, a supplementary report had been provided which listed Kent County Councils equity investments; all company names were within the public domain however reminded Members that discussions regarding the nature and value of those investments would need to take place in closed session.

2. As a supplement to this, Mr Riley said that the scheme had seen 2,709 jobs created since the last report in November 2017 with safeguarded jobs totalling 1,349. The RGF had managed to recover over £16.4 million which was recycled back into the Kent and Medway Business Fund, a scheme launched in 2017, however Kent County Council was in the process of seeking to recover £4,363,511 of defrayed funds. For those funds that could not be recovered, each company went through a rigorous administrative process before a final decision was made around the probability of recovery.
3. Mr Holden (Chair of the Growth, Economic Development and Communities Cabinet Committee) commended the success of the Regional Growth Funded programmes and the reinvestment of money from those companies whom Kent County Council had supported in providing loans.
4. In response to questions and comments, the following information was provided:
 - (a) Mr Smith said that all decisions required two signatures, one being that of the responsible Cabinet Member who would be responsible for the decision from a policy point of view as to whether there was value for money and whether the funding would come in the form of a loan, grant or equity investment; the second signature was that of the responsible Director on behalf of the officer whom under the Executive Scheme of Officer Delegation confirmed that the decision had been lawfully taken. Mr Smith assured Members that every company who had received financial assistance from the Regional Growth Funded went through an externally commissioned process of examination which involved a panel of Bank Managers, people who were experienced investors and entrepreneurs. When the programme was first launched, Kent County Council was aware that the £56 million government funded scheme was not a commercial lending activity, it's primary purpose was to produce an impact in Kent to improve social and economic development. Mr Smith informed the committee that the RGF had only accumulated 7% of unrecoverable funds compared to the 20% to 30% failure rate within the banking industry for the same category of companies.
 - (b) Mr Smith informed the committee that the coalition government exempted small companies from a full audit, however, they were required to have signed accounts. All companies within Kent County Council's portfolio were Company House registered and available to the public for review. In terms of the losses described by Members, Mr Smith assured the committee that Kent County Council monitored each loan recipient on a quarterly basis for those encountering problems with repayment or job creation we would seek detailed financial information such a company accounts to understand their current situation and seek to manage performance with a hands-on approach. In terms of those companies that were currently incurring losses, these were being managed on a regular basis to ensure a profitable return for the reinvestment of equity funds in the future.
 - (c) Mr Riley said that the report did not include Ashford as it had been only been added to the Expansion East Kent Regional Growth Funded Programme two years after the scheme was launched. The Government imposed submission deadline did not allow sufficient time for more companies in Ashford to apply for

the loan. Mr Riley agreed to provide an explanation of this within the report for clarity.

- (d) Mr Dance (Cabinet Member for Economic Development) acknowledged Members concerns around the governance and audit process of the scheme and welcomed Members the opportunity to liaise with the responsible officers outside of the committee. Grant Thornton (an independent accounting and consulting member firm) had assessed similar loan schemes around the country and said that Kent County Council demonstrated strong and improving relative performance in the creation and safeguarding of local jobs. Mr Dance reminded the committee that Kent County Council were unable to monitor the impact of the Regional Growth Funded Programme on existing companies thriving off the success of the companies who have received investments from Kent County Council.
- (e) Mr Riley confirmed that all existing company jobs would be safeguarded if declared at the point in which the funding was offered. If a company were to move to a new site and issue new contracts of employment, that these would not be deemed as new jobs unless these roles were additional to those originally monitored.
- (f) Mr Smith assured the committee that Kent County Council did not rely on audited accounts of those companies who had applied for a loan as these may have been historic, instead, the company would be asked to provide a current account and a future projection of the companies expected asset trajectory. Those assets would then be interrogated and if questionable, an assessment would then be carried out. Mr Smith reassured Members that Kent County Council was not prepared to rely on publicly audited accounts and said that a substantial amount of work was being done with companies who were not performing as well as anticipated to help improve the probability of their succession.
- (g) Mr Smith said that the UK government pushed the European Union (EU) to adopt a State Aid Regime to eliminate the risk of continental countries undercutting UK companies with subsidies. Kent County Council was responsible for ensuring its policy measures and projects complied with the rules set out in the regime and applied these to all companies within its portfolio. He advised Members that certain sized companies could not receive a 0% loan and reasons for this could be found online within the National Regulations. He said that whilst Brexit could potentially see small changes to the State Aid Regime following its departure from the EU, the UK government may have had further discretion on how those rules within the regime were applied.

5. RESOLVED that the report be noted.

77. 18/00024(a) & 18/00024(b) - Extending the Reach of Superfast Broadband (Item 10)

Elizabeth Harrison (Strategic Programme Manager) was in attendance for this item.

1. Mrs Harrison introduced the report which set out the plans to extend superfast broadband coverage across Kent by extending the current Broadband Delivery UK Phase 2 by reinvesting the additional £4.545 million of gainshare

funding available to Kent to increase the coverage of superfast broadband; and by delivering a Kent Voucher Scheme to pilot approaches for connecting properties in areas that still fell outside the scope of the extended Broadband Delivery UK Phase 2 project. The paper also provided an update to the committee on three complementary government schemes which were intended to help improve broadband connectivity.

2. In response to comments and questions, the following information was provided:
 - (a) Mrs Harrison advised the committee that once the Kent Voucher Scheme had been launched, further information on how to access the vouchers would be circulated. Mrs Harrison invited Members to liaise with the responsible officers on a one-to-one basis if they required additional information.
 - (b) Mrs Harrison informed the committee that there had been some issues with the street works undertaken by another provider delivering their own broadband upgrade programme, which was separate to the Council's BDUK contract. Kent Highways Services had taken action to rectify these issues. If Members wished to report any outstanding matters, Mrs Harrison asked that these be conveyed to the Highways Team for investigation.
 - (c) Mr Dance (Cabinet Member for Economic Development) said that the Kent Voucher Scheme would offer a greater range of technical solutions and would be open to properties that would not have qualified for the Government's 'Better Broadband Scheme'.
3. Members commended the work of the officers.
4. RESOLVED that the proposed decision to:
 - (a) Invest the additional £4.545 million of available additional gainshare funding to increase superfast broadband coverage in Kent by extending the Broadband Delivery UK Phase 2 contract, subject to value for money and state aid requirements being met; and
 - (b) Launch a Kent Voucher scheme to support properties in final 5% locations with poor connectivity to get access to a superfast broadband service,

be endorsed.

78. Kent Social Enterprise Fund: Report to Kent County Council *(Item 11)*

Josephine McCartney (Chief Executive of the Kent Social Enterprise Loan Fund) was in attendance for this item.

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report from Kent Community Foundation which set out the performance of the Kent Social Enterprise Loan Fund from 2012 to 2017 as part of the agreed governance arrangements in place with Kent County Council.
2. Mrs McCartney said that the Kent Community Foundation was a professional grant making organisation established in 2001 to provide finance and support to grassroots organisations and, to date, had distributed over £30 million in grants to Kent and Medway. In 2012, the Kent Community Foundation launched the Social Lending Programme, The Kent Social Enterprise Loan Fund (previously known as the Kent Big Society Fund) which was supported by a £3 million donation from Kent County Council and had received additional funding of £500,000 from the Big Lottery Growth Fund and £215,000 from private donations. Mrs McCartney said that the initial agreement with Kent County Council was 20% of the total value of the loan as a grant, however, due to the injection of additional grant monies into the fund from the Big Lottery, Kent Community Foundation was able to offer an improved finance package of up to 30% of the loan value as a grant. Mrs McCartney said that the loan fund was established to provide additional funding to charities and enterprises that had the ability to generate revenue and drew Members attention to the main headlines set out within Appendix A, the Kent Big Society Fund Review document.
3. In response to comments and questions, the following information was provided:
 - (a) Mrs McCartney reassured the committee that the investment panel's role was to scrutinise all existing loan arrangements which were defaulting. The loans drawn from the fund were unsecured which meant that companies were not asked to sell assets or make return payments if they could not afford to do so, therefore it was in the best interest of the Kent Community Fund to provide free advice and business assistance to organisations to alleviate the risk of debt. Mrs McCartney assured Members that the investment panel would need to go through a rigorous process before a decision could be made as to whether the investment would be pursued or considered as a loss.
4. Members commended the work carried out by the Kent Community Foundation and supported the organisations efforts in regenerating money back into the voluntary sectors following recent budgetary reductions from Government.
5. RESOLVED that the committee note the report.

79. Members' Visit to Dover District April 2018 *(Item 12)*

Rob Hancock (Programme Manager) was in attendance for this item.

1. Mr Hancock introduced the report which summarised the outcomes of the recent visit by Kent County Council Members to Dover District and which put forth a suggested programme of visits to other Kent districts for 2018/19. Since the publication of the report, Mr Hancock confirmed that the following visits had been confirmed however dates were yet to be finalised and these would be distributed to Members in due course:

- Thanet
- Ashford
- Ebbsfleet

Visits to Maidstone and Gravesham were yet to be confirmed.

2. Members commended the report and the aspirations presented by Dover District Council and thanked those responsible for organising the visit. Members accredited the efforts and enthusiasm of Tim Ingleton (Head of Inward Investment, Dover District Council) and his team.
3. RESOLVED that the report be endorsed.

80. Work Programme 2018 *(Item 13)*

1. RESOLVED that the work programme be noted subject the inclusion of the following items:
 - (a) Kent County Council's response to the Thames Estuary Commission - (July Cabinet Committee)
 - (b) Update report on the South East Local Enterprise Partnership (SELEP's) Strategic economic plan - (July Cabinet Committee)
 - (c) Update report on the Economic and Productivity Strategy - (July Cabinet Committee)
 - (d) Apprenticeships and update on the Carillion Apprenticeship adoption grant
 - (e) The London Resort Company Holdings (LRCH) regeneration project

Mr Rayner wished to declare an interest in relation to all future discussions concerning the London Resort Company Holdings (LRCH) regeneration project as Managing Director of Phoenix Park Management Company Limited.

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

To: Growth, Economic Development and Communities Cabinet Committee – 3 July 2018

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

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

Recommendation(s):

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

1. Introduction

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.
- 1.2. To support this role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the fourth and final report for the 2017/18 financial year to this Committee.

2. Performance Dashboard

- 2.1. The current Growth, Economic Development and Communities Performance Dashboard is attached at Appendix 1. This provides results up to the end of March 2018 and is the year-end report.
- 2.2. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) included in the 2017/18 Directorate Business Plans. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.
- 2.3. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

3. Results to March 2018

- 3.1. Jobs created and safeguarded from Regional Growth Fund loan schemes continues to increase. Job creation and project delivery through inward investment is ahead of

target. The number of properties brought back to use through No Use Empty (NUE) this year was 439, ahead of target, with a total of 5,465 since the start of the project. Funding achieved from developer contributions was above target. The Growth Hub activity is on or above target.

- 3.2. This year has seen the development and approval of the future ambition statements for the LRA service, which will help shape the LRA Strategy which in turn will be developed over the coming year. These ambition statements were developed through engagement with staff, members and a series of customer and resident focus groups.
- 3.3 During the last quarter there were a number of planned library closures for improvement works which did impact on the activity statistics for the quarter. Tonbridge library closed in January for major refurbishment work and there have been several short-term closures at other libraries for minor refurbishments and the installation of equipment for the Open+ pilot.
- 3.4 Issues and visits are still declining. The latest CIPFA statistics available (2016/17) show that nationally issues and visits dropped by -6% and -4% respectively. In 2017/18 our issues and visits decreased by -3.5% and -4.3%. The Taking Part survey results for April – September 2017 states that digital interactions are on the increase and this is evidenced in Kent as shown below.
- 3.5 An e-newspaper service was launched in January and issues have risen from 1,340 in January to 13,820 in March, following a promotion on our Facebook and Twitter pages. E-books also did well during this period with a 34% increase in issues over the quarter. Online contacts have increased by 118% on the same period last year with increased social media activity together with increased use of the website, online enquiries and online reference resources
- 3.6 Digital Dens, an Arts Council funded project for young people has been launched at 5 sites. These clubs are targeted at young people with a focus on areas of disadvantage, so that children in these areas can access some of the latest technology. There are waiting lists for places at several of the sites.
- 3.7 Customer satisfaction results are generally good, and the service will improve the online experience for our customers in response to comments made in the survey.
- 3.8 LRA does have one Red performance indicator- LRA14. Which is the number of customers using the Home library Service. LRA is looking to address this by further promotion of the service in the new financial year.
- 3.9 Within the EPE Division, Trading Standards have delivered above target performance for investigations and for preventing items entering the market. The Division exceeded its target for the number of businesses provided with support. Timeliness for completion of priority faults on the public rights of way network has seen significant improvement this year, achieving well ahead of target, and the number of volunteers supporting EPE services has also increased. Income generated exceeded target, as would have been the case for Investment secured had £0.5m not been re-phased to the following year.

