

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

**Wednesday, 5th September, 2018**

**10.00 am**

**Darent Room - Sessions House**



## **AGENDA**

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

**Wednesday, 5 September 2018 at 10.00 am**  
**Darent Room - 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 P M Beresford, Mrs R Binks, Mr A Booth, Mr A H T Bowles, Mr A Cook, Mr P J Homewood, Mr J A Kite, MBE, Mr G Lymer, Mr P J Messenger, Mr S C Manion, 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**

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

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

#### **UNRESTRICTED ITEMS**

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

1 Introduction/Webcast announcements

2 Membership

To note that Mrs P Beresford and Mr P Homewood have replaced Mr D Butler and Mr H Rayner as Members of the Growth, Economic Development and Communities Cabinet Committee.

3 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

4 Election of Chairman

To elect a Chair of the Growth, Economic Development and Communities

Cabinet Committee.

- 5    Declarations of Interest by Members in items on the Agenda  
To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared
- 6    Minutes of the meeting held on 3 July 2018 (Pages 7 - 16)  
To consider and approve the minutes as a correct record
- 7    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.
- 8    Performance Dashboard (Pages 17 - 30)  
To note the performance report.
- 9    Libraries Registration and Archives performance update against the service specification 2017- 2018 (Pages 31 - 62)  
To comment and note the progress Libraries, Registration and Archives (LRA) has made over the financial year 2017-18.
- 10   Thames Estuary Commission (Pages 63 - 106)  
To note the Thames Estuary Commission's Report and comment on its recommendations.
- 11   Strengthened Local Enterprise Partnerships (LEPs) (Pages 107 - 118)  
To note and comment on the content of the Government's Strengthened Local Enterprise Partnerships report.
- 12   Developing a Kent and Medway Enterprise and Productivity Strategy: Progress Update (Pages 119 - 138)  
To note and comment on the draft Call for Evidence and next steps.
- 13   Kent and Medway Business Rates Pilot (Pages 139 - 152)  
To note and consider the delivery of the Kent and Medway Business Rates Pilot in 2018 – 19 and the proposal to bid for a Pilot in 2019 – 20.
- 14   Update on the Work of Kent Trading Standards in 2018 and Future Opportunities and Challenges (Pages 153 - 164)  
To note and discuss the report.
- 15   Work Programme 2018 - 2019 (Pages 165 - 170)  
To receive a report by the General Counsel that gives details of the proposed

Work Programme for this Cabinet Committee.

**EXEMPT ITEMS**

*(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)*

Benjamin Watts  
General Counsel  
03000 416814

**Tuesday, 28 August 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**

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

MINUTES of a meeting of the Growth, Economic Development and Communities Cabinet Committee held in the Council Chamber - Sessions House on Tuesday, 3 July 2018.

PRESENT: Mr S Holden (Vice-Chairman in the Chair), Mrs R Binks, Mr A Booth, Mr D Butler, Mr I S Chittenden, Mr A Cook, Mr B H Lewis (Substitute for Mr D Farrell), Mr M D Payne (Substitute for Mr J A Kite, MBE), Mr G Lymer, Mr P J Messenger, Mr H Rayner, Mr A M Ridgers and Mr J Wright

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

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

**UNRESTRICTED ITEMS**

**81. Apologies and Substitutes**

*(Item 2)*

Apologies were received from Mr A Bowles, Mr A Hook Mr D Farrell and Mr J Kite Mr. Mr B Lewis and Mr M Payne attended as substitutes respectively.

**82. Declarations of Interest by Members in items on the Agenda**

*(Item 3)*

There were no declarations of interest received.

**83. Minutes of the meeting held on 15 May 2018**

*(Item 4)*

RESOLVED that the minutes of the meeting held on 15 May 2018 are a correct record and that they be signed by the Chairman subject to the amendment of Mr M Hill's Cabinet Member title on page 7 of the agenda pack.

**84. Verbal Updates by Cabinet Members**

*(Item 5)*

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) provided an update on the new exhibitions that had taken place at the Turner Contemporary, including the art produced as part of the 'Animals and Us' themed exhibition on 25 May 2018 which was well received and positively reviewed by The Times and The Spectator as well as the celebratory event

held on 14 June 2018 whereby young children presented their award winning pieces of art to friends and family. Mr Hill praised the efforts of all those involved and commended Turner Contemporary in its efforts to inspire and encourage both international and local communities to visit.

2. Mr Hill also informed the committee of the two libraries in Charing and Swale Cliff that had been reopened following a recent refurbishment. Both events were well attended and received strong support from local Members, Mr C Simkins and Mr I Thomas, thus demonstrating the importance of libraries within communities.
3. Mr Hill said that the Kent School Games celebrated it's 10<sup>th</sup> anniversary at the Pavilion sports grounds at the University of Kent in Canterbury. Olympian Lizzy Yarnold, OBE along with other Olympic and Paralympic GB medallists attended the event to inspire and encourage young athletes to participate and enjoy sport.
4. Mr M Dance (Cabinet Member for Economic Development) provided an update on the launch of the Thames Estuary Commission and highlighted its significance in terms of its links to Ebbsfleet. Through joint working between University of Kent and Canterbury Christ Church University, the Government had agreed to commission two new medical schools in the South East Local Enterprise Partnership (SELEP) area to improve recruitment within the NHS. Mr Dance assured Members that Kent County Council would continue in its efforts to put pressure on the government to find funding solutions to support economic growth.
5. Mr Dance also informed the committee of his attendance at the Kent Excellence Business Awards which celebrated its 10<sup>th</sup> year anniversary of working in partnership with the Kent Messenger Group. Mr Dance commended the efforts of the judges who visited all of the companies and congratulated the success of those businesses. The recent event had 700 companies, however, Mr Dance has requested that this be increased to 750 in 2019, he said it was an important event for Kent and it was crucial that companies are recognised for their hard work. Kent Vision Live also offered companies from across the South East an opportunity to network with a high calibre of successful and inspirational speakers with the aim of creating new customer, supplier and partner relationships to create better businesses.

## **85. Performance Dashboard**

*(Item 6)*

*Richard Fitzgerald (Business Intelligence Manager, Performance, Strategic Business, Development & Intelligence) was in attendance for this item.*

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

**86. 18/00040 - Open Golf Update**  
(Item 7)

*Stephanie Holt-Castle (Head of Countryside, Leisure and Sport) was in attendance for this item.*

1. Mr M Hill, OBE, Cabinet Member for Community and Regulatory Services introduced the report which set out Kent County Council's position in relation to the Open Golf Championship and its decision to underwrite the final 28% of contingency for the project, a sum of £243,220, should it be called upon. Mr Hill reminded Members of the significant economic benefits affiliated with the Open Golf and the extent of work that had been undertaken by Kent County Council and its partners to ensure that the Open Golf returns to Sandwich for a further two Championships.
2. Mrs Holt-Castle said that the Open Golf Championship was a prestigious event which offered significant economic benefits to Kent and the South East. She said that the Open in 2011 had generated a £77 million benefit to Kent and that the economic impact for 2020 was forecasted to be more than £85 million, of which £26.8 million would be direct additional spend. To secure the Open Golf, critical transport improvements were required at Sandwich station to facilitate the number of expected spectators, without the infrastructure in place The R&A would not invite Kent to host the event. Since March 2017, Kent County Council led a value engineering process to reduce the cost of the required infrastructure by £400,810 and was successful in receiving a £1.9 million investment from South East Local Enterprise Partnership (SELEP) which helped to negotiate a three Championship agreement, thereby maximising the economic impact from the public-sector investment and enabling long term planning up to 2036. The final significant development was that Network Rail had also agreed to fund the Power Draw element of the project which would support the power supply required for a 12-car train. She advised the committee that due to the way in which rail projects were contracted, this meant that there had to be a 35% contingency within the contracted price; the majority of which would be paid by the core investors with Kent County Council underwriting the final 28%, is required.
3. In response to questions raised around Visit Kent and the efforts that had been made to promote Kent and the opportunities for businesses, Mrs Holt-Castle said that the Tourism Working Group had been established by Visit Kent and that Kent County Council was an active participant in the group. The Kent Golf Partnership was also established through Visit Kent which focused on the tourism market and how to maximise opportunities and benefits around this. The R&A who own the rights of the Championship also wanted to grow the number of young people attending the event and have looked at elements such as offering free tickets and potential camping sites where young people could stay to be within close

proximity to the event and where they could also enjoy other benefits offered by Kent. In regard to the Inward Investment Steering Group, it was anticipated that Locate in Kent would chair the meeting and that Kent County Council would sit on this; once formerly established. Mrs Holt-Castle agreed to bring any plans to future Cabinet Committees.

4. In response to concerns raised regarding the failed Park & Ride system during the 2011 Open Golf Championship, Mrs Holt-Castle said that this had been a result of the obstruction caused by the level crossing which needed to be down for 42 minutes in every hour in that year, owing to the platforms not being long enough for 12-car trains. The Open Golf project would deliver platform extensions and a second footbridge at the Sandwich railway station which in turn would enable longer trains to stop there during the event without blocking the level crossing. These improvements would also allow other modes of transport to move with greater ease, improve the safety of spectators and enhance the visitor experience.
5. With regards to what Kent County Council is doing to improve its engagement with international spectators, Mrs Holt-Castle said that The R&A have established a visitor bureau which they didn't have in 2011 and that the Visit Kent lead officer had extensive experience working on the Open Golf Championships in Scotland, therefore bringing with her a breadth of knowledge to the Kent project. In terms of the work done to engage with young people in sport, this would fall within the remit of the Sport Working Group; in 2011 Kent County Council Sport, Leisure and Olympics Service received the European Golf Association Award for Positive Impact – Young People for its work around The Open.
6. Members commended the work of the officers, Network Rail and other contributors in their efforts to help Kent secure the Open Golf Championship.
7. RESOLVED that:
  - (a) the committee note the work that has taken place since March 2017; and
  - (b) the proposed decision for Kent County Council to underwrite the final 28% of contingency for the project, a sum of £243,220, be endorsed.