4. Recommendation(s):

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

5. Background Documents

The Council's Directorate Business Plans:

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

6. Contact details

Report Author: Richard Fitzgerald
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Relevant Director: Barbara Cooper
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Growth, Economic Development and Communities Performance Dashboard

Financial Year 2017/18

Results up to end of March 2018

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Produced by Strategic Business Development & Intelligence

Publication Date: June 2018

Guidance Notes

RAG RATINGS

All results in this report are shown as Year to Date (YTD) values and the RAG status

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved

*Floor Standards are set in Directorate Business Plans and if not achieved must result in management action

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether they are in expected range or not. Results can either be in expected range (**Yes**) or they could be **Above** or **Below**.

Key Performance Indicators Summary

Economic Development (ED)	RAG
ED04a : Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	AMBER
ED04b : Jobs created through inward investment services contract	GREEN
ED05 : Number of homes brought back to market through No Use Empty	GREEN
ED07 : External investment secured through European funding to deliver Kent-wide priorities	AMBER
ED08 : Developer contributions secured against total contributions sought	GREEN
ED09 : Successful projects achieved through inward investment services contract	GREEN
ED10 : Businesses assisted via Kent and Medway Growth Hub contract	GREEN
ED11 : Businesses assisted through intensive support provided via the Growth Hub contract	GREEN

Libraries, Registrations and Archives (LRA)	RAG
LRA06 : Customer satisfaction with birth and death registration	AMBER
LRA07 : Customer satisfaction with wedding ceremonies	GREEN
LRA12 : Customer satisfaction with libraries	GREEN
LRA13 : Customer satisfaction with archives	GREEN
LRA18 : Customer satisfaction with citizenship ceremonies	GREEN

Libraries, Registrations and Archives (LRA)	RAG
DT11 : Percentage of automated book renewals	AMBER
DT12 : Percentage of birth registrations booked online	AMBER
LRA14 : Number of customers using outreach services	RED
LRA15 : Number of customers attending events in libraries and archives	GREEN
LRA16 : Number of archival documents utilised by the public	GREEN
LRA17 : Number of volunteer hours adding extra value to the LRA service	AMBER

Environment, Planning and Enforcement (EPE)	RAG
EPE02 : Value of criminal activity investigated by Trading Standards	GREEN
EPE03 : Value of items prevented from entering, or removed from, the market by Trading Standards	GREEN
EPE04 : Number of businesses supported by EPE services	GREEN
EPE15 : Income generated by EPE charged for services	GREEN
EPE16 : Median number of days to resolve priority faults on the Public Rights of Way network	GREEN
EPE18 : Investment secured by EPE services (Grants / EU funding)	AMBER
EPE19 : Number of volunteer hours contributing to delivery of EPE services	GREEN

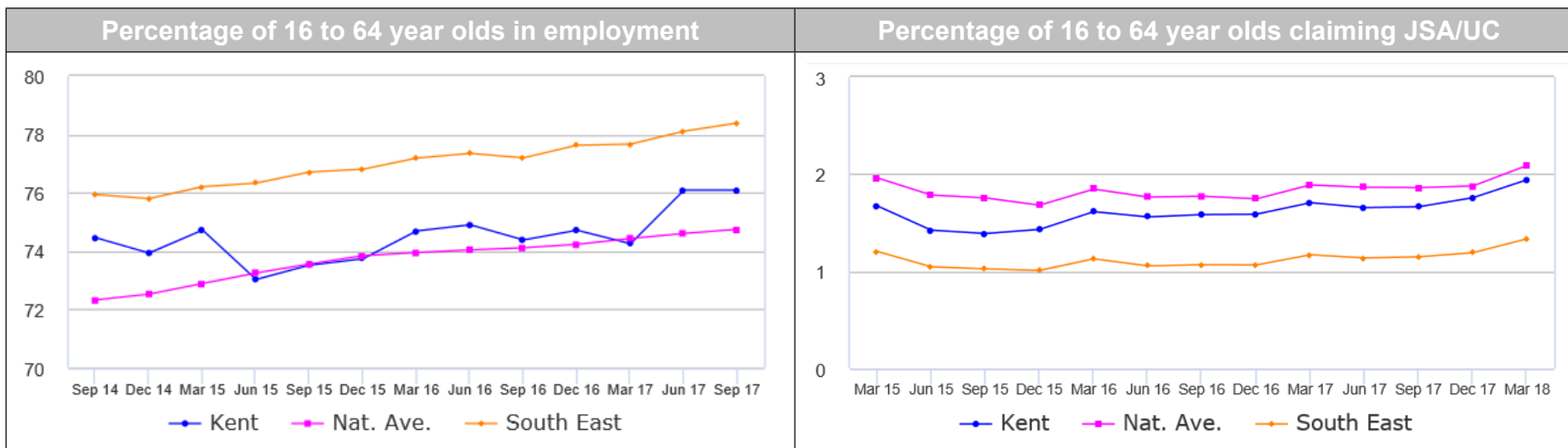
Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance

Ref	Performance Indicators	Year End	RAG	Target	Floor	Prev. Yr.
ED04a	Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	4,161	AMBER	4,866	4,137	3,858
ED04b	Jobs created through inward investment services contract (yet to be fully validated with businesses)	2,182	GREEN	1,600	600	N/a
ED05	Number of homes brought back to market through No Use Empty	439	GREEN	400	350	526
ED07	External investment secured through European funding to deliver Kent-wide priorities	£9.2m	AMBER	£10.5m	£8.5m	N/a
ED08	Developer contributions secured against total contributions sought	98%	GREEN	90%	80%	N/a
ED09	Successful projects achieved through inward investment services contract	63	GREEN	40	15	N/a
ED10	Businesses assisted via Kent and Medway Growth Hub (cumulative since start of contract Nov 16)	4,212	GREEN	3,810	2,435	N/a
ED11	Businesses assisted through intensive support provided via the Growth Hub (cumulative since Nov 16)	500	GREEN	385	247	N/a

ED04a – A number of projects have been delayed for a variety of reasons, e.g. new building works, and as a result, the job numbers has not reached target. The total of 4,058 is split between 2,813 created, and 1,348 safeguarded.

ED07 – Total includes projects with assistance from KCC officers, and the value of projects where KCC is lead or a partner is £4.6m.

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance



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

The percentage of 16 to 64 year olds in employment is derived from the Annual Population Survey (APS) which is a sample survey. The results of the survey come with statistical confidence intervals, which for Kent are plus or minus 2%. Those not in employment include individuals who are students, looking after family/home, temporary or long-term sick, and retired.

The percentage of the population claiming Job Seekers Allowance (JSA) or Universal Credit (UC) required to seek work (the claimant count), is a good proxy measure for unemployment and is a 100% count of claimants. The claimant rate is currently low compared to past trends though a slight increase has occurred in the last quarter which is reflected nationally. The number of people unemployed, as defined by the International Labour Organisation (ILO) and as estimated by the APS, includes individuals on other benefit types and also those not on benefits but seeking work, and this definition results in a higher percentage than the claimant count.

Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	James Pearson	Mike Hill

Ref	Performance Indicators	Year End	RAG	Target	Floor	Prev. Yr.
LRA06	Customer satisfaction with birth and death registration	94%	AMBER	95%	90%	96%
LRA07	Customer satisfaction with wedding ceremonies	96%	GREEN	95%	90%	97%
LRA12	Customer satisfaction with libraries	97%	GREEN	95%	90%	95%
LRA13	Customer satisfaction with archives	91%	GREEN	90%	82%	86%
LRA18	Customer satisfaction with citizenship ceremonies	97%	GREEN	95%	90%	N/a

LRA06 - We are working with our external providers to improve the online booking experience and make more appointment slots available to deal with the changing levels of demand.

Ref	Activity Indicators	Year End	Prev. Yr.
LRA06b	Number of customers surveyed for satisfaction with birth and death registration	2,067	1,302
LRA07b	Number of customers surveyed for satisfaction with wedding ceremonies	680	860
LRA12b	Number of customers surveyed for satisfaction with libraries	683	1,868
LRA13b	Number of customers surveyed for satisfaction with archives	159	258
LRA18b	Number of customers surveyed for satisfaction with citizenship ceremonies	407	N/a

Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	James Pearson	Mike Hill

Ref	Performance Indicators	Year End	RAG	Target	Floor	Prev. Yr.
DT11	Percentage of automated book renewals	74%	AMBER	75%	71%	72%
DT12	Percentage of birth registrations booked online	74%	AMBER	75%	69%	70%
LRA14	Number of customers using Home Library Service	1,322	RED	1,500	1,350	1,438
LRA15	Number of customers attending events in libraries and archives	215,874	GREEN	210,00	190,000	210,237
LRA16	Number of archival documents utilised by the public	33,782	GREEN	30,000	27,480	30,678
LRA17	Number of volunteer hours adding extra value to the LRA service	44,373	AMBER	45,000	40,500	N/a

DT11 – IT system issues have impacted on recent results, with year-end result only missing target by 1%.

DT12 – Performance has slipped slightly below target in the last quarter and we are working with our external provider to improve the online customer experience.

LRA14 - We have widened the criteria for the Home Library Service so that more customers can take advantage of this offer.

LRA17 – The numbers of volunteers recruited to the service has been increasing which should result in an increase of hours.

Ref	Activity Indicators	Year End	Prev. Yr.
DT11b	Number of book renewals (000s)	1,393,732	1,442,430
DT12b	Number of birth registration appointments	19,415	19,014

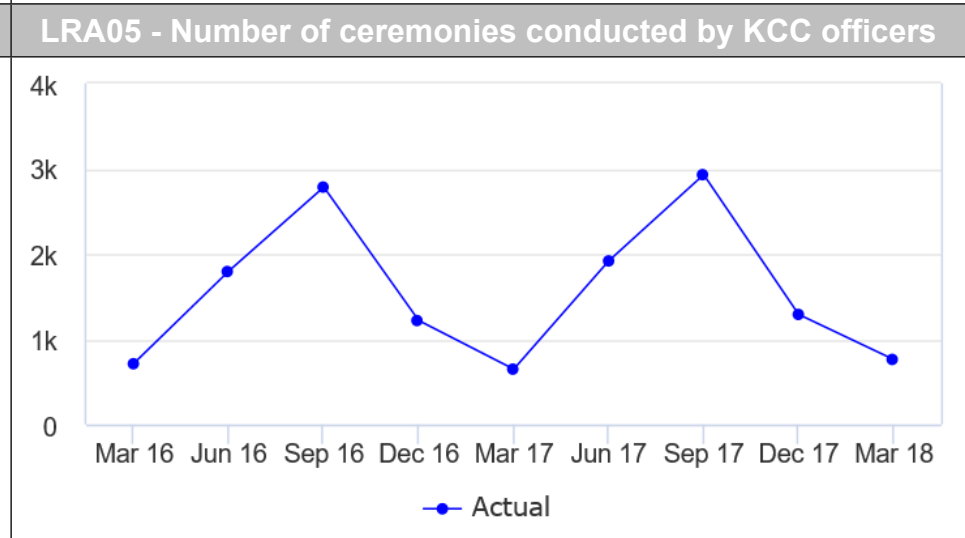
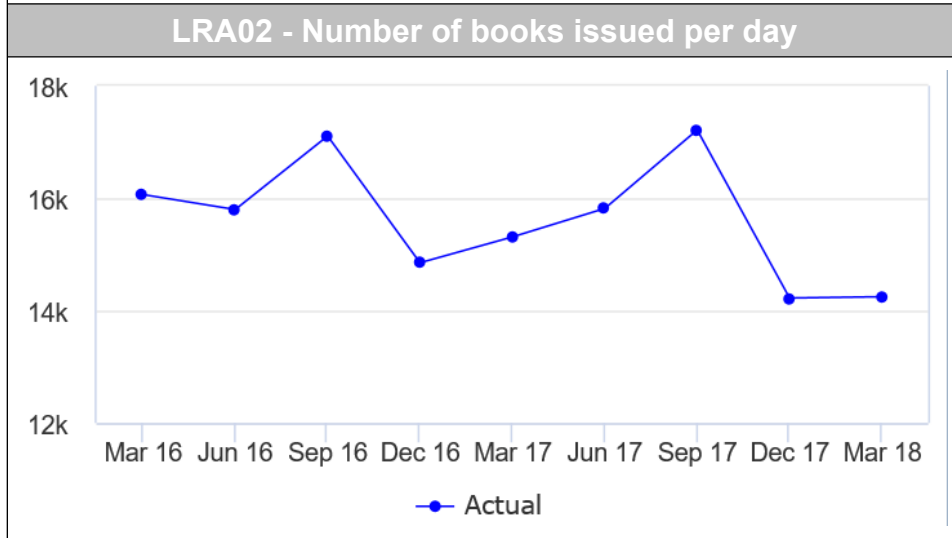
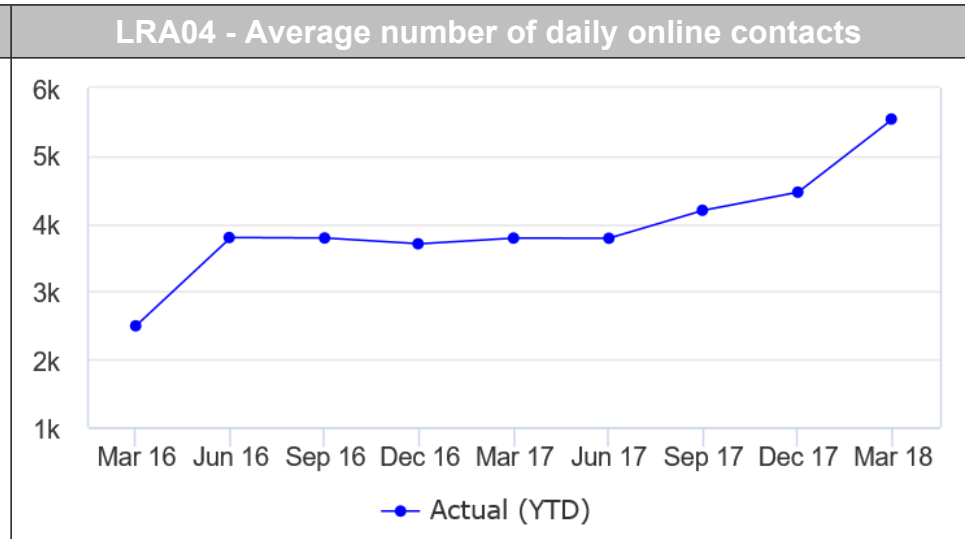
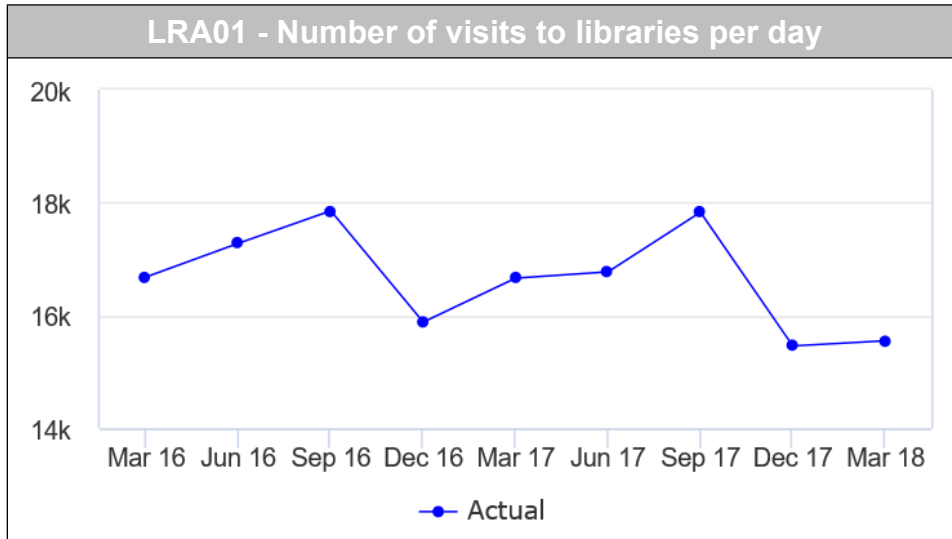
Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	James Pearson	Mike Hill

Ref	Activity Indicators	Year End	In expected range?	Expected Activity		Prev. Yr.
				Upper	Lower	
LRA01	Average number of visits to libraries per day (excludes mobile libraries)	16,410	Yes	16,678	15,230	16,921
LRA02	Average number of books issued per day (includes audio- and e-books)	15,385	Yes	15,411	14,095	15,773
LRA04	Average number of daily online contacts to the service –	5,542	Above	3,781	3,452	3,787
LRA05	Number of ceremonies conducted by KCC officers	6,902	Above	6,800	6,000	6,452

LRA04 – Online contacts continue to grow with Facebook performing particularly well following recent targeted promotions.

LRA05 - The number of ceremonies conducted by KCC officers continues to increase.

Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	James Pearson	Mike Hill



Division	Director	Cabinet Member
Environment, Planning and Enforcement	Katie Stewart	Mike Hill

Ref	Performance Indicators	Year End	RAG	Target YTD	Floor YTD	Prev. Yr.
EPE02	Value of criminal activity investigated by Trading Standards (£000s)	1,867	GREEN	250	225	N/a
EPE03	Value of items prevented from entering, or removed from, the market by Trading Standards (£000s)	10,267	GREEN	200	18	N/a
EPE04	Total number of businesses supported (Trading Standards & Sustainable Business Team)	497	GREEN	350	315	N/a
EPE15	Income generated by EPE charged for services (£000s)	3,637	GREEN	3,540	3,190	5,849
EPE16	Median number of days to resolve priority faults on public rights of way network (rolling 12 month figure)	15	GREEN	25	35	28
EPE18	Investment secured by EPE services (Grants / EU funding) (£000s)	3,167	AMBER	3,250	2,920	N/a
EPE19	Number of volunteer hours contributing to delivery of EPE services	36,501	GREEN	29,340	26,400	N/a

EPE18 - Approximately £0.5m of EU funding previously secured has been re-phased, the target would have been exceeded if this had remained as income in the current year.

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

To: Growth, Economic Development and Communities Cabinet Committee – 3rd July 2018

Decision No: 18/00040 (Non-key)

Subject: Open Golf update

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: Sandwich

Summary:

This paper provides an update on the 22 March 2017 paper that the GEDC Cabinet Committee received regarding the transport improvements required to stage The Open Golf Championships.

The last time Kent hosted The Open in 2011, 180,000 spectators attended, and the event generated a £77m benefit to the Kent economy, of which £24.14m was direct additional spend. In 2020 the economic impact is forecast to be more than £85m, of which at least £26.8m is forecast to be direct additional spend. However, critical transport improvements are required at Sandwich Station to enable the expected number of spectators to access the Royal St George's Golf Course when The Open is underway.

Since March 2017, KCC has led a value engineering process to reduce the cost of the required infrastructure by £400,810. Its anticipated final cost is now £3,898,390. In that same period, KCC has successfully negotiated a three Championship agreement, so that by 2036 Kent will have hosted the Championship a total of three times, thereby maximising the economic impact from the public-sector investment and enabling long term planning around the Championships to take place.

Recommendation: The Cabinet Committee is asked to note the work that has taken place since March 2017 and to consider and endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision for Kent County Council to underwrite the final 28% of contingency for the project, a sum of £242, 220. This is within the context that other funding partners collectively have contributed a further £1, 929, 425 towards the project since March 2017.

1. Introduction

- 1.1 The Open Championship (The Open) is the oldest of the four major international championships in professional golf. This prestigious event is administered by The R&A and is the only 'major' outside the United States. 2020 will be the fifteenth occasion that Royal St George's Golf Club will have hosted The Open.
- 1.2 The Project will deliver platform extensions and a second station footbridge at Sandwich Railway Station. These improvements will enable longer trains to stop at Sandwich Railway Station during the event without blocking the level crossing, which will improve the capacity for rail borne passengers and not obstruct spectators arriving via other modes of travel, particularly via Park and Ride. The proposed improvements will improve the safety of spectators, and critically, for an international sporting event, provide an excellent spectator experience.
- 1.3 The last time Kent hosted The Open in 2011, 180,000 spectators attended, and the event generated a £77m benefit to the Kent economy, of which £24.14m was direct additional spend. In 2020, the economic impact is forecast to be more than £85m, of which at least £26.8m is forecast to be direct additional spend. However, critical transport improvements are required at Sandwich Station to enable the expected number of spectators to access the Royal St George's Golf Course when The Open is underway. The constraints on existing infrastructure at the station mean that the Championship can only return with the identified improvements being put in place.
- 1.4 Evidence of the economic benefits of hosting The Open was shared with this committee in March 2017, as well as a detailed description of the transport improvements required. These remain unchanged since March 2017.

2. Progress since March 2017

- 2.1 Following a meeting supported by the Minister for Sport and Civil Society, the Cabinet Member and KCC officers along with The R&A and Royal St George's Golf Club gained an agreement from the Secretary of State for Transport to instruct Network Rail to value engineer the original proposition to deliver the required transport improvements. This was completed on 30th April 2018 and delivered the cost saving identified above.
- 2.2 In addition, KCC prepared and submitted a Business Case to the South East Local Economic Partnership (SE LEP) Accountability Board for a Local Growth Fund investment into the project. The business case was tested by the SE LEP's Independent Technical Evaluators (ITE) and was agreed by the SE LEP Accountability Board on 17th November 2017. The recommendation from the ITE was that the Project achieves high value for money, and that the economic appraisal indicates a Benefit Cost Ratio (BCR) of 3.92:1, (anything above 2:1 is considered a justifiable investment). In total the SE LEP is contributing £1,903,170 towards the infrastructure.
- 2.3 In response to the requirement from KCC's original decision to commit £250,000 capital investment to the project as well as the condition to secure the SE LEP's contribution, since March 2017, The R&A has agreed to not

only a 2020 Open at Sandwich but a series of three Championships between 2020 and 2036 in total. This in turn secured investment from the Department for Transport. This three-event commitment clearly delivers at least triple the direct economic impact ('at least' because the Sandwich course has the capacity to host greater visitor numbers in successive Championships, unlike most other courses on the rota) and particularly supports the county's visitor economy through enabling the 'Golf in Kent'¹ partnership to build a long-term campaign and approach.

- 2.4 The final significant development of this project since the Committee last considered it, is confirmation that following negotiations between KCC, the DfT and Network Rail, that the latter will fund the Power Draw element (implementing a strong enough power supply that can meet the demands of the 12-car trains) of the project.
- 2.5 For clarity, Members are reminded that as advised in March 2017, the five East Kent district councils are each providing £20,000. This completes the funding package.

3. Wider governance and legacy planning

- 3.1 There is an existing governance in which KCC is involved, which brings together partners involved in the event to plan and prepare for the Open 2020 and future events. Dover District Council is the lead authority for the Open Golf Championships within Kent. Within this governance, the main decision making body is the Sandwich Open Silver Executive, which is chaired by Cllr Nigel Collor in his capacity as Dover District Council's Portfolio Holder for Access and Licensing. Two meetings of the Sandwich Open Silver Executive have taken place: July 2017 and January 2018. It next meets in September 2018.
- 3.2 Reporting into the Silver Executive are the following sub groups, which provides an indication of the scope of the work currently underway to prepare for this international sporting event
- Contingency Sub Group
 - Dover District Safety Advisory Group
 - Gold Executive Kent Police Gold
 - Inward Investment Sub Group
 - Kent Police Silver
 - Local Communities and Businesses Sub Group
 - Marketing and Communication Sub Group
 - Marshalling Sub Group
 - Medical Sub Group
 - Technical Sub Group
 - Tourism (Hospitality, Accommodation and Visitors) Sub Group
 - Transport Sub Group – including a Railway Governance Group

¹ Golf in Kent is a partnership of Kent golf providers looking to grow the impact and offer of the game of golf for visitors and residents' experience. Established by Visit Kent, it continues to be actively supported by them.