## **87. 2017/18 Growth, Environment and Transport Directorate Equality Review** *(Item 8)*

*Stephanie Holt-Castle (Head of Countryside, Leisure and Sport) was in attendance for this item.*

1. Mrs Holt-Castle introduced the report which set out a position statement for the Growth, Environment and Transport (GET) Directorate for 2017/18 regarding the embedding of equality and diversity within work programmes and organisational development. Under the Public Sector Equality Duty 2010,

Kent County Council had a statutory obligation in ensuring publication of its equality and diversity information and that this be reported annually to the Equality and Human Rights Commission. The GET directorate positioned its equality and diversity approach within its customer service programme to reflect the fact that everybody had protected characteristics. Kent County Council was reviewing its corporate policies and mapping its performance against the six domains identified by the Equality and Human Rights Commission which reflected the areas of life that enabled people to flourish. Mrs Holt-Castle drew Members' attention to paragraph 4 and 5 of the report which set out GET's five lead objectives against the KCC Human Rights and Equality Policy and paragraphs 6 to 9 that highlight the directorate's contribution to four out of the six domains identified by the Human Rights Commission. Mrs Holt-Castle announced that GET had successfully progressed year-on-year at embedding evidenced consideration of protected characteristics within its programmes, projects and 'business as usual' delivery schemes and that the analysis of diversity data of staff was an established key element of the directorate's organisational development priorities.

2. In response to Members queries regarding the Tonbridge Station Transport Interchange Improvement project, Mrs B Cooper (Corporate Director of Growth, Environment and Transport) acknowledged the points that had been raised and advised that these were within the remit of the Environment and Transport Cabinet Committee.
3. Members asked whether Kent County Council was working with the Government to review LGBTQ arrangements, Mrs Holt-Castle said that Kent County Council had a corporate policy lead who would be leading the Council's approach on this aspect, and that within the last year, an officer group had been established to look specifically at transgender communities. A key concern for Kent County Council was that there were no particular opportunities or detriments identified for the transgender community and it was crucial that staff were supported to be aware of this particular community's needs. There was also an E-learning available to staff around transgender to ensure further understanding. Mrs Holt-Castle agreed to liaise with the corporate policy lead to determine whether Kent County Council was in direct engagement with the Government.
4. In response to Members' request for further clarification regarding the improvement of promotional material, Mrs Holt-Castle said that this was related to Kent County Council's efforts in ensuring that all communities were fairly and proportionally represented within its marketing materials. It was pointed out at the Rural Strategy meeting that a leaflet only contained Caucasian members of the public, therefore GET continued to seek to ensure that all marketing designs reflected all communities of Kent.

5. With regard to the publication of marketing material in other languages, Mrs Holt-Castle said that GET as a directorate published all marketing material in English, however, should data identify the need to publish marketing material in another language in order to reach a specific community, then GET would respond to such a demand. As a supplement to this, Mrs Cooper highlighted the work that had been carried out as part of the Public Right of Way (PROW) Improvement Plan whereby Kent County Council had engaged with user and non-user communities to ensure that all aspects and concerns of the public were incorporated into the new access plan.
6. In response to Members' concerns regarding Thanet Parkway Station, Mrs Cooper assured the Committee that Kent County Council remained committed to the development of Parkway and that work had started with Network Rail to identify cost and eliminate possible risks. The project had received £10 million of Local Growth Fund; however, further work was being done to identify other sources of funding to ensure the project's progression.
7. Members were concerned with GET's approach to the education domain identified by the Equality and Human Rights Commission and the perception of positive discrimination against male lecturers within Higher Education. Mrs Holt-Castle emphasised that GET promoted positive action, not positive discrimination. That particular project aimed to achieve a better representation of women teaching staff within CCCU's engineering faculty through proactively encouraging and supporting women to apply for teaching positions, the project did not imply in any way that women were being appointed over better qualified men.
8. RESOLVED that the current performance be noted, and that the committee receive the report annually in order to comply with the Public Sector Equality Duty 2010.

**88. Developing a Kent and Medway Enterprise and Productivity Strategy: Progress Update**

*(Item 9)*

*David Smith (Director of Economic Development) and Johanna Howarth (Deputy Director of Economic Development) were in attendance for this item.*

1. Mr Smith introduced the report that set out the Enterprise and Productivity Strategy which identified ways that local authorities across Kent and Medway, working with other public and private organisations, might help businesses to grow, move and thrive in Kent. The strategy also identified ways to increase the county's economic productivity within a fast-changing technological environment as far as 2050 and has been formulated through the Leader's working group of elected Members to reflect a breadth of innovative ideas.

2. Mrs Howarth said that Kent County Council was working with key sectors, local businesses, local authorities and public service providers to identify better ways of measuring and understanding standards of living to provide stronger evidence with which to develop the strategy. Due to the scope of work required, the project would take a year to complete with an aim of publishing an agreed strategy by the summer of 2019. In other parts of the country, it has been demonstrated that areas with evidenced based policy making combined with strong collective governance over wider geographies benefitted from financial rewards and subsequent to that, Kent County Council were keen to ensure that the same approach be adopted when developing its own strategy. The first stage over the summer period would be the call for evidence which would be sent to all key target sectors, asking for their views on what they believe the data identified in terms of how people live, how productive and enterprising Kent's businesses were and what areas of the strategy required further work. Kent County Council would be working with local and national policy academics and experts of Kent whose knowledge and understanding would play a critical role in providing further validation around the way in which Kent County Council gathered and applied evidence. A series of workshops would also take place over the autumn under the direction of the Leaders Group that aimed to work with local businesses, local authorities and service providers to identify what 'good' looks like in different areas and review ways in which Kent County Council could respond to the priorities and seek support from different parties to collectively deliver a short, medium and long term plan up to 2050.
3. Members sought further information regarding the future of mobility for an aging population and how this fitted within Kent County Council's policies, Mr Smith directed Members to the quotation in the report which had been extracted from a Government White Paper which challenged the nation to think about the future. Whilst there was not a direct link with the Councils current policies, the aim of the strategy would be to identify those issues so that they could be incorporated into future policies over the next 30 years.
4. In response to Members concerns regarding the uncertainty of Brexit and whether Kent County Council was in a practical position to start producing the strategy, Mr Smith referred to the annex of the report which set out the future timetable of delivery and said that the challenge presented since November 2017 was that there had been no precedent that Kent County Council felt confident in adopting. There had been a variety of strategies and policies that had been endorsed and implemented by local and central governments, however, until Kent Council were in a stronger position with accurate evidence, the strategy would not be released as there would be potential for mixed interpretation. Therefore, the work that

had started to take place was around how Kent County Council could produce that correct evidence base in order to take the policy forward.

5. Mrs B Cooper (Corporate Director of Growth, Environment and Transport) said that the Enterprise and Productivity Strategy and Growth Infrastructure Fund both looked into the future position of Kent. There was also the Energy and Low Emission strategy that was due to be produced for Kent in consultation with District Councils and partners; the key component of which would be the future of transport, the detriment of air quality and the infrastructure needed to support future mobility. The paper would be going to the Environment and Transport Cabinet Committee on a regular basis and welcomed Members to raise their comments there.
6. Members commended the work of the officers and recognised the strategies importance in driving Kent forward into the future.
7. RESOLVED that the progress made to date and the next steps be noted.

## **89. Business Preparation for Brexit** *(Item 10)*

*David Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Jenny Dixon-Sherreard (Policy Advisor, Strategy, Policy, Relationships and Corporate Assurance) were in attendance for this item.*

1. Mr M Dance (Cabinet Member for Economic Development) introduced the report which summarised the ongoing engagement with Kent Businesses by Kent County Council and partners, to understand the issues and opportunities associated with Brexit and how they could respond. Kent County Council had met with Hauts-de-France and discussions were taking place around the possible renewal of the memorandum of understanding between the super region and Kent. Mr Dance informed the Committee that a full debate on Brexit would take place at County Council on 12 July 2018 and sought Members comments strictly in relation to how businesses were preparing for the potential impact of Brexit.
2. Mr Whittle said that the national picture from the business community was very similar to what Kent County Council was hearing from Kent businesses, with the same issues and concerns being raised. Due to the uncertainty of Brexit, businesses were taking a pragmatic approach and limiting their preparation; once clarity had been provided businesses would then be in a position to make the necessary preparations and investments. There had been a study commissioned by Economic Development for the Kent Business school to engage with local businesses on the Brexit impacts, Mr Whittle said that the

data was unfortunately unavailable for the Committee, however, it could be brought back to the Committee for comment at a later date.

3. In response to comments concerning businesses in Kent that do not trade internationally, Mr Whittle said the message from the research was that Kent businesses, regardless of whether they traded nationally or internationally, were concerned with the potential traffic implications and the pressure on the borders. There was an extensive amount of work being undertaken by Kent County Council in terms of the long-term infrastructure needed for freight and it was key that the Council grew its understanding around what the freight market was intending to do in terms of cross-channel activity and that it be incorporated into Kent County Council's long term strategies.
4. In response to concerns regarding the number of surveys completed by Small and Medium-sized Enterprises, Mr Whittle assured Members that the University of Kent had identified 260 as a proportional representative sample in terms of the number and type of businesses within Kent.
5. RESOLVED that ongoing engagement with local businesses in preparation for Brexit, be noted.

#### **90. Work Programme 2018**

*(Item 11)*

1. RESOLVED that the work programme be noted subject to the inclusion of Kent County Council's visit to Thanet District Council which was due to take place at the end of summer.

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**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 – 5<sup>th</sup> September 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 first report for this financial year to this Committee.

## 2. Performance Dashboard

- 2.1. The current Growth, Economic Development and Communities Performance Dashboard is attached at Appendix 1. This provides results up to the end of June 2018.
- 2.2. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) included in this year's Directorate Business Plans. 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. Economic Development

- 3.1. Jobs created and safeguarded from Regional Growth Fund loan schemes now stand at 4,192. This is behind target due to delays in recruitment for one of the RGF

companies. Job creation and project delivery through inward investment is below floor standard which may reflect current economic uncertainties. The number of properties brought back to use through No Use Empty (NUE) is 118 so far this year, ahead of target, with a total of 5,583 since the start of the project. External investment secured through European funding was well above target. Funding achieved from developer contributions, and successful projects through the inward investment services contract, are above target. Both Growth Hub indicators are well ahead of target.