- 3.3 Of these, the Tourism and the Transport Sub Groups are already live, with the remaining ones being 'stood up' between summer 2018 and summer 2019, depending on their remit.
- 3.4 KCC will additionally have an internal steering group to ensure that its input to this multi-agency effort is coordinated.

4. Equality and Diversity Implications

- 4.1 An Equality Impact Assessment has been carried out for the proposed infrastructure at Sandwich Railway Station. This will be further developed by the contractor Network Rail
- 4.2 A further Equality Impact Assessment will be carried out by DDC to inform the entire Open Golf 2020 Project.
- 4.3 KCC will also carry out an Equality Impact Assessment to inform the event's Transport Plan.

5. Financial Implications

- 5.1 KCC has previously committed £250, 000 to the core capital cost of this project.
- 5.2 KCC is intending to underwrite the final 28% of contingency for this project, should it be called upon, a sum of £242, 220.
- 5.3 KCC will be providing a project manager to this project from summer 2019 to summer 2020. This will be created as a role within an existing staff member's job description within the KCC Sport and Physical Activity Service, so the authority will not incur any additional revenue cost.
- 5.4 Other costs associated with this project will be absorbed within existing budgets.

6. Conclusions

- 6.1 The Open Golf is a prestigious international sporting event that reaches over 600 million households.
- 6.2 Its direct economic impact on Kent through the three occasions we will host it between 2020 and 2036 will be more than £75 million.
- 6.3 The project now forms part of the Government's GREAT Britain campaign to 'showcase the best of what our whole nation has to offer to inspire the world and encourage people to visit, do business, invest and study in the UK'.
- 6.4 The overarching project will be delivered by Dover District Council, supported by Kent County Council.

6. Recommendation(s)

Recommendation: The Cabinet Committee is asked to note the work that has taken place since March 2017 and to consider and endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision for Kent County Council to underwrite the final 28% of contingency for the project, a sum of £242, 220. This is within the context that other funding partners collectively have contributed a further £1, 929, 425 towards the project since March 2017.

7. Background Documents

Appendix 1 – Proposed Record of Decision

GEDC Cabinet Committee Report 22/03/17.

<https://democracy.kent.gov.uk/documents/s84997/GEDC%20Open%20Report%20Final%2022-03-2017.pdf>

8. Contact details

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BETAKEN BY:

Mike Hill, Cabinet Member for Community and Regulatory Services

DECISION NO:

18/00040

For publication

Key decision: NO

Subject Matter / Title of Decision

Sandwich Open Golf: Capital Infrastructure Works – Sandwich Railway Station

Decision:

As Cabinet Member for Community and Regulatory and Services, I agree to:

£243, 220 of KCC capital budget being provided to meet the final 28% of contingency, if called upon, to successfully deliver the Sandwich Open Golf: Capital Infrastructure Works – Sandwich Railway Station

Governance:

The Executive Scheme of Delegation for Officers set out in Appendix 2 Part 4 of the Constitution (and the directorate schemes of sub-delegation made thereunder) provides the governance pathway for the implementation of this decision by officers as it assumes at 1.9 of the scheme that once a Member-level decision has been taken, the implementation of that decision will normally be delegated to officers, so that multiple Member decisions are not required in respect of the same matter.

In this instance, the Head of Countryside, Leisure and Sport will be the lead officer seeking to ensure that all such steps as are necessary to implement the decision are undertaken.

Reason(s) for decision:

The Open is a prestigious sporting event that independent research demonstrates brings significant economic benefits to the area in which the event is held, due to the global profile it provides for the area and the resulting interest from international business and spectators.

The last time Kent hosted The Open in 2011, it generated a £77m benefit to the Kent economy, of which £24.14m was direct additional spend. The event is forecast to grow from 180,000 spectators in 2011 to at least 200,000 spectators in 2020, and will be able to accommodate an even higher number of visitors in future years beyond 2020 owing to the layout of the course. That economic impact is therefore forecast to grow. In 2020, the economic impact is forecast to be in excess of £85m, of which at least £26.8m is forecast to be direct additional spend.

DDC is the lead local authority for The Open. KCC is operating in support of DDC on this project, other than in regards to establishing and overseeing the transport plan for the event, including the required infrastructure for Sandwich Railway Station, for which KCC is the lead authority.

The business case for the investment into the Railway Station has been tested by the SE LEP's

Independent Technical Evaluators, and was agreed by the SE LEP Accountability Board on 17/11/17. The recommendation from the I.T.E. was that the Project achieves high value for money, and that the economic appraisal indicates a Benefit Cost Ratio (BCR) of 3.92:1, (anything above 2:1 is considered a justifiable investment).

The Open primarily meets two of the strategic outcomes described in Increasing Opportunities, Improving Outcomes; 'All Kent's communities benefit from economic growth and lower levels of deprivation'; and 'Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities'.

Permanent infrastructure at Sandwich Railway Station has been identified as providing best value for money. Other funding partners for the selected infrastructure are the South East Local Economic Partnership, The R&A (the national governing body which owns the rights to the British Open Championship), Network Rail, the Department for Transport, and five East Kent districts.

Cabinet Committee recommendations and other consultation:

Growth, Economic Development and Communities will receive this item on 3rd July 2018

Any alternatives considered and rejected:

Five options for the station were shortlisted for value engineering. The selected option is affordable, secured maximum external investment, provides the highest level of customer experience of the five options, and was the only option to future proof the Station to handle an Open with growing spectator numbers Championship on Championship.

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

None

Signed

Dated:

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

To: Growth, Economic Development and Communities Cabinet Committee – 3 July 2018

Subject: 2017/18 Growth, Environment and Transport Directorate Equality Review

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: Environment and Transport Cabinet Committee
13/07/18; Policy and Resources Committee (Date TBC)

Electoral Division: All

Summary: This report sets out a position statement for the Growth, Environment and Transport (GET) Directorate in 2017/18 regarding the embedding of equality and diversity within work programmes and organisational development.

Recommendation: The Cabinet Committee is asked to note current performance, provide any comment, and agree to receive this report annually in order to comply with the Public Sector Equality Duty 2010.

1. Introduction

- 1.1 Publication of equality and diversity information is compulsory in England for all public authorities, as stipulated in the Public Sector Equality Duty 2010. Proactive publication of equality and diversity information ensures not only compliance with the legal requirements, but also transparency for the public in how this Directorate ensures equality and diversity considerations are part of every stage of our programmes and projects.
- 1.2 GET firmly places our approach to equality and diversity within our Customer Service Programme. The Duty for us is about understanding and responding to our customers and non-customers' needs, data-led across all ten protected characteristics. Everybody has protected characteristics.
- 1.3 The Equality and Human Rights Commission (EHRC) has identified six domains which reflect the capabilities or areas of life that are important to people and that enable them to flourish. The six domains are work, living standards, education, justice and personal security, participation and health.

- 1.4 KCC corporately is moving to measure all services' progress against the Equality Duty 2010 by utilising these EHRC domains. This report therefore looks to do the same.
- 1.5 GET is lead directorate for five of the objectives in the KCC Human Rights and Equality Strategy 2016 - 2020. For the purposes of sections 4 and 5 of this report, the detail of GET's 17/18 Review has been presented against those five corporate objectives, mapped in turn against the EHRC domains.
- 1.6 Sections 6, 7, 8 and 9 of this report are GET's 17/18 equality and diversity performance in areas other than our five lead KCC objectives, mapped against the EHRC domains.
- 1.7 The KCC Human Rights and Equality Strategy contains six policy commitments, five of which are integral to the evidence we provide across sections 4 to 9 below. The five are
- All Members and Officers will be responsible for ensuring that the Public Sector Equality Duty is met in their day to day work and when making decisions
 - KCC will use equality analysis when procuring and commissioning
 - KCC will gather and analyse knowledge and information to get a clear understanding of the protected characteristic of our service users
 - KCC will listen to and engage with employees, communities and partners to inform the way we plan, design, commission and deliver services. Communities can have their say through consultations and engagement
 - KCC will put residents and service users at the heart of all of our work by embedding the Public Sector Equality Duty into everything we do so that we can continue to build strong and inclusive communities
- 1.8 The sixth policy commitment is "KCC will continue to be an inclusive employer" and this report details our performance against this aspect in section 10.

2. Financial Implications

- 2.1 There are no financial implications in producing an annual review of progress against the Equality Duty 2010.

3. Policy Framework

- 3.1 This report relates to the KCC Equality and Human Rights Policy 2016 – 2020:

4. EHRC Domain a) Work

4.1 The content in this section particularly relates to GET's role as lead Directorate for the KCC Equality and Human Rights Policy 2016 – 2020 objective:

“The Equality Duty will inform all services’ efforts to maximise businesses’ potential.”

4.2 Economic development has made improvements in its collection of diversity data in 17/18, allowing it for the first time in 18/19 to begin to understand the collective position of Kent's leadership of Kent-based businesses. From this data-led position, Economic Development will be able to consider whether there is any further targeting or refinement of business development programmes it needs to undertake going forward.

4.3 In 17/18, the Boost4Health Project has continued to partner KCC with business support organisations and life science clusters in North West Europe. All participating businesses in Kent have been asked to submit diversity monitoring information regarding typically the business owner or the CEO. 73% of the Kent businesses involved in Boost4Health have agreed to share their data in 17/18, which is a high return rate, and allows the Economic Development division to begin to form an overview of the business leaders within Kent's life science sector. This then has the potential to inform Economic Development's future and further work to support this sector.

4.4 The UK is the host of more than 45,000 foreign direct investors. They play a major role in the UK economy, contributing to at least 36% of the total turnover in the UK. GET's Economic Development division commissions Locate in Kent to intervene effectively around such foreign (as well as domestic) inward investment. Increasing the levels of job creation through inward investment is one of the council's key objectives, identified as a part of the county's long term economic recovery. Through Locate in Kent, KCC receives data, where provided, on Age, Gender, Race and Disability of the entire workforces of foreign affiliated businesses.

4.5 Most of Economic Development's business engagement programmes are time limited projects, so the data gathered from each will inform the division's overall knowledge and approach to delivering future business development programmes, rather than necessarily changing the delivery and approach of an existing project.

4.6 Environment, Planning and Enforcement's Business Advice and Support Services Project was started in 17/18, looking at business engagement across the breadth of GET, and the authority. Its purpose is to improve

KCC's customer service to businesses, meet customer needs and make efficiencies in the services KCC provides to businesses. Each business customer process that is being mapped is recording if and what equality data is captured, how it is used and what decisions / changes have been made as a result. This is ongoing and will be collated in June/July 2018 and will inform an overarching equality and diversity action plan to inform this corporate objective.

5. EHRC Domain
b) Living Standards

- 5.1 The content in this section particularly relates to GET's role as lead Directorate for the KCC Equality and Human Rights Policy 2016 – 2020 for four objectives, highlighted at 5.2, 5.12, 5.18, and 5.30.
- 5.2 **“Protected characteristics will be considered within all highways and transport schemes identified within Local Transport Plan 4 (LTP4), as well as the schemes’ potential to advance equality of opportunity”**
- 5.3 ‘Business as Usual’ through public consultation, consultation with local user groups, and transport construction standards and assessments are all mechanisms underpinning much of LTP4 that see the tenets of the Equality Duty met.
- 5.4 The feasibility study for a lorry park has identified the protected characteristics that will need to be explicitly considered when the project reaches design stage. These include toilets (Gender, Disability, and Gender Identity); multilingual signs; and faith room design. (Race).
- 5.5 The design of the out-of-town Thanet Parkway station will be well connected with local bus routes, offer a park and ride facility and have cycle and pedestrian access point. All of these are intended to meet the differing needs of the Age characteristic. In addition, CCTV and lighting will be incorporated into the design of both the car park and station, therefore promoting safety at the station, meeting the needs and perceived needs of the Age, Race, Disability, Sex, Sexual Orientation and Gender Identity characteristics.
- 5.6 Through the ‘Kent Thameside: Integrated Door-to-Door Journeys’ project, packages of measures to reduce congestion and improve accessibility have been planned for or put in place in 17/18. This has real benefit for Disabled, Age, Maternity and Carers characteristics. Examples include toucan crossings [these allow both cyclists and pedestrians to use it]; improved provision of shared pedestrian/cycle route alongside the Highway to improve road safety and reduce road traffic casualties amongst less experienced and vulnerable users, including adolescent and elderly groups; and improved pedestrian/cycle ways that will support more females (who are underrepresented among cyclists) to benefit from the network.