#### **4. Libraries, Registration and Archives**

- 4.1. Tonbridge library opened on 30 April following major refurbishment work. The library is now more welcoming to customers and we have improved access via the re-opening of the entrance directly onto the High Street which had been closed for many years. Swalecliffe opened on the 15 April with a refurbishment of the building inside and out following comments from customers. Seal library has also undergone some building repair works and re-opened on the 5 June. While this quarter has shown reduced visits across Kent when compared to the same time last year, this has been impacted by the closures listed above.
- 4.2. Results for LRA services reflect the new increase in target levels set for this year. Within this, our online offer continues to grow with an increase in issues on the same quarter last year of 24% (69,585) for e-books, and 111% (19,456) for e-magazines. There were over 43,000 issues of our new e-newspaper offer which was initially launched in January this year. Overall online contacts increased by 66% (572,172) with a 42% increase (305,317) in visits to the website and 169% increase (226,976) in social media activity.
- 4.3. We will be sending our email survey to Libraries and Archives customers in Quarter 2. There has been a technical problem with the Citizenship Survey this quarter, so we do not have those results, but we are working with Digital Service to resolve this and it is hoped that results will be available for the next quarter.

#### **5. Environment, Planning and Enforcement**

- 5.1. For Trading Standards, the indicators for preventing items entering the market is behind target at this point in the year, with higher levels of activity expected nearer Christmas. The Division has exceeded target for the number of businesses provided with support, and income generated by charges for services is above target. Timeliness for completion of priority faults on the public rights of way network is well ahead of target, but the number of volunteers supporting EPE services is less than expected, though higher than at this point last year. External investment secured by the division is at a lower than expected level after the first quarter.

## **6. Recommendation(s):**

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

## **7. Background Documents**

The Council's Directorate Business Plans:

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

## **8. Contact details**

Report Author: Richard Fitzgerald  
Business Intelligence Manager - Performance  
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# **Growth, Economic Development and Communities Performance Dashboard**

## **Financial Year 2018/19**

### **Results up to end of June 2018**

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**Produced by Strategic Business Development & Intelligence**

**Publication Date: August 2018**

## Guidance Notes

### RAG RATINGS

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

<b>GREEN</b>	Target has been achieved
<b>AMBER</b>	Floor Standard* achieved but Target has not been met
<b>RED</b>	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

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

<b>Libraries, Registrations and Archives (LRA)</b>	<b>RAG</b>
LRA06 : Customer satisfaction with birth and death registration	<b>GREEN</b>
LRA07 : Customer satisfaction with wedding ceremonies	<b>GREEN</b>
LRA12 : Customer satisfaction with libraries	N/a
LRA13 : Customer satisfaction with archives	N/a
LRA18 : Customer satisfaction with citizenship ceremonies	N/a

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

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

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance

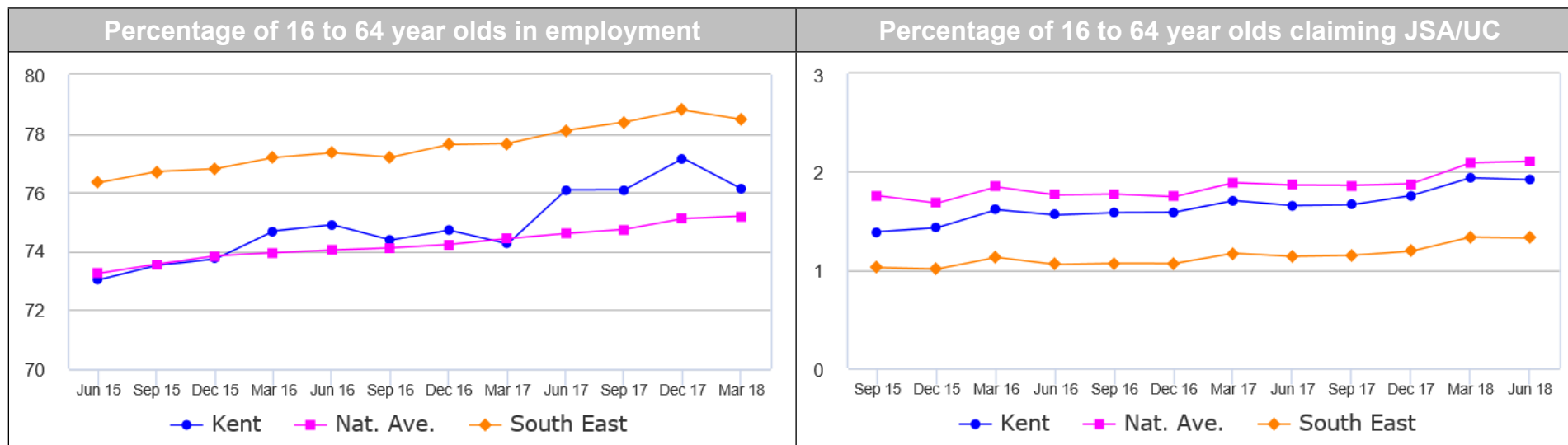
Ref	Performance Indicators	Year to Date	RAG	YTD Target	YTD Floor	Prev. Yr. YTD
ED04a	Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	4,192	AMBER	4,279	3,851	3,928
ED04b	Jobs created through inward investment services contract	123	RED	400	150	419
ED05	Number of homes brought back to market through No Use Empty	118	GREEN	100	87	111
ED07	External investment secured through European funding to deliver Kent-wide priorities	£4.1m	GREEN	£2.6m	£2.1m	£1.4m
ED08	Developer contributions secured against total contributions sought	94%	GREEN	90%	80%	97%
ED09	Successful projects achieved through inward investment services contract	19	GREEN	10	3	23
ED10	Businesses assisted via Kent and Medway Growth Hub contract (cumulative since start of contract in Nov 16)	5,266	GREEN	4,000	3,600	1,741
ED11	Businesses assisted through intensive support provided via the Growth Hub contract (cumulative since Nov 16)	641	GREEN	400	360	216

ED04a - The target has been missed due to a substantial delay in recruitment for one of the RGF companies. The company is behind on a new build project but this is due to be completed within the next three months. The split between created and safeguarded jobs is 2,840 and 1,352 respectively.

ED04b - Locate in Kent continues to have a large pipeline of businesses receiving support. The reported figures are still subject to validation with businesses and the lower job creation numbers for the quarter which may be a reflection of current economic uncertainties currently facing many SMEs.

ED10 & ED11 – The targets reflect the contract specification to be achieved by March 2019, which has already been exceeded by the end of June.

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 rate has been steadily increasing over the last three years.

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 has increased slightly in recent months. The number of people unemployed, as defined by the International Labour Organisation (ILO) and as estimated by the APS, includes individuals on other benefit types and also those not on benefits but seeking work, 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 to Date	RAG	Target YTD	Floor YTD	Prev. Yr.
LRA06	Customer satisfaction with birth and death registration	96%	GREEN	95%	90%	94%
LRA07	Customer satisfaction with wedding ceremonies	97%	GREEN	95%	90%	96%
LRA12	Customer satisfaction with libraries	N/a		95%	90%	97%
LRA13	Customer satisfaction with archives	N/a		90%	82%	87%
LRA18	Customer satisfaction with citizenship ceremonies	N/a		95%	90%	97%

Surveys for libraries, archives and citizenship ceremonies will commence in the second quarter of the year.

Ref	Activity Indicators	Year to Date	Prev. Yr. YTD
LRA06b	Number of responses to birth and death registration satisfaction survey	358	333
LRA07b	Number of responses to wedding ceremonies satisfaction survey	75	57
LRA12b	Number of responses to libraries satisfaction survey	N/a	496
LRA13b	Number of responses to archives satisfaction survey	N/a	19
LRA18b	Number of responses to citizenship ceremonies satisfaction survey	N/a	80

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

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr. YTD
DT11	Percentage of automated book renewals	76%	AMBER	77%	74%	73%
DT12	Percentage of birth registrations booked online	72%	RED	77%	74%	75%
LRA14	Number of customers using Home Library Service	1,308	AMBER	1,367	1,217	1,407
LRA15	Number of customers attending events in libraries and archives	49,108	AMBER	51,790	46,980	52,006
LRA16	Number of archival documents utilised by the public	7,539	RED	8,390	7,930	7,873
LRA17	Number of volunteer hours adding extra value to the LRA service	10,076	RED	11,710	10,540	11,545

The high number of Red and Amber results in part reflects a significant increase in Target levels this year.

DT12 – A new system is being developed to improve the experience for those wanting to book on-line.

LRA14 – We continue to promote the service and results of a recent survey are being used to inform improvements to the service.

LRA15 – Not all events are currently being recorded and future reports should see an increase when all activity is fully recorded.

LRA16 – Increased access to digital documents through Find My Past is planned which will deliver an increase to this indicator.

LRA17 – We are promoting volunteering opportunities to deliver an increase in the number of volunteers and hours.

Ref	Activity Indicators	Year to Date	Prev. Yr. YTD
DT11b	Number of book renewals (000s)	218,329	240,730
DT12b	Number of birth registration appointments	3,187	3,066

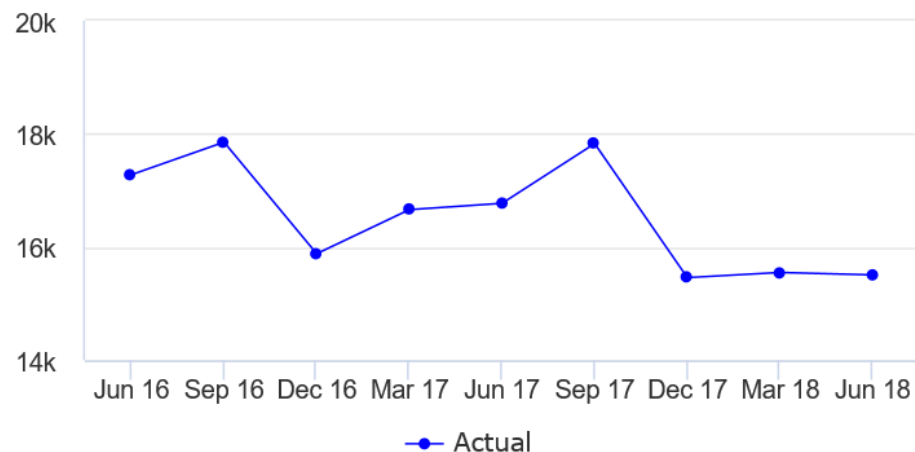
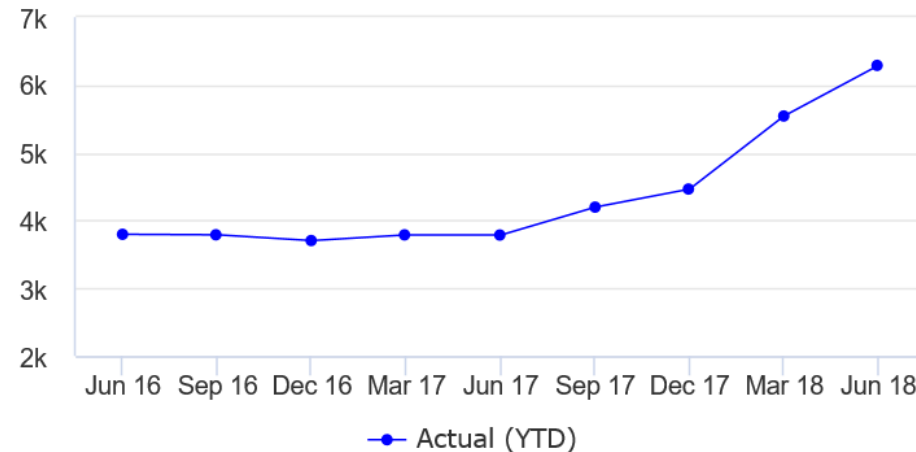
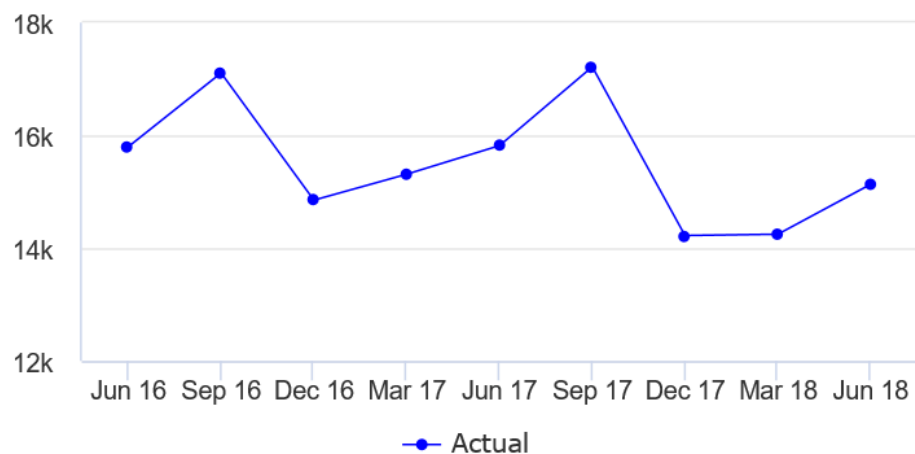
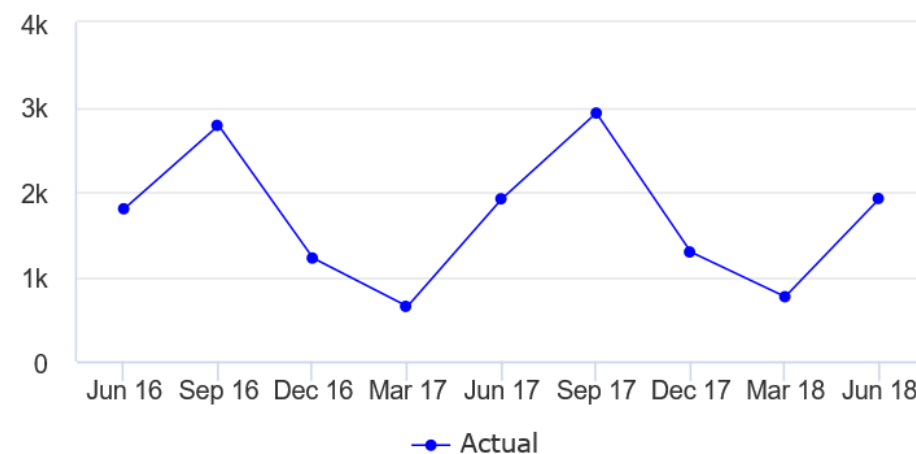
Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	James Pearson	Mike Hill

Ref	Activity Indicators	Year to Date	In expected range?	Expected Activity		Prev. Yr. YTD
				Upper	Lower	
LRA01	Average number of visits to libraries per day (excludes mobile libraries)	15,509	Yes	16,447	14,882	16,772
LRA02	Average number of books issued per day (includes audio- and e-books)	15,132	Yes	15,671	14,211	15,818
LRA04	Average number of daily online contacts to the service	6,289	<b>Above</b>	4,396	3,956	3,785
LRA05	Number of ceremonies conducted by KCC officers	1,922	<b>Above</b>	1,890	1,710	1,918

LRA04 - Online contacts continue to grow with social media increasing above expectations.

LRA05 - May and June showed an unexpected increase in ceremonies this year.

Service Area	Head of Service	Cabinet Member
<b>Libraries, Registrations and Archives</b>	<b>James Pearson</b>	<b>Mike Hill</b>

**LRA01 - Number of visits to libraries per day****LRA04 - Average number of daily online contacts****LRA02 - Number of books issued per day****LRA05 - Number of ceremonies conducted by KCC officers**

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

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE02	Value of criminal activity investigated by Trading Standards (£000s)	159.5	GREEN	125	113	575.5
EPE03	Value of items prevented from entering, or removed from, the market by Trading Standards (£000s)	43.6	RED	125	113	9,285
EPE04	Total number of businesses supported by Trading Standards and the Sustainable Business Team	220	GREEN	210	190	136
EPE15	Income generated by EPE charged for services (£000s)	928	GREEN	887	800	841
EPE16	Median number of days to resolve priority faults on public rights of way network (rolling 12 month figure)	14	GREEN	24	28	25
EPE18	Investment secured by EPE services (Grants / EU funding) (£000s)	1,002	RED	1,687	1,517	549
EPE19	Number of volunteer hours contributing to delivery of EPE services	9,253	RED	12,271	11,044	8,194

EPE03 – Results here are expected to increase later in the year with the busy period being closer to Christmas.

EPE18 – Not all services have yet made a return and investment tends to be lower in quarter 1 and catches up throughout the year.

EPE19 – Quarter 1 figures have increased from last year, and the Red reflects the fact that the Target is to deliver a 85% increase in volunteers this year.

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

**To:** Growth, Economic Development and Communities Cabinet Committee – 5<sup>th</sup> September 2018

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

**Classification:** Unrestricted

**Past Pathway of Paper:** N/A

**Future Pathway of Paper:** N/A

**Electoral Division:** All

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

**Recommendation:** The Cabinet Committee is asked to comment and note the progress LRA has made over the financial year 2017-18

## 1. Introduction and background

1.1 LRA is one of the pioneer KCC services to be internally commissioned against the KCC 'outcomes' framework. In February 2018, LRA updated the Growth, Economic Development and Communities Cabinet Committee (GEDC) on its half year performance for 2017-18. The LRA service specification is a three-year rolling document and is in its third year of delivery.

## 2. Commissioning LRA against outcomes 2017-18: Progress to date

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

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

2.2 The service specification articulated **what** was required to be delivered and in response the LRA service plan explains clearly **how** it will deliver.

- 2.3 This report is based on the outputs and outcomes LRA has achieved for the full year 2017/18. The development of the outcome evaluation framework/toolkit has enabled staff to more easily collect outcome information, ensuring evaluation is considered upfront to allow LRA to better record this feedback.

### **3. LRA performance 2017-2018: key highlights:**

- 3.1 Appendix 1 provides the full report and detail about performance to date. However, summary highlights are shown below;

- Work was completed on developing new Ambition statements for the whole of Libraries, Registration and Archives. This work included full staff engagement as well as arranging and delivering 6 meetings of the member working group. Members visited service points across a range of LRA services and took part in a workshop session to inform the development of the 'Ambition' statements. These were endorsed by GEDCC in March and work is now well underway on the strategy to deliver these.

#### **a) Outcome 1: Children and young people get the best start in life**

- Following the successful Kent bid to the Arts Council's Libraries Innovation Fund, this year has seen the launch of a new service offer called 'Kent's digital dens'. 5 locations were launched over the course of the year - Gravesend, Sheerness, Ashford, Swanley and Newington. The clubs focus on children equipping children with digital skills such as coding. The clubs have proved very popular with waiting lists to attend in all locations and some very positive feedback on the difference these clubs have made. To date, there have been 127 sessions/events, with 2,131 young people attending in total across all the sessions.

*"I've never done coding before and now I know how to code"*

*"This is the future! It is so great that you are doing something like this"*

*"This is a fantastic club, my daughter goes she loves it, the teachers there are brilliant and plus they learn new skills that some schools don't do"*

- Last year we had another successful summer reading challenge with 18,129 children taking part in the challenge. This activity ensures children keep reading over the summer holiday period and helps develop reading skills.

*"Animal agents made a big difference to my child's reading"*

*"I like the Summer Reading Challenge as it makes me try harder"*

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

- During the peak summer period for weddings (July to September) LRA officiated at 2,906 weddings which represents an additional 4.4% compared to the same period in 2016. Across the whole year ceremonies increased by 7%.

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

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

- We have made several improvements to some of our libraries to make our spaces more inviting, modern and brighter. This has seen Bearsted move to the Station Master House. Charing, Meopham, Swalecliffe and Tonbridge libraries have been refurbished.