- 5.7 A puffin crossing [lights controlling the pedestrians are on near side of road] to support Dover Port improvements was completed, informed by an equality impact assessment, but it should be noted that existing well-rehearsed transport infrastructure approaches would have undoubtedly identified this need anyway, underlining the point in 5.3 above.
- 5.8 The project manager overseeing construction of a set of road improvements in Gravesend in 16/17 and 17/18 worked closely with a local user group during planning, design and construction, resulting in a joint site walkover where several opportunities were identified to improve the pedestrian routes for people with a disability. The changes included: alterations to the temporary pedestrian routes; providing a ramped access to shops in Railway Place; and providing an additional drop kerb on Windmill Street to improve access on the pedestrians' most direct route between the Town Centre and the Gravesham Civic Centre.
- 5.9 A public consultation (which deliberately and explicitly sought feedback from all protected characteristics) on the Sturry Road development in 17/18 has led to the addition of an extra controlled pedestrian crossing, provision of additional lengths of footways and the provision of extra traffic islands. (Age, Disability, Maternity and Carers characteristics).
- 5.10 An evolving equality impact assessment has informed the design of the Tonbridge Station Transport Interchange Improvement, which is progressing to public consultation on the design. Design changes already identified through local user groups and customer data analysis have included ensuring the pedestrian crossing outside Tonbridge Station has oral and touch sensitive markers to enable visually impaired users to cross safely (this was suggested at a consultation event by a Disabled group) and installing an additional crossing to relieve overcrowded pedestrian areas at peak times. This element is of particular benefit to Age, Disability, Maternity and Carers characteristics.
- 5.11 'Harvey Grammar School to Seafront' improvements and 'Cinque Port Cycle Way Phase 1, Folkestone Harbour to Hythe' identified a suite of improved opportunities for protected characteristics similar to those improvements and impacts identified above. Wider footways, improved surface materials and introducing dropped kerbs benefit Age, Disabled, Maternity and Carers characteristics.
- 5.12 **"The protected characteristics of all members of a community will be considered when investing in roads, facilities and utilities that are identified through the Growth and Infrastructure Framework (GIF), and delivered to meet the needs of Kent's population changes"**

- 5.13 In 17/18 the Framework was refreshed and recast. The GIF commits KCC to identifying forecast change in age profiles and the necessary infrastructure required to support changing age groups and population growth. KCC is also committed to promoting accessible and well-connected infrastructure that will support independence. This will benefit several of the protected characteristics including Age and more specifically the elderly, those with long term health challenges, the Disabled, families with young children (Maternity) and Carers. The GIF also seeks to encourage the provision of a range of housing types accommodating different Age groups, including the elderly, those with long term health challenges, families with young children (Maternity) and Carers.
- 5.14 That the GIF provides an opportunity to better plan for accessible, affordable and safer transport will improve opportunities for women, as they are more likely to use public transport more than men and are less likely to drive than men. The perception of personal safety amongst women should improve as a result. This therefore impacts the Gender characteristic
- 5.15 The 17/18 GIF refresh acknowledges that the provision of public toilets and changing areas through the delivery of schools, sports, youth and social care facilities may be impacted by evolving social norms and legislation around Sexual Identity. However, at the high level of the GIF, no further detailed examination or analysis of data could be usefully undertaken. Rather this will be undertaken by individual projects as they come forward.
- 5.16 Pregnant women and families with children will benefit from the improved accessibility and connectivity associated with transport infrastructure and healthcare provision, for which the GIF will enable better planning. (Maternity, Age, Disability, Carers).
- 5.17 The progress of equality impact assessments for GIF infrastructure projects under the GET directorate will be monitored by the GET Portfolio Delivery Manager (PDM), and likewise should be picked up by the other Directorate PDMs for KCC-led projects
- 5.18 **“Irrespective of Age, Disability, Race or Religion and Belief, Kent residents should be able to access our county’s high-quality landscapes and environment”**
- 5.19 There are 76 activities within the Kent Environment Strategy implementation plan; 27 have their equality impact assessments in place, 11 are in progress, and the remaining 38 are not yet at a stage where the stage 1 screening grid would be effective.
- 5.20 Common across the 27 are that many of the projects have noted that they produce communication materials (digital and non-digital). Across all these projects there is an identified need Page 44 able to provide communications in

alternative formats or provide a translation service. These impacts have been particularly associated with:

- Age - recognising that older customers may not engage with digital communications and may require additional non-digital engagement and communications
- Race - all services default to providing their service in the English language. This naturally presents a potential barrier to customers who do not speak English as a first language.
- Across all protected characteristics there is a need to ensure images used in communications are diverse (different Ages, Race, Disabilities etc).

5.21 A further common feature is an ongoing challenge to collect data (as participants are never obliged to identify their personal protected characteristics). Many projects indicate their services are open to everyone or that they are positively promoting a characteristic (e.g. Gender to promote women's cycling). However, there is frequently insufficient data to confirm who is accessing services and validate this positive impact.

5.22 Physical accessibility is a strong theme (Age, Disability, Maternity, carers characteristics) across multiple KES projects and programmes.

5.23 FRAMES is a project led by Environment, Planning and Enforcement Division focussing on improving flood resilience to mitigate the impact within the Health and Social Care sector. Flood vulnerability assessments are based on various characteristics (generalised in a population at Lower Super Output Area) that might make them more at risk from flooding. Twenty sub-matrices are used for the assessment, with twelve of those twenty relating directly to the protected characteristics of Race, Disability, Carer status and Age.

5.24 Public Rights of Way (PROW) adopted a Least Restrictive Access Policy back in 2007, and an example of this continuing to be live in 17/18 was A-frame barriers were installed at East Farleigh to enforce a no cycling area in an area of the route near a residential property occupied by older residents. (Age characteristic)

5.25 For a 17/18 project to create a 10km cycle route along River Medway a policy of level surfaces and careful material selection has provided improved and safer conditions, particularly supporting the use by older and younger users (Age), Maternity/paternity protected characteristic, Disabled users, and Carers.

5.26 For Powder Mills new cycle route, segregated sections of path were finished in 17/18 to increase accessibility (Disabled, Age, Maternity, Carers) and remove the potential for conflict between user types.

- 5.27 The Frinbury to Ashford town centre cycle route delivered in 17/18 includes an accessible ramped bridge giving Care providers the opportunity to use the route with the people they care for, to enjoy the countryside and river views from the route. This adaptation similarly benefits wider protected characteristics of Age, Disability, and Maternity/paternity.
- 5.28 Old Chalk, New Downs is a project begun in 17/18 to deliver a new approach to chalk grassland management and restoration in terms of scale and reach; one which has not been achieved previously. The programme will involve Learning, Accessing and Volunteering strands, and an early stage equality impact assessment has begun to identify how these might promote opportunities for protected characteristics, specifically Age (both school children and the elderly), Disability, Race (the project delivery area encompasses known BAME communities and gypsy and traveller communities), and Carers.
- 5.29 The rewrite of PROW's Kent Countryside and Coastal Access Plan (CAIP) in 17/18 identified a wealth of opportunities to improve on opportunities for certain protected characteristics, and to continue tackling barriers. As noted above, Public Rights of Way adopted a Least Restrictive Access Policy back in 2007, and so items identified within the new CAIP build on these existing strengths. 17/18 examples include:
- Age - Market research results showed that in the Kent resident non-user group the younger age groups professed themselves not interested in using the PROW network. The results also showed that a lack of information acted as more of a barrier for the younger age groups. In response PROW will revisit all types of information including online, phone apps, maps and guides to reach the younger age groups.
 - Gender - Results from the Market Research showed that male 'users' were more confident to use PROW when compared with female respondents. In response PROW will explore for the first time Gender specific design and targeted communications
 - Race – National data has shown that BAME (black, Asian and minority ethnic) populations that do visit the outdoors are more likely to visit urban locations. Kent clearly has some sizeable BAME populations, and PROW has committed to explore improving promotional material so that it is available in a wider range of formats and languages, working in partnership with a wider range of BAME organisations to improve usage and volunteer engagement from Kent's BAME communities.
- 5.30 **“The Libraries, Registration and Archives (LRA) Service in Kent will continue to understand its local communities’ needs, and tailor its services accordingly”**
- 5.31 Libraries’ Digital Dens were inspired by a successful peer project elsewhere in the UK and was targeted at 8 – 11 year olds. The Service engaged with

schools and other groups to ensure that local children from different cultural backgrounds (Race characteristic) all had the same opportunities to benefit from Digital Dens. Marketing was deliberately and consciously designed to appeal to all Genders, and this was particularly noticeable in the feedback from parents. One parent commented “The children learnt all about the circuits and other fun things. It’s not just for boys!”

5.32 LRA delivers 34 ‘offers’ targeted at different groups within Kent communities; from Adult Learners to Young People, via people living with Dementia, Home-educated children and New arrivals in the UK. Each has been mapped in 17/18 against the relevant protected characteristics (and all ten are relevant to at least one Offer) and a suite of actions developed. These include:

- targeted training for staff around any one Offer to understand how certain protected characteristics can particularly benefit from it
- guidance around targeted marketing campaigns around certain Offers within local communities
- signposting to other organisations that exist to work on linked outcomes

5.33 LRA completed a review of 32 branches’ opening hours, and although this resulted in some 24 branches having changed hours, an equality impact assessment for each branch identified no negative impact on any protected characteristic, as each characteristic’s needs informed the consideration.

5.34 In 17/18, LRA has been developing the RFID+ pilot. Through this, LRA is planning to use existing Radio Frequency Identification (RFID) technology to pilot technology assisted opening hours at three libraries. This will enable customers to access library services outside of normal opening hours with no staff present. An equality impact assessment has identified the need to ensure safe access for anyone who uses this service so for example people under the age of 16 will not be permitted to access the facility outside of staffed hours (unless with a parent or carer). This approach is in line with all other library authorities who run similar facilities and also meets KCC’s duty of care and safeguarding responsibilities. The EqIA also identified older people may be less confident to use the new technology and the service is exploring how it explains how to use this new service as a result. In terms of disabled customers or those with mobility problems, the Open+ pilots have enabled LRA to improve access to both Paddock Wood and Higham libraries with the addition of automatic doors to these buildings. The pilot period, which begins at Paddock Wood at the end of July 2018, will be used to test this new approach with targeted comms and the key message to people will be to try the new technology and then feed back so that it informs evaluation of this service option. LRA will ensure the evaluation gets feedback from young people and older people. Open+ is being offered in addition to the current staffed hours at three locations.

5.35 The remaining four EHRC domains (Education, Health, Justice and Personal Security, and Participation) do not relate directly to GET's five lead objectives, but feature in Parts 6 to 9 of this report

6. EHRC Domain c) Education

6.1 The Kent and Medway Engineering, Design, Growth & Enterprise (EDGE) Hub in Canterbury is a Canterbury Christ Church University programme, supported by GET's Economic Development division which helped CCCU secure Local Growth Fund Programme funding, and has supported CCCU with informing the specifications for the Hub. The project is in the pre-build stage, but equality analysis has considered both the construction period and the Hub once it is operating, to inform the current design phase. For example, the design has been deliberately challenged to incorporate the latest innovations in terms of physical access and access to learning, improving on what can be offered in older facilities. (Disability, Carers). CCCU are a known national Higher Education leader in enabling Disabled students to learn. Additionally, the project will have a significant positive impact on women (Gender characteristic), aiming, as it does, to increase female participation in engineering and design to between 30-35%, significantly above the current participation rate in learning and employment. In fact, the ethos and design of curriculum, and learning and teaching are founded on greater gender equality, with, for example, the target of 30% of staff being women.

7. EHRC Domain d) Justice and Personal Security

7.1 Environment, Planning and Enforcement's Stop the Scammers service uses a socio-demographic profiling tool, known as Mosaic, to analyse the Kent data and better understand the victims. This means we now know that 42% of the population have a profile where they are likely to be a scam victim, up to 600,000 people; that the average age of a Kent scam victim is 73 years old; and that over 50% of over those aged over 65 within the county have been targeted by scams. The data has also shown the five most likely groups of scam victims, with older Age remaining the most common protected characteristic.