*“Came in to the library after seeing it had been refurbished. Very impressed. Found it very welcoming and bright. Re-joined the library because of it.*

*“The library is one of the best things in the village*

- A contract has been agreed with ‘Find My Past’ for the digitisation of the Parish records In Kent’s Archive collection. The work has started and we are on track to have parts of our unique archive collections made more accessible. The Archive service has also launched a new, more customer focussed website.

*“The new website is wonderful. It is much easier to navigate with lots of useful information”.*

- Our range of events and activities continue to make a difference to people’s quality of life;

*“I’ve met loads of local Mums through the Friday story and singing sessions... I feel that the library has helped us settle into the area with a real sense of community”*

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

- During 2017-18, over 46% of the outcome feedback collected demonstrated that LRA is making a difference in this area of work. Our services bring people together, foster a sense of community and can be a life-line for older people. This is highlighted by Roy’s story. Roy is an 88-year-old widower who following the death of his wife felt lonely. As part of a ‘social prescribing initiative’ supported by LRA, Roy now goes to the Talk Time session at Swalecliffe library, where he has met lots of different people. He has told us as a result that he feels less lonely and looks forward to these regular library sessions.

*“Talk Time makes a big difference to me, as I wouldn’t bother getting out of the house otherwise”*

- Our Home library service continues to offer people who are housebound or isolated a key service. One of LRA’s volunteers will visit the customer once a month with books or other material to enjoy.

*“I am housebound, and this service is a lifeline. Knowing someone will visit once a month and bring books and audio books is the highlight of my month. It makes a BIG positive difference to my wellbeing. Thank you so much to all involved in making this possible”.*

*“One of the highlights of my life (I am 87 years old) is to receive a wonderful selection of books, which Jill brings me. Her friendliness and our discussion of the books is very valuable in my limited life”.*

## d) Key Performance Indicators

- Performance against key performance indicators is shown in the table below.

	Type of KPI	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year-end target	17/18 Outturn	16/17 Outturn	Direction of travel
KPI 1a	Visits to libraries and Archives venues	1,240,000	1,391,000	1,175,000	1,182,000	4,850,000	4,987,000	5,196,104	↓
KPI 1b	Visits to the Archive search room	1,164	1,287	942	1,054	n/a	4,447	4,682	↓
KPI 2	Library Issues	1,167,000	1,343,000	1,081,000	1,083,000	4,485,000	4,674,000	4,842,266	↓
KPI 3a	Events across LRA venues	5,829	5,373	5,306	5,244	n/a	21,890	22,997	↓
KPI 3b	Attendees at LRA Events	51,900	66,200	45,800	50,700	210,000	216,000	210,820	↑
KPI4	Active Library and Archive Borrowers (rolling year)	160,200	161,300	158,300	156,500	n/a	156,500	162,792	↓
KPI 5a	Customer Satisfaction – Libraries	97%	97%	97%	n/a	95%	97%	95%	↑
KPI 5b	Customer Satisfaction – Archives	89%	87%	87%	92%	90%	91%	86%	↑
KPI 5c	Customer Satisfaction – Births and Deaths	94%	93%	94%	94%	95%	94%	95%	↔
KPI 5d	Customer Satisfaction – Wedding Ceremonies	98%	97%	96%	98%	95%	96%	97%	↔
KPI 5e	Customer Satisfaction – Citizenship Ceremonies – NEW	100%	97%	97%	86%	95%	93%	98%	↓
KPI 6a	% of Registration appointments booked online	37%	40%	37%	30%	n/a	35%	33%	↑
KPI 6b	% of birth appointments booked online	75%	75%	74%	71%	75%	74%	72%	↑
KPI 6c	% of death appointments booked online	44%	39%	36%	36%	n/a	40%	38%	↑
KPI 7	PC hours used in Libraries	117,700	124,700	113,000	111,800	n/a	467,200	493,350	↓
KPI 8	Library Community Outreach (rolling year)	1,407	1,371	1,369	1,322	1,500	1,322	1,438	↓

### Key

Green- performing within specification or above

Amber/Yellow- Performing just below target.

Red- Under target

To put this performance in context, nationally, the usage of libraries has been in decline for many years. The 2015/16 CIPFA figures show that nationally issues and visits dropped by 6% and 2% respectively on the previous year. This year Kent issues have gone down by just under 4% and visits are down by 3.5%; a good outturn especially in view of the fact that some of our libraries closed in this last quarter for refurbishment. We did see increases of 37% (314,142) in our e-issues which as well as books includes our new offer of e-newspapers/magazines.

We did not meet our target for library community outreach particularly our Home library service

customers. We have recently started a Facebook boost about the service and will be looking at other options to promote.

More information on performance, outcomes and actions being taken by LRA is provided in Appendix 1.

## **6. Conclusion**

- 6.1 The service continues to deliver activities and services that have a real positive impact and people's lives across the three outcome priorities for KCC.
- 6.2 Performance across the KPIs was on or close to target across most of areas. There were also additional planned short-term closures of some library buildings at the end of the financial year for improvement works to take place. The key piece of work to define the future Ambitions for LRA was completed and is now progressing to develop a strategy to ensure that the service adapts to meeting the needs of our communities both today and going forward

## **7. Recommendation**

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

## **8. Attachments**

Appendix 1- LRA performance report to date

## **9. Contact details**

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## Libraries, Registration and Archives

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**Update Report (April 2017 to March 2018)**

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**Report author:**

**Carol Westwood (Customer Insight and Engagement Manager)**

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## Introduction

The major initiative completed this year has been defining a set of future ambitions for Libraries, Registration and Archives. We completed workshops for staff, have worked with a cross party group of Members, and some targeted customer and non-user focus groups. The set of ambition statements were approved at Cabinet in March.

Our major service development projects this year have seen good progress with the local councils at Tunbridge Wells and Southborough to develop the Tunbridge Wells Cultural Hub and Southborough Community Hub projects. HLF funding has been secured for the Tunbridge Wells project and at Southborough a development agreement has been agreed. The refurbishment at Tonbridge Library was completed and the library re-opened at the end of April. Mini refurbishments also took place at Charing and Swalecliffe and Bearsted library opened in its new temporary location. Working with KCC and other partners, equipment and software installations took place at Deal, Higham and Paddock Wood in preparation for the Open + pilot. We are working with colleagues in GEN 2 and infrastructure to progress collaborative projects at Faversham, Folkestone, Herne Bay, Bockhangar and Cranbrook.

An issue during the year was caused by problems with the library management system, Spydus, following a major upgrade. Unfortunately despite considerable testing across the SELMS (South East Library Management System) consortium there were major speed and functionality problems. For a period from 23 November to the end of December we did notice a reduction in issues, visits and public pc use as a result of this. Following significant work with our external provider, Civica, to correct this the system is now much improved with upgrades taking place further improvements expected with the staff IT refresh programme in 2018.

The agreed annual review of our mobile services was completed with implementation planned for June 2018.

Work is now progressing significantly on the Archive digitisation at KHLC in collaboration with Find My Past, our partner on this project, and this year has also seen the Archive Service submit its application for National Archive accreditation and begun a programme of website and IT improvements to improve services to customers.

Registration has been very busy this year with a 7% increase in ceremonies and 1.3% increase in birth and death registrations. We have also seen an increase of 2.7% of applicants for the Nationality Checking Service and 7% increase in requests for duplicate certificates.



# Executive Summary

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Nationally, evidence shows that the usage of libraries has been in decline for many years. The latest CIPFA figures\* available show that nationally issues and visits dropped by 6% and 4% respectively on the previous year. The Taking Part survey results for April—September 2017 show that face to face engagement with libraries remains static but that digital interactions are on the increase.

From 23 November 17 until the end of December our issues, visits and PC use statistics were seriously affected by the speed and functionality problems caused by the upgrade of Spydus. During the last quarter we also had several libraries closed due to refurbishment works.

Figures below relate to the full year 2017/18 and are compared to the previous year.

**Visits and issues** - compared to last year figures are down **-4.2%** and **-3.5%** with e-issues showing an increase of **+37%**

**Online contacts** - as is being found nationally these contacts are increasing with an increase of **+47%** this year. Social media shows the greatest increase.

**Wi-Fi usage** - is continuously growing with a **+18%** increase last year.

Over 216,000 people attended **events** in libraries during this year —an increase of **+2.5%** on the previous year.

Visits to **the archive search room** are down **-5%** on last year, however there were over 41,000 online contacts, an increase of **+128%**

In terms of **active borrowers** there was a **-3.9%** decrease on the same period last year. We are including actions to our 2018/19 service plan with the aim to improve this and our Strategy will also focus on this area.

**Community outreach** – there are less customers receiving our home library service with a decrease of **-8.6%**. We have reviewed our offer to make it more accessible to a wider audience and will be targeting this in the new financial year also. We have already started some new promotion on Social Media.

**Unplanned closures**— Static libraries were closed for 0.23% of the available time due to unplanned closures and mobile libraries were off the road for 4.9% of the available time due to unplanned closures excluding bad weather conditions. We are working on a strategy to improve the off road rates for mobiles.

We have now included in our Library survey results those face to face surveys we conducted in June. This has enabled us to capture the views of customers without email addresses giving us a more robust balanced result. We have reviewed the results for birth and death registration and have identified issues that customers have raised. We are working with our external providers to implement a new online booking system and working to ensure there are sufficient appointments available in busy periods. Given that a lot of Archive customers access the service remotely as well as those customers who use the search room we also survey these remote customers and results show that 92% of these customers were satisfied with the service.

Full results are detailed in the KPI Summary at the end of the document.

\*2016/17

# The Service Plan traffic light - activity at a glance

## Actions

## Outcomes

- Archives – generation of income  
Archives has generated income but not to expected targets due to our proposals for digitisation and IT development taking longer to develop. These are now back on track and we have covered the income expectations through other efficiencies in other parts of the LRA budget. Will rollover to next years service plan where digitisation will assist in the delivery of Archives income.
- Artisan pop-up shops  
Small shops were unable to satisfy public liability insurance cover problems. The project will be evaluated and closed
- NatWest Business start-up sessions  
Partner did not feel there was sufficient demand and as a result this will not be progressing. LRA will look at a review of its offer to businesses next financial year.
- Asset collaboration projects  
These projects have now rolled over into 2018/19

- Development of Customer Engagement and Marketing Strategy  
Working to link into the LRA ambition work but this year has seen some pilot initiatives such as Facebook promotion of service to non-users. Rolled over to 2018/19

## Some highlights to date...

- Installation of RFID + hardware and software in 3 locations  
Locations now ready to progress staff training and trials in 2018
- Apprentices and HLF trainees  
15 apprentices appointed. 4 HLF trainees now in post, 1 in Kent Archives, 1 in KCC and 2 in other archives.
- Digital Dens in 5 locations  
3 locations launched and running, 2 being promoted and launching in February and March 2018
- Procure and deliver archive collections management systems and digitisation of documents  
New website and system launched and contract signed for digitisation. 2018/2019 will focus on the work of digitising the key collections.
- Tunbridge Wells and Southborough developments  
Work progressing well with Tunbridge Wells Borough Council, Arts Council funding confirmed and Heritage Lottery Fund bid submitted. Southborough on track.
- Tonbridge improvement works  
Works completed and library re-opened in April 2018

**81 Activities in the Service Plan — 75 Green, 1 Amber, 5 Red**

# Kent's Digital Dens

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

Thanks to Arts Council funding Digital Dens are now running in all 5 locations—Gravesend, Sheerness Ashford, Swanley and Newington. Each of the locations have had training sessions for staff and volunteers and provided with the equipment to enable them to run the events. 71 events have been held across the year with 878 attendances. The response has been so good that there are waiting lists in every location.



*"I've never done coding before and now I know how to code! I'm borrowing this Beast Quest book to give myself another challenge!" (Charlotte, member of Chatterbooks Dyslexia Friendly Book Group)*

*Dad: "I told you libraries were fun"*

*Daughter: "I know that Dad, I love the library!"*

*"This is the future! It is so great that you are doing something like this, it is so advanced!" (parent)*

*"This is so good, and such great attendance" (parent)*

*"It's fantastic what you are doing here" (parent)*

*"I enjoyed it so much" (child)*

*"Amazing services and a variety for all ages, thank you so much" (parent)*

# Kent's Digital Dens

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

An unexpected outcome for the project is the impact it has had on the life of one of our volunteers — a volunteer at Gravesend used his volunteering experience at job interviews and has recently been made an offer of employment in an IT related job.



*When asked "What would you like to do next after this Digital Den club stops?" 9 year old Olivia replied "become a computer expert."*



*"This is a fantastic club my daughter goes she love it the teachers there brilliant and plus they learn new skills that some schools don't do" Sic (Parent)*

*"The children leant all about the circuits and other fun things. It's not just for boys!" (Parent)*

*"My son came with an open mind and hoping to learn new skills and handle some gadgets...He was delighted to be with the other like-minded kids and is looking forward to the regular club" (Parent)*

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

## Community Engagement

### Feedback from customers who came to the our events.

*"A really enjoyable day, nice to find out what's going on in the community"*

*"...Lots of fun activities for the children and information for adults on local clubs and groups"*

*"Excellent day, very informative fun day, signed up, thank you"*

*"Brilliant & Informative, More of these please!"*

*"Fantastic community event for all ages"*

*"children loved the talks and exhibition educational"*

*"I didn't know the library was so nice"*

*"different from what I remember libraries were like in the past"*

*"didn't realise how much libraries have to offer nowadays, will be back"*

*"loved seeing a mixture of generations"*

We have more events in the community planned for 2018 so that we can spread the word about Libraries and what we offer.

20 libraries took part in or hosted Community/Fun Days. In 18/19 we plan to do more of this.



Aylesham Event

Marling Cross Event

# Community Engagement



## **Cheriton Library took part in the local Lights Festival**

Over a weekend in February, Cheriton library took part in the local arts festival. The outside of buildings were lit up by light installations and the library was opened up for customers to come in to see what we have on offer. 1,800 people came into the library over the weekend.

## **NatWest Community Banking**

Following the closure of many bank branches we have been working with NatWest by hosting Community Banker sessions in several locations. Bank staff visit our library so that customers can meet with them to help make the transition from having a local branch to being able to cope with their banking from a distance. The bank gives customers advice and can also help them by showing them how to carry out online banking using our public PCs or by accessing our Wi Fi with their own devices.

One of the Community Bankers said "...It's been brilliant thank you for being so accommodating. The only feedback i can offer is positive re the staff who are always on hand to ask questions to help our mutual customers and made me feel welcome, so thank you" for this.

## Project Update—Meopham and Wye



*"This library is awesome. I can't wait to come again"*

*"A wonderful new library - looks great. Just what Meopham needed :-)"*

*"The new library looks very nice and the computers are really fast"*

**Feedback from Meopham customers on the new library**

### **Meopham Library**

The new library building opened on the 4 December.

Q4 data shows that issues are up 3% and PC use is up 40%

### **Wye customers said:**

*"Oh, you have been decorated. I like the new table and chairs. It encourages you to stay and read a book on the sofa."*

*"The light around the windows is lovely; it must be the fresh paint reflecting all the light (it makes the blinds look new too). Oh, a new carpet! "*



### **Wye Library**

After a refurbishment the new look library opened in April 17. Since then PC use has been up by 16% and issues are up 3%

# Project Update—Bearsted, Charing and Swalecliffe

## **Charing Library**

The library was closed for refurbishment from 23 Feb — 16 March for an update of furniture, new carpets, re-decoration and a refresh of stock.



## **What customers said about Charing library**

*"Nice and relaxing, fantastic, love the logs and hay!"*

*"Lots of new books – lovely"*

*"Like the colour, looks bigger and brighter"*

*"Love the carpet, very spacious, so much brighter"*

*"Great to have this on our doorstep"*

*"This library is one of the best things in the village"*

*"I like the little area of seating by the crime section – excellent!"*

## **Bearsted Library**

The temporary library premises at the Station Masters House opened on 20 March.



## **Swalecliffe Library**

The library was closed from 5 March to the 14 April 2018. It re-opened after a much needed refurbishment inside and out.



## **Swalecliffe customers said**

*"Lots more room for the children so bright and clean."*

*"Thank you for making it beautiful."*

*"What a lovely bright library"*

*"Wow" isn't this posh!"*

# Project Update—Tonbridge

## Tonbridge Library

After a 3 month renovation project the library reopened on 30 April. The work included re-opening the front entrance from the High Street which had been closed for decades. The inside has been repainted, re-carpeted and new furniture has been installed, including a new children's library creating a brighter, lighter, modern and more inviting space for customers to enjoy. Here is a link to a video showing some of the changes [video](#)



Shirley Sheridan, Service Manager, said: "The staff at Tonbridge have worked extremely hard in the last couple of weeks to get the library in order so it is ready for the public to come back and enjoy the service."



### Tonbridge customers said

'Lovely update-well laid out- shelving heights much more accessible. Thank you'

'Nice to see crime in a separate section.- nice and bright'

'Wonderful! Light , airy, so good to have the original opening back'

'Just fantastic. Thank you to all involved at Tonbridge'

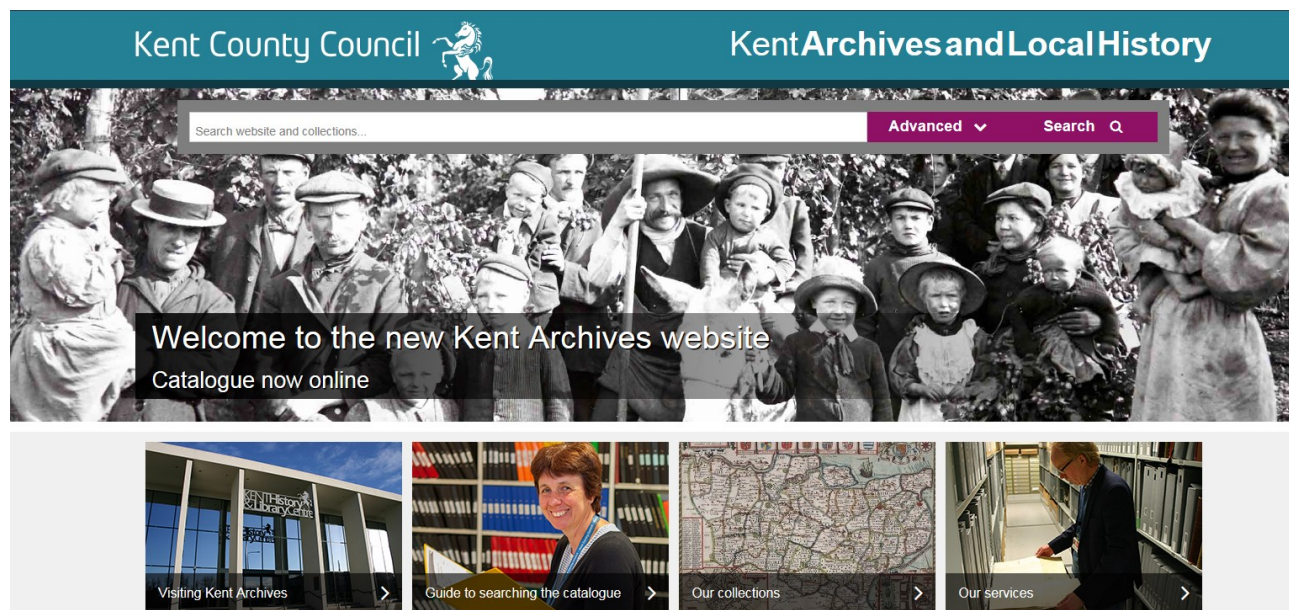
'A great improvement-long overdue- the LED lighting is great'

'Beautiful Library. Me and my daughter enjoy all. Very lucky to have a new Library'

"Came in to the library after seeing it had been refurbished. Very impressed. Found it very welcoming and bright. Re-joined library because of it."