7.2 In response to this data, the service has over the last four years targeted Stop the Scammers by installing 53 free trueCall devices, in particular for victims living with Dementia (Disability characteristic); provided education for young people in 22 Special Schools with learning disabilities, as well as 100 Secondary Schools (Age and Disability characteristics); provided an interactive regular resource 'Your Safety Your Health Your Choice' for adults with learning disabilities used at their District Partnership Group and Keeping Safe meetings (Disability characteristic); and created a leaflet specifically for home service providers whose clients are hard to reach

through regular channels, i.e. Carers, ambulance service, doctors, taxi drivers, befriending groups.

8. EHRC Domain e) Participation

8.1 In 17/18 the Culture and Creative Economy team within Economic Development division has particularly targeted children and young people's (Age characteristic) engagement with the arts through the ART31 programme. Outputs and outcomes in 17/18 include:

- ART31 was invited by Arts Council England to devise a programme of consultation activity to feed into the development of Arts Council England's next ten-year strategy. In collaboration with local artists, ART31 members were able to create fun and engaging activities that were well received by young people who participated, and which have provided new ideas about innovative approaches to consulting with young people. This opportunity has enabled young people in Kent to influence Youth Arts strategy at the highest level.
- ART31 was invited to deliver breakout sessions at several industry conferences, including those of Bridge Organisations: Artsworld and Festival Bridge. This was a great opportunity for the young people involved and allowed ART31 to grow their profile nationally and share important learning around authentic youth leadership and ownership.
- ART31 has supported young people to develop skills and knowledge required for careers within the cultural and creative industries. ART31 has a direct impact on their life chances and career opportunities and has enabled several ART31 participants to progress into higher education and careers in the arts over the last year. This includes a young person who is now studying at University of the Arts London, who recently returned to Gulbenkian to host an exhibition of her photography, and another individual who was able to get his first paid filming job for a project in Belgium, using his SCREEN31 films as a portfolio.

9. EHRC Domain f) Health

9.1 Cyclopark which is a premier cycling facility delivered under an operator's agreement to Economic Development division, has in 17/18 provided rides of different intensities, duration and locations for 14,700 riders in the local community that ensures this project is accessible to all ages.

9.2 Through selection of appropriate locations and the provision of accessible information and, critically, a fleet of 20 Adaptive bikes, (meeting the needs and wants of Disabled participants) Cyclopark has ensured that this project

is available to most people who wish to participate whatever their ability. This includes participants with restricted mobility, sensory impairment and learning disabilities.

- 9.3 Nationally, evidence reports less women participating in cycling activities compared to men. By providing female ride leaders, more women and girls were encouraged to participate in cycling events. For example, in 17/18 Cyclopark delivered several events through the British Cycling's Breeze programme designed specifically to develop female inclusion. (Gender characteristic).
- 9.4 In 17/18, Club Cyclopark had 265 members across three cycling disciplines, all of whom were asked to share their personal characteristic data. Since its opening, this project's Cyclo4All programme for people with Disabilities has attracted more than 4,000 visitors (17/18: 750), has hosted 180 school visits since opening with more than 5,000 school children taking part in cycle sports and 54,000 families have visited the Cyclokids play park especially designed for under 8s (17/18: 5,600) – the Age characteristic
- 9.5 No Use Empty is an Economic Development programme that offers secured loans to bring empty properties back into use. If a potential applicant is unable for whatever reason (including Age and Disability) to complete an online form, the team offer face to face and/or telephone support. In addition, the online information is Browsealoud compatible, for applicants with visual impairments, dyslexia or mild learning difficulties. The team are also experienced in supporting and working with Powers of Attorney should the property owner require such support. This approach is robustly assured to protect the owner, but is designed to particularly meet the needs of the Age, Disabled and Carers characteristics.

10. GET as an Inclusive Employer

- 10.1 GET has a Joint Organisational Development – Equality and Diversity (ODED) Group that meets quarterly. Its membership is taken from the GET OD Group and the GET E&D Group.
- 10.2 As reported last year, data suggests that disabled staff and staff who identify as black or of a minority ethnic race are two protected characteristics that GET ODED wanted to look at in further detail. This does not mean that the other characteristics are not of equal interest or importance, simply that GET ODED has initially identified these two distinct characteristics as staffing groups to explore further.
- 10.3 Through national briefings and a second peer review (this time with ten 'exemplar' inclusion and diversity organisations, as assessed and recognised by Excellence in Diversity – Inclusive Top 50 Employers) commonalities in how these organisations approach these two staffing

characteristics have been grouped under recruitment, wider-staff training, staff groups, exit interviews, organisational and individual responsibilities, and the organisation as a community leader. A draft action plan has been drawn up, to be explored with KCC's EODD (Engagement, Organisation Design and Development) Division's Subject Matter Expert before it is bought to GET Directorate Management Team for agreement. Anticipated content includes a GET candidates' pack, commissioning Delta to be analysed by protected characteristic, continuing to press for CMT to champion a protected characteristic each, and developing a consistent approach to exit interviews, to include characteristic data and analysis. ODED will also undertake Unconscious Bias training as a collective to then make a recommendation to GET's wider recruitment approach, as the need for Unconscious Bias training features consistently across all the nationally exemplar organisations

- 10.4 Additionally, in 17/18 ODED undertook an extensive analysis of GET's protected characteristics across Leadership, FTE/PTE, Leavers, Apprenticeships, Cash Awards, TCP, and Applications-to-Shortlisting-to-Appointment for the last four years. This is initially feeding into the disabled and BAME approach outlined above. GET will seek support from KCC's Business Development and Strategic Intelligence division to enable the four GET Divisions to further interrogate the data.

11. Conclusions

- 11.1 GET is making progress year on year at embedding evidenced consideration of protected characteristics within programme, project and 'Business as Usual' delivery
- 11.2 The Directorate's approach to equality and diversity is carefully positioned to underpin the Directorate's approach to customer insight and customer service.
- 11.3 Analysis of diversity data of GET staff is now an established core element of the Directorate's organisational development priorities.

12. Recommendation(s)

Recommendation: The Cabinet Committee is asked to note current performance, provide any comment, and agree to receive this report annually in order to comply with the Public Sector Equality Duty 2010

13. Background Documents

- 13.1 KCC Human Rights and Equality Strategy 2016 – 2020:
http://www.kent.gov.uk/data/assets/pdf_file/0007/67075/Executive-summary-of-our-annual-equality-and-diversity-report-2016-2020.pdf

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

To: Growth, Economic Development and Communities Cabinet Committee
– 3 July 2018

Subject: Developing a Kent and Medway Enterprise and Productivity Strategy:
Progress Update

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary

Improving standards of living across Kent and Medway well into the future is the purpose of the Enterprise and Productivity Strategy. It will look at how local authorities across Kent and Medway, working with other public and private organisations might help businesses to grow here, to move here, and to thrive here. It will also look at how to raise the productivity of the county's economy within a fast-changing technological environment as far ahead as 2050. The Growth, Economic Development and Communities Cabinet Committee meeting on 21 November 2017 endorsed the proposal to develop it through a Leader's working group of elected members.

This paper also sets out the range of experts, businesses, and Kent and Medway partners, the group will use to look at the shape of the county's future economy and standards of living.

Recommendation

The Growth, Economic Development and Communities Cabinet Committee is asked to note the progress made to date and next steps.

1. Introduction

- 1.1 It is innumerable commercial decisions and decisions of innumerable customers which build a free enterprise economy. It is largely privately developed technology which increases productivity but so do other things, such as social factors, the state of infrastructure and the local environment.
- 1.2 Government, at whatever level, in this case at county and district level, is seldom entrepreneurial because that is not its main role. Nonetheless, it can affect how the economy does (or does not) develop, and it can sometimes take a longer view than the demands of balance sheets and shareholders may allow.
- 1.3 This strategy is going to take that longer view, 30 years forward. It will talk to businesses and academics, technologists, national and local government and

the people of Kent about how they see themselves, further and further out towards the middle of the century. It is also going to look at how Kent County Council, working with its districts, Medway, and other public-sector organisations including colleges, universities, schools and healthcare institutions can help to improve their residents standard of living.

2. Getting the facts

- 2.1 We are identifying better ways of measuring and understanding standards of living to provide stronger evidence with which to develop the strategy. There are no reliable long-term economic forecasts for the UK which describe standards of living. The best known measure, Gross Domestic Product (GDP), values goods and services produced but not really how *well* people are living. This is because it does not account for unpaid activities including housework, childcare, and volunteer/community service. Neither does it take into account the distribution of wealth, changes in quality of life, nor changes in quality of goods. It is also an inadequate measure for service-based economies like Kent rather than manufacturing-based economies.
- 2.2 We have also been looking at how Local Enterprise Partnerships and local authorities in sub-regional areas like the Northern Powerhouse and Midlands Engine have been developing long term economic growth strategies. Some are clearly bidding documents hoping to get funding from Government, others look to the longer term, and most make the case for local change and reform. There is however considerable variation in their quality and depth of evidence. A summary of some of the principal lessons is included at appendix a. Local Industrial Strategies require a much deeper assessment of why low wages become entrenched alongside low skills and low rates of productivity, as well as the role of the higher-wage, higher productivity sectors. We need to find a Kent shaped answer to this question.
- 2.3 If the study is to be more than a parlour guessing game, we need to get real evidence about how the forces within the economy will move it through the years. During the summer we shall be getting that evidence from a variety of sectors which will continue to be significant in the economy and from local authorities and other public service providers through a call for evidence.

3. Talking to the sectors

- 3.1 Members of the Group are looking at several sectors so that they can become informed on those parts of the economy. They include:
- 3.2
 - a. Technology - robotics; artificial intelligence (AI);3D printing; Internet; biotech
 - b. Construction – modular; offsite
 - c. Tourism and service industries
 - d. Rural affairs - farming and rural business
 - e. Town centres – retail, other businesses and social use
 - f. Transport – driverless vehicles; public transport
 - g. Energy - green; nuclear
- 3.3 Technology's influence spreads across all of these from robot social care to satellite controlled tractors and the home manufacturing possibilities of 3D printing. It changes very fast, but the next big thing is often predictable, sometimes quite far ahead. We intend to call on experts in these areas for help

in understanding the potential application to Kent business, and the role the public sector can play in facilitating that.

- 3.4 We will also be inviting Kent and Medway's young people, in their schools, colleges and universities to develop ideas for the strategy. The centrepiece will be an essay competition for 18-26 year olds telling us what they think Kent should look like at the peak of their careers.
- 3.5 The skill and education those young people and their successors get will be critical to this study. We will be examining how the future workforce will make itself ready for the new economy and in particular, as the education authority, what the county council, together with the schools, colleges, and universities can do to influence this.

4. Government and public bodies

- 4.1 Government will be an important part of the work, and the Business Secretary Greg Clark has said he would be glad to meet the group in Whitehall or Westminster or Kent. The strategy will be complementary to the government's Industrial Strategy (published on 27 November 2017), which aims to boost the UK's productivity and maintain high employment. This is linked to earning power and so to the country's living standard. It describes five drivers of productivity (***ideas, people, business environment, infrastructure and place***), and sets out new investment and policy ideas. It particularly plans for a rapidly changing future of technological advances. There are four 'grand challenges' – ***artificial intelligence and data; clean growth; future of mobility; and innovation to support an ageing society***. The government's aim is to put the UK at the forefront of industries of the future. Local Industrial Strategies and sector deals are tools put forward by the government to help local economies make the best of their strengths and challenges.
- 4.2 How local public service organisations across Kent and Medway (including Kent County Council), can promote enterprise and productivity will be carefully analysed. So, will a possible post-Brexit future version of the Regional Growth Fund. We shall also be looking at how we can bend other policies of national and local government to the purpose. These considerations will be raised with the government, ideally through the Business Secretary but also through our collective local authority leadership. We must look too at what the nature and power of local authorities might be in the increasingly remote future.
- 4.3 This strategy is as much about what we can do differently locally as it is about action and investment from the government. We recognise that a wide range of local (and national) organisations can affect standards of living, productivity and enterprise. It is these organisations to whom we will be talking during the summer. What they say will be an important part of the evidence on which we base the strategy. We will ask them about:
 - a. an alternative set of measures which deals with how ***well*** people live, to help identify priority areas for the strategy;
 - b. the analyses of differing parts of Kent's economy to help identify the strengths on which the strategy should build;
 - c. advances in digital technology across different sectors and how they can support business in Kent;
 - d. what support is offered to different types of business, and what more we could do within the public sector to create favourable conditions for growth

5. Timing and next steps

- 5.1 Through this call for evidence and subsequent local workshops, the strategy will be developed jointly by business and public organisations across Kent and Medway from the bottom up. It will need strong leadership from civic leaders of all the local authorities of Kent and Medway. In our timeline (appendix B) we also propose using a combination of the Growth Environment and Economic Development Cabinet Committee; the Kent and Medway Economic Partnership and the Leader's working group to ensure regular engagement and input. That timeline also highlights the stages of strategy development and the main activities we will be taking forward.
- 5.2 Because of its scope, this is a year-long project and our aim is to publish an agreed strategy by summer 2019. A dedicated officer, Johanna Howarth, Deputy Director of Economic Development, has been assigned to it. We propose to come back to the Cabinet Committee in the autumn with news about the evidence we have gathered.