# A very busy and productive year for Archives



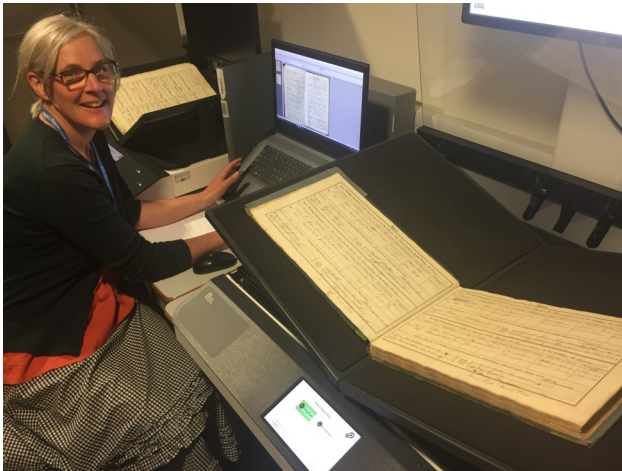
*"The new website is wonderful. It is much easier to navigate with lots of useful information. I find the online catalogue user friendly and I really like being able to see the whole hierarchy of a collection. I am finding that when I search it is bringing up more results than before."*—Frequent user of the Archives website.

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

## **New website and integrated catalogue**

Kent Archives now has its own website and integrated catalogue, enabling customers to find out more about our services and collections all in one place. Whether they need to know how to book a search room desk, want to find out more about the collections we hold, or need a specific service, all the information is in one place. Customers can also find updates on our archives and conservation projects; access back issues of our newsletter; find details of events at the Kent History and Library Centre; learn about volunteering opportunities; and keep up to date with our latest news via our social media accounts on Facebook and Twitter. The new integrated online catalogue is much improved and is more comprehensive, accessible and interactive. It is easier to identify related records that customer might also wish to consult. Users can also comment on individual records to expand document descriptions or let us know if they uncover additional contextual information during their research. Further developments are planned for 2018/19.

# A very busy and productive year for Archives—continued



Digitisation of a Parish Record

## Exhibitions and Talks

During the year the Archives service has also hosted 3 exhibitions at Kent History and Library Centre together with 7 talks and the regular tours around the archive for customers and interested groups.



Document being prepared for the Capability Brown exhibition



*"This is the first major digitisation project for Kent Archives. I hope it's the first of many. The new document ordering, website and all the functionality that brings with it together with the digitisation project will bring Kent Archives firmly into the 21st century as one of the leading Archives in the country."* Jon Barker—Archive Collections Officer

## Digitisation of Parish Records

The contract to digitise our Parish Records and make them available to the public online has now been signed with Find My Past. Two digitisation assistants have been appointed and work has started to digitise each of the over 2,500 parish registers that we hold. The first batch of images have been sent to Find My Past and have been approved.

# LRA Focussing on Outcomes

*"I was/am recovering from a complete breakdown – I still suffer from Anxiety and Depression but this group has made a real difference in helping with regaining social skills I'd lost." .....*  
Attendee at Adult Colouring Group in Broadstairs.

*"We started going to the library as we were new to the area and as a new mum I've met loads of local Mums through the Friday story and singing sessions. ....I feel that the library has helped us settle into the area with a real sense of community."* New customer at Borough Green

*"Very good - Reading books has given me more confidence and helps to pass the time; I now look forward to reading to keep my brain active."* Inmate at Elmley prison

Over the past year the service has worked to implement a system to collect, collate and categorise customer feedback to be used as a reporting tool for Outcomes . Staff have been encouraged to collect as much feedback as possible which shows the difference that LRA makes to the lives of its customers. In 2017/18 we collected over 580 "stories". Each story has been categorised against the KCC Outcomes, and the Libraries Ambition priorities. Details of the stories are all stored in a spreadsheet so that they can be easily accessed. The framework has been used to provide evidence of the work that we do most notably the information has been shared with the Libraries Taskforce as evidence for the new Minister for Loneliness.

This has been a complete change of direction for staff and to help them understand what is needed we have produced a webinar, gone out to meetings to talk to staff and volunteers and fed back to them via the weekly Staff Briefing examples of what a "good story" looks like.

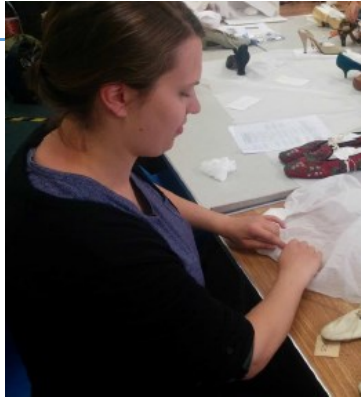
In March Darren Smart and Sarah Bottle showcased the framework to the annual national gathering of the Libraries Innovators network in Manchester. Participants requested a copy of the framework as an excellent good exemplar.

KCC Outcome		
Children & Young people in Kent get the best start in life	59	26.70%
Kent Communities feel the benefits of economic growth by being in work, healthy & enjoying a good quality of life	83	37.56%
Older & vulnerable residents are safe and supported with choices to live independently	103	46.61%

*'Talk Time makes a big difference to me, as I wouldn't bother getting out of the house otherwise'* Borough Green Talk Time attendee

*'Roy is an 88 year old widower. His wife died suddenly after he had looked after her for 8 years. Most of his friends have now died. He says he felt lonely and had never been alone before. He now goes to Talk Time at Swalecliffe where he meets interesting people and they have talks of different subjects. He has met lots of different people there. He says that he feels less lonely and its nice to have something to look forward to.'*

# Apprentices and Trainees



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



As part of the KCC Apprentice programme LRA employs apprentices across the service. We currently have 15 apprentices in post. They work across our services and are supported by their local line manager and their Growth for Skills tutor.

The Archives service recently also employed 4 HLF trainees. 3 of the trainees have gained employment outside of KCC within the sector and the 4th now has a permanent contract with Archives as a Conservation Technician Trainee

*"I enjoy the unpredictability of the role which makes the job far more interesting than attending any university lecture. I think this experience will strengthen my CV and overall has enhanced my communication skills as well as other skills such as decision-making."*  
Henry Hudson,  
Apprentice at Gravesend Library

Hannah Whibley, Conservation Technician Trainee

Hannah has now completed her traineeship. She has been working on a variety of projects from conserving old shoes to a wide variety of documents. She has now been appointed as an Archive Collection Assistant at Kent History and Library Centre

*"Being an apprentice provides you with invaluable skills and experience. Apprenticeships are a great way to learn different trades, and to learn all about the working environment. Being an apprentice at Herne Bay library involves serving customers, helping the public with a variety of enquiries, and tidying the library. Working here is a wonderful experience, full of enjoyable days with great people."* - Honor Woollams Herne Bay library



*"It's been really great getting to work with a supportive team every day, plus it's lovely helping customers and meeting interesting people as part of my job."* - Emma Ryan Canterbury library



## *Modern Records have moved!*



Archive Storage

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

In 2017/18 we retrieved 3,265 files and moved 3,395 boxes into storage.

LRA is responsible for the storage and administration of Modern Records for KCC. All records that need to be retained are stored securely off site. These records must be accessible by KCC staff at short notice. For example should the case notes for a child be required by the court we are obliged to access them at very short notice.

A total of over 71,000 boxes have been safely transferred to our new partner The Hill Company.



Transport

# Prisons

LRA delivers library services for Kent Prisons through a relationship with the Ministry of Justice. There are 5 prisons in Kent holding approximately 3,500 inmates. The Ministry is currently reviewing the provision of prison libraries. We have been able to supply them with evidence of the impact we have on prisoners lives using our Outcome Framework.

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

Shirley Sheridan, Service Manager, Victoria Barnett, Prison Library Development Manager, Liz Gibson, Prison Library Assistant and James Pearson, Head of Service with the Read Ahead Award



## Reading Ahead Award

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

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

## Feedback from prisoners

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

*"The Library is a good source for information and relaxing materials both audible and visual, always a small break from the house block in a calm pleasant environment, a chance to escape the normal environment of prison life, a valuable asset and service"*

# Accreditations and Awards

## Customer Service Award

In September 2017 LRA successfully renewed its Customer Service Excellence Award. This year we achieved 2 new Compliance Plus criteria in “understanding the characteristics of our current and potential customer groups...” and demonstrating “how customer-facing staffs’ insight and experience is incorporated into internal processes, policy development and service planning.”



Visitors enjoying the 1950s Childhood exhibition

## Sevenoaks Museum awarded Museums Accreditation

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

## Archives Accreditation

Archives are working towards the Archives Accreditation. They have been busy this year submitting their evidence. The standards schemes and frameworks help archives to manage and improve their efficiency and effectiveness through external validation, and by identifying good practice.

The next stage in the process is a visit from an Assessor which was completed in May 2018.



# Registration

## Birth and Death Registration

During the year our staff registered the births of over 18,500 babies and 15,900 deaths at our 28 registration venues an increase of 1.3% on the previous year



### Feedback from a customer

*"The place was easy to find. It was a nice venue and we had use of a quiet room.*

*The Registrar was very helpful and took the time to explain things carefully to me and my wife. Especially as my wife is Filippina, the registrar was ensuring that she fully understood. I would give the registrar 10 out of 10 for the service he gave us that day."*



### Danson House

As part of our income generation opportunities Danson House has been promoted as a location for films and this year it has been used to film a TV programme called Quacks and a film called The Favourite



# Registration

It was a really busy summer for the Ceremonies team in 2017. In total the team officiated at 6,801 ceremonies a 7% increase on the previous year. 2,906 of these ceremonies took place In July to September alone.

## Citizenship Ceremonies

Throughout the year there were 100 citizenship ceremonies which were attended by 2,394 new citizens.



## Feedback from a ceremony

“We just wanted to say thank you for carrying out the celebrant duties at our wedding at Fraser’s last Saturday. Your cheerful and relaxed demeanour set the tone for the whole evening. We had a fabulous time and enjoyed saying our vows! Thanks again”

## Feedback from a citizenship ceremony

“I just wanted to send you a very big thank you for an excellent experience at my citizenship ceremony last Thursday (30 Nov), and for a brilliant service more generally.”



# Volunteering

Volunteers supplement the work of our staff by adding value to events and activities.