6. Recommendation

- 6.1 The Growth, Economic Development and Communities Cabinet Committee is asked to note the progress made to date and next steps.

7. Background Documents

Appendix A: Lessons from other places economic development strategies

Appendix B: Kent and Medway Enterprise and Productivity Strategy Timeline

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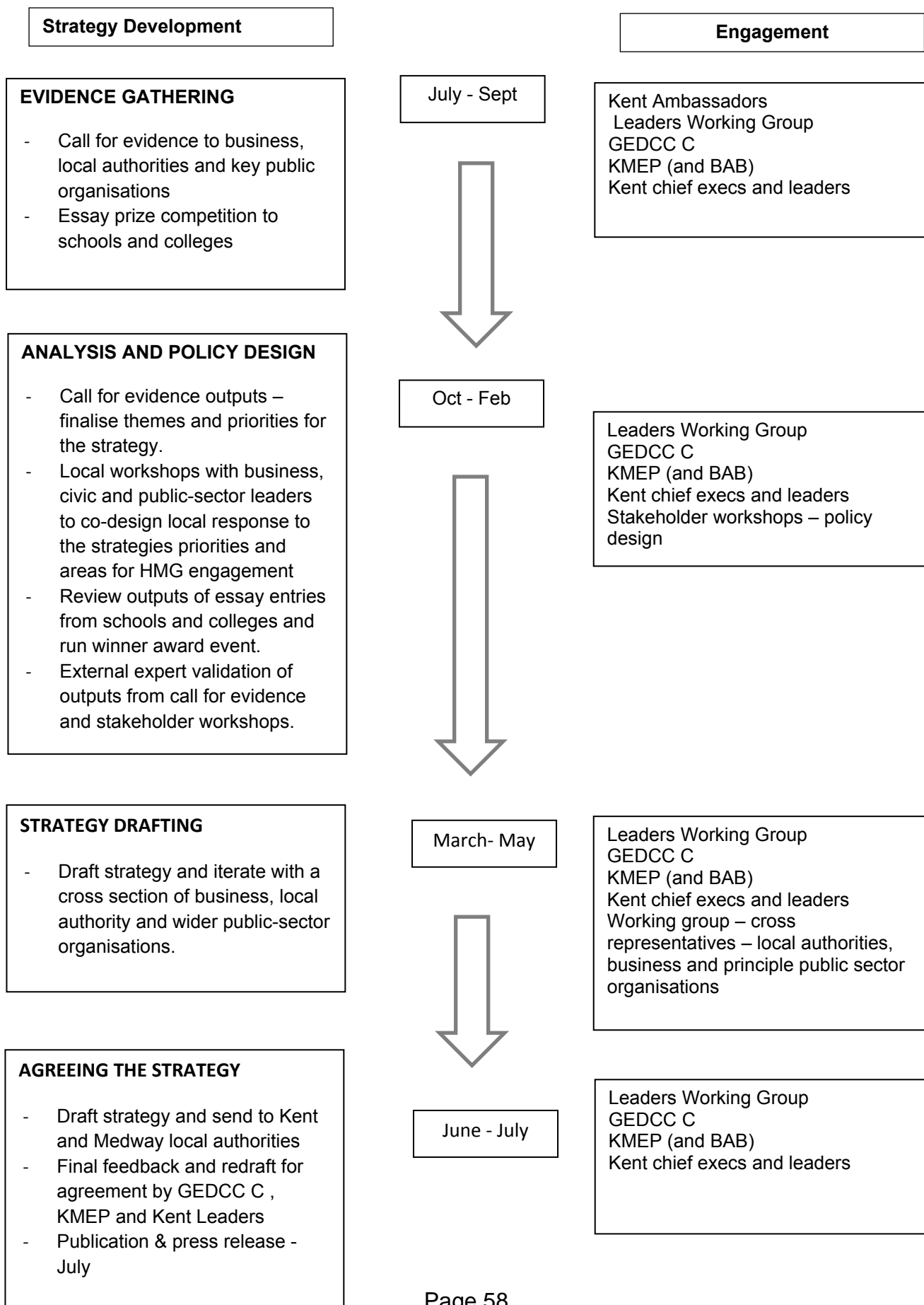
Appendix A: Lessons from other places economic development strategies

There are lessons that can be learnt from places like Greater Manchester and London which have been at the forefront of evidence-based policy making. They have been successful in attracting more funding, investment and devolution from Government and business. These include:

- developing an evidence led approach is a long-term project that takes time and consistency of aspiration to create an environment where evidence is asked for, created, and acted upon;
- technical knowledge is important in the development and use of evidence, but it is only through the use and right type of engagement that buy-in is achieved from a suitably wide range of organisations and individuals;
- taking the opportunity to get the views of others, particularly with an independent viewpoint, be they from academia, business, local or national Government should be welcomed;
- establishing a narrative that effectively conveys the thrust of the evidence in a way that is accessible and engaging to as wide an audience as possible;
- evidence based policy making should address the negative as well as the positive findings. Findings which show that historic approaches do not work, or that new proposals are flawed are just as valuable as positive findings.

Places that have demonstrated evidence-based policy making combined with strong collective governance over wider economic geographies have benefitted from financial rewards. For example, Greater Manchester were the first to make the case for innovative funding models like 'Earnback'. That model allowed the 10 authorities to recoup up to £30m a year from central Government from raised business rates on a payment by results basis. The funds were recycled and reinvested in further infrastructure. They have gone on since then to make the case that the metropolitan areas suffer from poorly designed national models of skills provision and public service delivery that are unable to optimise worker employability and productivity. Similarly, in London, through the functions and funding devolved (for example transport, housing, health and care) the Greater London Authority and Mayor are able to make decisions with increasing autonomy from national Government.

Appendix B – Kent and Medway Enterprise and Productivity Strategy Timeline



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From: Mark Dance, Cabinet Member for Economic Development
David Whittle, Director of Strategy, Policy, Relationships and Corporate Assurance

To: Growth, Economic Development and Communities Cabinet Committee, 3 July 2018

Subject: Business preparation for Brexit

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Summary: This paper provides a summary of the ongoing engagement with Kent businesses by KCC and partners to understand the issues and opportunities associated with Brexit and how they could respond. It provides a summary of what Kent businesses are telling us about the potential impacts of Brexit including in some of Kent's key business sectors. It also provides a summary of what key business organisations are saying at a national level.

Recommendation(s):

The Cabinet Committee is asked to:

(1) **Note** the ongoing engagement with local businesses, the messages that Kent businesses and key national business bodies are giving and potential opportunities to support Kent businesses to prepare for Brexit as the national position becomes clearer.

1. Introduction

- 1.1 Members have expressed interest in how businesses in Kent are preparing for the potential impacts of Brexit.
- 1.2 This report aims to inform Members about the ongoing local engagement with businesses in order to understand the issues and opportunities associated with Brexit and how they are responding.
- 1.3 There may be opportunities to work with partners to further support Kent businesses to prepare for Brexit as the national position evolves.

2. Business engagement on preparing for Brexit

- 2.1 There is a significant amount of engagement with business happening at both local and national level around the potential impacts and opportunities of Brexit and how they are preparing. This is fast-moving as the national position changes. KCC's Strategy, Policy, Relationships and Corporate Assurance division is taking a coordinating role on activity

related to Brexit and as part of this is monitoring the local and national debate on the impact on business and business preparedness, including for key business sectors in Kent.

2.2 Some of the key engagement activity that local partner organisations have undertaken so far includes:

- Ongoing research and engagement on the impacts of Brexit for Kent businesses by the Kent Business School at the University of Kent. This has included:
 - March 2017 - produced the 'Kent SME Internationalisation Study' commissioned by KCC on small and medium-sized businesses' behaviours around international trade, the impact they think Brexit will have on their business and potential barriers and opportunities;
 - January 2018 - held the Kent Business Summit with the Institute of Directors and Federation of Small Businesses which KCC officers attended and spoke at. The summit included discussion on the challenges and opportunities of Brexit and how Kent businesses can build resilience and prepare;
 - March 2018 - held one of their regular 'Business Soundbites' events focusing on trading internationally post-Brexit, covering the expected changes in trade regulations, possible ways to prepare for those changes and addressing myths around international trading.
 - June 2018 - currently producing a second study on SME internationalisation following on from the March 2017 study. This will aim to identify which sectors and types of companies could be most affected by Brexit. It will explore any barriers to international trading that Kent businesses might face and how support services could help overcome these. It will also consider which markets Kent could consider developing strategic links with and where might there be new or emerging opportunities for Kent firms.
- The Kent and Medway Economic Partnership's Business Advisory Board shares intelligence on factors impacting on local businesses and the economy at each meeting and Brexit impacts and preparedness are often raised. They have recently received reports on potential Brexit impacts and opportunities around inward investment and the tourism industry.
- The Kent Invicta Chamber of Commerce collects data for the British Chamber of Commerce's quarterly economic survey, which has followed business confidence around Brexit since the referendum. Information specific to Kent businesses is available periodically.
- Kent's inward investment agency Locate in Kent, which is supported by KCC, recently surveyed over 100 Kent-based businesses about their views on the impact of Brexit for their business.

- 2.3 KCC is continuing its activities to support Kent businesses to work and trade internationally, including cross-border working with EU partners to support economic development and business preparedness.
- 2.4 KCC is currently working on 3 EU-funded Interreg projects on the theme of European trade. The 'Innovative Sector Exchange' and 'Boost4Health' projects provide practical support to Kent SMEs wishing to do business in mainland Europe. KCC's European partner organisations including Chambers of Commerce and some international business cluster organisations are keen to explore how we can work together in the future to ensure that businesses still have easy access to these markets.
- 2.5 The third project, the 'SME Internationalisation Exchange' project is focusing on policy improvement for SME internationalisation and export support. This project is enabling KCC and local partners (including the Department for International Trade and Kent Invicta Chamber of Commerce) to learn from other regions about how they support their companies and to consider how we might use these international partnerships to boost reciprocal trade.
- 2.6 In May, the annual Kent Vision Live event supported by KCC included two presentations for businesses on preparing for Brexit (around employment and the retail sector specifically) and a 'Big Brexit Lunch' with a panel of experts.
- 2.7 Trading Standards has recently reported to the Cabinet Committee on their activities including in preparing for Brexit. The expansion of the Business Advice and Support Partnership across five Trading Standards authorities presents an opportunity to enhance paid business support services on regulatory issues which could help to support businesses in preparing for Brexit.
- 2.8 The engagement with businesses on their perceptions and preparations around Brexit is in addition to the extensive ongoing involvement by officers in GET on post-Brexit customs arrangements and the implications for Kent Trading Standards and for transport networks. GET officers are represented at meetings with senior civil servants around implications and planning for the Channel Ports.
- 2.9 Nationally, business support organisations including the British Chambers of Commerce (BCC), Federation of Small Businesses (FSB) and Confederation of British Industry (CBI) are engaging in awareness raising, research and lobbying activity to represent businesses' interests in the national Brexit debates, including giving evidence to government select committees and enquiries around Brexit. This draws on intelligence from their local branches including in Kent. Giving evidence to a recent government select committee, the FSB reported that they are engaged on a weekly basis with government around Brexit and implications for business.
- 2.10 The BCC has published a guide advising businesses on how to prepare for business which is being shared by local Chambers of Commerce.

National organisations representing specific business sectors are also providing guidance around preparedness including the Freight Transport Association and British Retail Consortium. There has been significant interest nationally and locally on how businesses can prepare for potential changes around the employment of EU nationals including advice and guidance from law firms and HR organisations.

3. What Kent businesses are telling us

Key messages

- 3.1 Overall the message from Kent business is one of uncertainty about the potential impacts of Brexit, which are likely to be complex and vary between different sectors and types of business. The uncertainty is currently delaying or preventing most businesses from taking practical steps to prepare for Brexit, and there have been reports of planned investments in the county being postponed due to the uncertainty. Kent Invicta Chamber of Commerce, who collect information from Kent businesses for a national quarterly survey of business confidence, reported in January that plans for investment in training and equipment had decreased following the Brexit referendum, although this had started to pick up at the start of 2018.
- 3.2 However, businesses are tending to take a pragmatic approach with a degree of confidence that they will adapt to the post-Brexit conditions when these are known rather than using resources in trying to prepare when things are uncertain. For some businesses there are potential opportunities including changes to regulations that might reduce burdens and around new trade deals that might be struck. The Governor of the Bank of England has also predicted a pick-up in business investment once the final agreement is known.
- 3.3 One of the most commonly raised concerns amongst Kent businesses is whether they will have continued access to EU workers post-Brexit. In many cases this is part of wider concern about skills gaps and difficulties in recruiting the staff they need locally for both low-skilled manual jobs and high-skilled specialist roles. For businesses in agriculture and horticulture there is particular concern about the continued availability of seasonal workers, with most keen to see a Seasonal Agricultural Workers scheme introduced. The Secretary of State for Environment, Food and Rural Affairs suggested that this would happen earlier this year although no further detail has been announced. Government's announcements in March on the rights of EU nationals during the transition period to the end of 2020 has provided some reassurance for employers in the medium-term and national business bodies welcomed this.
- 3.4 Kent businesses have also expressed concern about the uncertainty around customs arrangements post-Brexit. One of the concerns is around potential tariffs that businesses may face, the impact of which is likely to vary between different sectors. There are also a significant number of businesses who have never completed a customs declaration before (because they have only traded within the EU) and will need to start doing this post-Brexit – HMRC estimate that there are 180,000 such firms across

the UK. Other non-tariff barriers that could affect businesses that trade internationally include border checks on food and plant products and the additional time that this will take. Again, government's assurance that customs and trade arrangements will remain the same during the transition period has provided medium-term assurance for businesses.

- 3.5 It remains unclear what the future relationship will be and when new customs arrangements will be ready to come into force. The forthcoming White Paper setting out government's priorities for Britain's future relationship with the EU may provide more clarity. Whether they trade internationally or not, Kent businesses have raised the potential issue of transport congestion due to delays at Kent's ports under new customs arrangements and the impact this could have on their operations.

Kent Business School research

- 3.6 Research by Kent Business School commissioned by KCC provides the most comprehensive picture so far of how Kent business expect to be affected by Brexit and how they may be positioned to respond. The first study on the internationalisation of SMEs (Small and Medium-sized Enterprises) was published in March 2017 based on a survey completed by over 260 Kent SMEs.
- 3.7 The study found that 16% of those surveyed believe Brexit will have a positive effect on their operations and 45% believe it will have a negative effect. The study focused on international trade and found that one third of businesses are engaged in exporting, and for one third of those this contributes 50% or more of their turnover. 80% consider the EU to be their key export market. Businesses think that losing access to markets will be the biggest Brexit-related factor for them, particularly those in manufacturing.
- 3.8 The study also explored what the main barriers are for Kent businesses in starting to trade internationally. These are finding access to local markets and finding the right partners and distributors. When asked about support mechanisms that help with this, businesses preferred to access support through organisations such as the Federation of Small Businesses rather than local government.
- 3.9 An extension to the 2017 study has been commissioned by KCC to explore some of the issues in more depth and the report is expected shortly. This will aim to provide a greater understanding of the types of business that could be most impacted by Brexit. The study will again focus on international trade and how business support services provided by KCC and partners could boost international trade and capacity. It will consider how KCC and partners can ensure ongoing trade links with the EU and maximise new trade opportunities within and outside Europe.

Locate in Kent research

- 3.10 Research from Locate in Kent (Kent's inward investment organisation) completed in May 2018 helps to provide further intelligence on what Kent businesses think about Brexit and provides insights from larger Kent-based companies. Locate in Kent carried out a survey of over 100 medium

and large sized Kent businesses. The results reflect the complexity and uncertainty surrounding Brexit for businesses, with 42 of the businesses reporting that they do not know whether Brexit will have a positive, negative or neutral effect for them. Of the other respondents, 6 thought it would have a positive impact, 29 a negative impact and 26 a neutral impact.

- 3.11 Comments from respondents highlight several post-Brexit issues that businesses are thinking about. This includes the impact of the fall in sterling since the referendum which has increased costs for some businesses but had advantages for others, and the impact of uncertainty which is delaying investment decisions and preparations for Brexit. In line with overall messages from Kent businesses so far, respondents also mentioned concerns about future access to EU workers and tariffs and trade barriers. Potential changes in regulations post-Brexit were seen as a potential barrier to some but a significant opportunity for others, e.g. in banking and insurance.

Sector-specific issues

- 3.12 The SPRCA division is monitoring potential Brexit impacts for a number of business sectors that are particularly important to Kent's economy. The common issues raised (as set out above) are found within all sectors, but in addition there are a number of potential sector-specific issues.

3.13 Agriculture and food production

In 2016, Kent organisations received £52.5 million in Common Agricultural Policy (CAP) payments. Post-Brexit, a new environmental land management scheme will replace the payments provided by the CAP in the UK. Payments will gradually reduce and will shift towards rewarding greener land management. Farming unions have initially welcomed the proposals. Kent-based farmers have expressed some concerns about the loss of subsidies.

The agricultural sector could be particularly impacted by tariff and non-tariff barriers to international trade including sanitary checks and a wide range of regulatory requirements. Fresh produce is also particularly vulnerable to delays at ports. Concerns have been raised about whether legislation and IT systems needed to support post-Brexit trade in food will be ready in time.

As previously mentioned, the agriculture and horticulture sectors are particularly dependent on seasonal workers, many of whom currently come from the EU. It is estimated 20,000 seasonal agricultural workers are employed in Kent each year, and some Kent farmers have reported a reduction in numbers of workers intending to return for next year. They are hopeful that a Seasonal Agricultural Workers scheme will be introduced. At the end of May, the NFU published a manifesto calling on government to provide urgent clarity around access to migrant workers, frictionless trade, an efficient regulatory system and a clear domestic agricultural policy.

3.14 Construction

The construction sector, particularly in the South East, is facing a significant skills shortage and the sector is concerned that Brexit could exacerbate this if it becomes more difficult to attract and employ EU workers. The sector also suffers from low productivity. Impacts on the construction industry may be particularly significant for Kent due to our high house-building targets. However, the sector is also positive about the opportunity for the liberalisation of some regulations that affect them, including around procurement.

3.15 Tourism and hospitality

The Kent tourism economy has seen some positive impacts from Brexit due to the fall in sterling after the referendum, although there is evidence that this effect is now slowing. The sector is concerned about continued ease of movement through ports – the visitor economy lost over £1 million per day (estimated) during Operation Stack in 2016. The sector also employs a large number of EU nationals and there are concerns around the future supply of workers. However, there are a number of potential opportunities of Brexit around deregulation, including relaxing of package travel rules and the easing of VAT on hospitality.

3.16 Transport and logistics

Kent representatives from the transport and logistics sector have raised post-Brexit concerns for Kent about freight delays caused by increased time to process customs declarations and potential delays at ports due to new requirements around driver licensing.

3.17 Cultural and creative sector

One of the main concerns for the sector is the loss of access to EU funding streams which creative organisations in the UK have been successful in securing significant funds from. Government has committed that the UK will continue to be part of EU structural funds to the end of the current programmes which provides some medium-term reassurance.

4. National picture

4.1 The national picture from the business community is very similar to what we are hearing from Kent businesses, with the same issues and concerns being raised. Some business organisations are seeking to help businesses understand and prepare for the impact of Brexit, although others including the FSB have told government select committees that they have been unable to do any planning about the impacts on businesses because of the high level of uncertainty about the future relationship.

4.2 One of the most in-depth national studies has been a report by CBI in April 2018 on EU regulations that affect 23 different UK business sectors. The report 'Smooth Operations – An A-Z of the EU rules that matter for the economy' was produced through consultation with hundreds of UK businesses and aims to provide evidence to support the negotiations. The view of business overall is that there are opportunities for rules changes,

for example in agriculture and tourism, and ways of regulating better within current frameworks, such as in procurement for defence and construction. However, these opportunities will be outweighed by the costs that will be incurred if the UK's rules change so much that it reduces smooth access to the EU's market.

- 4.3 Also in April, the British Chambers of Commerce (BCC) and the Port of Dover released a report on Brexit preparedness based on a survey of over 800 businesses that currently import and export. The headline findings are that 36% of firms rely on 'just in time' delivery of material or components. 29% of firms are sensitive to delays or congestion at UK or European ports and 33% are sensitive to the implementation of new customs procedures but are not yet planning for this in both cases. Only 13% of firms are planning to adapt to new customs declaration software. As well as urging government to provide further clarity on customs and border arrangements, the BCC have used this study to promote their Business Brexit Checklist of actions that businesses should take to prepare for Brexit including on workforce, cross-border trade (including preparing for possible border delays, tariffs and customs checks) and taxation.

5. Next steps and potential future actions

- 5.1 The SPRCA division will continue to monitor the potential impacts and opportunities around Brexit for Kent businesses, covering both local and national developments. This will continue to look at specific issues for Kent's most important business sectors and issues raised by Kent's exceptional position as the gateway to Europe. This will include ongoing work on border preparation with government representatives.
- 5.2 The Economic Development division will continue to promote co-operation between Kent and European regions to support Kent businesses, prepare for Brexit, continue to access European markets and support trade.
- 5.3 As the national position becomes clearer, it will be easier to identify challenges and opportunities for Kent businesses following Brexit and determine whether any support is needed either to the entire business community or specific sectors.
- 5.4 Partners including Kent Business School have committed to continuing their research and engagement with local businesses on Brexit impacts. There may be opportunities for KCC to support and complement this work as well as the ongoing support that businesses access through Chambers of Commerce and other business organisations which tend to be their preferred routes for support.

6. Recommendations

6.1 The Cabinet Committee is asked to:

(1) **Note** the ongoing engagement with local businesses, the messages that Kent businesses and key national business bodies are giving and potential opportunities to support Kent businesses to prepare for Brexit as the national position becomes clearer.

Appendices: None.

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From: Benjamin Watts, General Counsel

To: Growth, Economic Development and Communities Cabinet Committee
– 3rd July 2018

Subject: Work Programme 2018 -2019

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

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**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 Fund Monitoring	Bi-annual reporting

Tuesday 3 July 2018				
Page 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)			
7	Open Golf			
8	GET Annual Equality and Diversity Review 2017/18		7 March 2018	Deferred from May to July
9	Update Report on the Economic and Productivity Strategy for Kent			
10	Business Preparation for Brexit		18 May 2018	Added at the agenda setting meeting on 18 May 2018
11	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	Election of Chairman			
4	Election of Vice-chairman			
5	Declaration of Interest (Standing Item)			
6	Minutes (Standing Item)			
7	Verbal Update (Standing Item)			
8	Performance Dashboard (Standing Item)			
9	Skills - Presentation on the performance of guilds			Suggested by M.Dance at agenda setting on 29.03.2018 Deferred from July to September
10	Thames Estuary Commission			
11	Update Report on SELEP Strategic Economic Plan			
12	Risk on Trading Standards		7 March 2018	Went to GED CC on 7 March 2018 and requested for 6 monthly report
13	Report back from district visits (Standing Item)			
14	Work Programme (Standing Item)			

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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	
Other	Otterpool Garden Town
	Theme Park project on Swanscombe Peninsula – regular updates (The London Resort Company Holdings (LRCH) regeneration project)
	Ebbsfleet Development Corporation
	17/00047 Faversham Creek Swing Bridge
	Enterprise and Productivity Strategy
	Apprenticeships and update on the Carillion Apprenticeship adoption grant
	Update report on the South East Local Enterprise Partnership (SELEP's) Strategic economic plan <i>(removed from GED&C agenda on 3 July 2018)</i>
	District Visit to Maidstone <i>(removed from GED&C agenda on 3 July 2018)</i>

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