We have 1,166 volunteers across the County. In 2017/18 they provided 43,234 hours adding extra value to the LRA service. We had 114 volunteers (most of them young people) who helped with the Summer Reading Challenge this year.

## Feedback from volunteers

“Because I wanted to meet people and feel useful. I really enjoy it and it gives me something to look forward to.”

“I have enjoyed my role at the library. It's helped me too after the loss of my wife.”



Volunteers come from all age groups—this is Milly aged 12 who volunteers at Lyminge library



Volunteers at one of their social events during the year.

Digital Den volunteer uses experience to get a job

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

# Summer Reading Challenge

In 2017 18,129 children registered for the Summer Reading Challenge - an increase of 2% on last year.

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

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

## Proven benefits of reading over the summer

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

Research by the UK Literacy Association has demonstrated that the Summer Reading Challenge (SRC) helps to prevent the 'summer dip' in literacy skills for those who took part.

<https://readingagency.org.uk/children/Overall%20Evaluation%20Results%20-%202014%20Nov%2013.pdf>



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

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

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

*'I like the SRC as it makes me try harder. I like reading books about facts and these are counted in the SRC 😊' child at the Eden Centre*

## Service Innovation

We rolled out 108 new and improved self-service machines at 42 libraries across Kent. 21 machines now have chip and pin and contactless payment functions and can identify up to 15 items at a time, saving customers time. In some locations customers are also able to book PCs and to release their printing.

### Quotes from customers:

“Good if you are in a hurry“

“Saves time as not good at queuing“

“New RFID machines are a lot quicker“

“Children love them“

“The new machines are much quicker .....”



At the 42 branches offering self-service

81% of all issues are made using our self-service machines

88% of all items returned are made using our self service machines



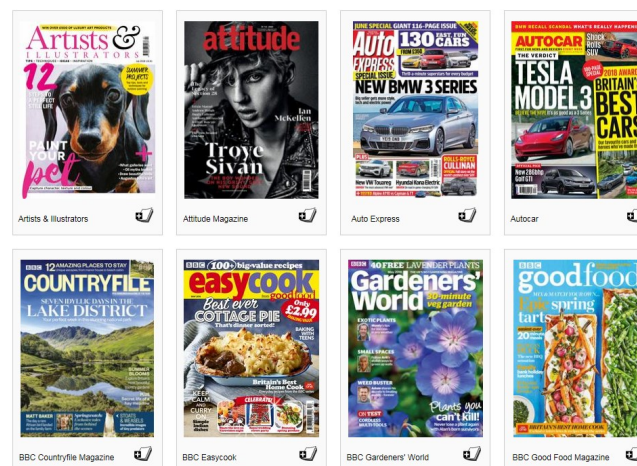
### Open + Pilot

The equipment and software has been installed at Deal, Paddock Wood and Higham that will enable customers to use their library card to access the library out of normal opening hours. They will be able to use the PCs, Wi-Fi and issue and return books using our self service machines.

## Service Innovation—continued

We have increased our e-offer available to customers. They can now read books, magazines and newspapers on their own devices.

"Free daily e-newspapers - It's a great service, hope it lasts."



"I love the emagazine collection".

Facebook user

"The Overdrive app is simply marvellous! It has encouraged me to read so much more than before I discovered it and it is so simple! Thank you." - e-book borrower



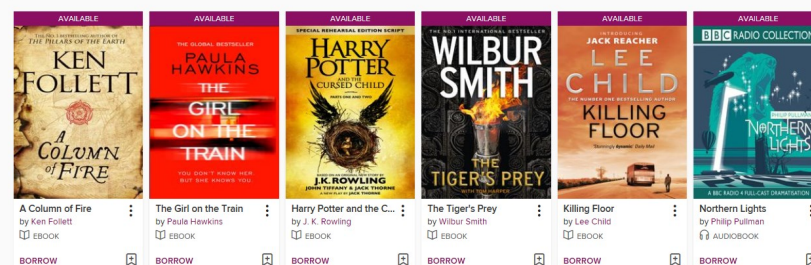
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## KPI Summary

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	Type of KPI	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year-end target	Outturn	Direction of travel
KPI 1a	Visits to libraries and Archives venues	1,240,000	1,391,000	1,175,000	1,182,000	4,850,000	4,987,000	↓
KPI 1b	Visits to the Archive search room	1,164	1,287	942	1,054	n/a	4,447	↓
KPI 2	Library Issues	1,167,000	1,343,000	1,081,000	1,083,000	4,485,000	4,674,000	↓
KPI 3a	Events across LRA venues	5,829	5,373	5,306	5,244	n/a	21,890	↓
KPI 3b	Attendees at LRA Events	51,900	66,200	45,800	50,700	210,000	216,000	↑
KPI 4	Active Library and Archive Borrowers (rolling year)	160,200	161,300	158,300	156,500	n/a	156,500	↓
KPI 5a	Customer Satisfaction – Libraries	97%	97%	97%	n/a	95%	97%	↑
KPI 5b	Customer Satisfaction – Archives	89%	87%	87%	92%	90%	91%	↑
KPI 5c	Customer Satisfaction – Births and Deaths	94%	93%	94%	94%	95%	94%	↔
KPI 5d	Customer Satisfaction – Wedding Ceremonies	98%	97%	96%	98%	95%	96%	↔
KPI 5e	Customer Satisfaction – Citizenship Ceremonies – NEW	100%	97%	97%	86%	95%	93%	↓
KPI 6a	% of Registration appointments booked online	37%	40%	37%	30%	n/a	35%	↑
KPI 6b	% of birth appointments booked online	75%	75%	74%	71%	75%	74%	↑
KPI 6c	% of death appointments booked online	44%	39%	36%	36%	n/a	40%	↑
KPI 7	PC hours used in Libraries	117,700	124,700	113,000	111,800	n/a	467,200	↓
KPI 8	Library Community Outreach (rolling year)	1,407	1,371	1,369	1,322	1,500	1,322	↓

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

**To:** Growth, Economic Development and Communities Cabinet Committee  
– 5<sup>th</sup> September 2018

**Subject:** Thames Estuary Commission

**Classification:** Unrestricted

**Past Pathway of Paper:** N/A

**Future Pathway of Paper:** N/A

**Electoral Division:** All

### **Summary**

The Commission chaired by Sir John Armitt published a report on 25 June setting out a “2050 vision” for growth in the Thames Estuary area. The report acknowledged that the area (which covers districts in East London, South Essex and North Kent as well as Canterbury and Thanet) has “vast potential and could catch up with other London corridors that have outpaced UK growth. To do this it needed a clear vision and a focus on delivery”.

The report lists fifteen priorities which could deliver 1.3 million new jobs and £190 billion extra gross value added by 2050. The report says this would require a coordinated delivery plan which would be dependent on “strong, streamlined governance”.

Responding to the Commission’s report the Secretary of State for Housing, Communities and Local Government invited local government to respond positively to the recommendations, within six months, saying that the status quo was not an option.

The Thames Estuary Strategic Group (whose members are drawn from the relevant local authorities and business representatives) will meet to discuss its response in November.

### **Recommendation**

The Committee is invited to note the Thames Estuary Commission’s Report and comment on its recommendations.

## **1. Introduction**

- 1.1 The purpose of this paper is to bring to the Committee's attention the report published on 25 June by the Thames Estuary 2050 Growth Commission, and to summarise how it is being followed up.

## **2. Background**

- 2.1 In March 2016 the previous Chancellor of the Exchequer, George Osborne, appointed Lord Heseltine to chair a Commission to "develop an ambitious vision and delivery plan for North Kent, South Essex and East London up to 2050". Sir John Armitt took over the chairmanship from Lord Heseltine in October 2017: his report is reproduced as Annex A.

- 2.2 The report was welcomed by the Thames Gateway Strategic Partnership – the letter sent to the Secretary of State for Housing, Communities and Local Government on the day of its publication is reproduced as Annex B.

- 2.3 The membership of the Thames Gateway Strategic Partnership consists of:

- 2 Local Enterprise Partnerships
- 7 London boroughs
- 1 Greater London Authority
- 2 County Councils
- 3 Unitary Councils
- 9 District Councils
- 1 Development Corporation

Meetings of the Partnership are chaired on rotation by the Leaders of Kent County Council, and Essex County Council and a Deputy Mayor of the Greater London Authority.

- 2.4 The Partnership is planning a discussion of the Growth Commission's report later this year, before the Chancellor's Winter 2018 Budget.

## **3. The substance of the report**

- 3.1 In its 34-page report, the Growth Commission identified the Thames Estuary as an area with great potential. "It has sizeable economic power, a strong feeling of collaboration and a 'can do attitude' from London right out to the sea. The Estuary has an important brand and status, which makes a significant contribution to the UK economy and UK plc".
- 3.2 But the report concludes "that the 'business as usual' approach is not working. Without concerted action, there is a risk that the Thames Estuary will fail to achieve its potential, at huge opportunity cost to local communities and the national economy. By way of example since 2008, the Thames Estuary (outside London) grew more slowly than any of the other London corridors

including, for example, the Thames Valley, London-Stansted-Cambridge corridor”

3.3 The report lists six objectives:

- (i) Productive places
- (ii) Connected places
- (iii) Thriving places
- (iv) Affordable places
- (v) Adaptable places
- (vi) Deliverable places.

3.4 It identifies five productive places:

- (i) The City Ribbon
- (ii) Inner Estuary
- (iii) South Essex Foreshore
- (iv) North Kent Foreshore
- (v) the River Thames.

3.5 Its vision for 2050 is 1.3 million new jobs, £190 billion additional Gross Value Added (“GVA”), and at least 1 million new homes.

3.6 Its full list of priorities for the Estuary area are:

<u>Quick (by 2020)</u>	<u>Short (by 2024)</u>	<u>Medium (by 2030)</u>	<u>Long (by 2050)</u>
3. An integrated skills strategy	1. Accelerated Delivery Pilot	2. Three new Thames Crossings	14. Thames East Line
5. Transport Innovation Zone	6. Medical Campus	4. Extension of Crossrail 1	
7. SE Foreshore Fund	8. SEC Relocation		
9. Institute for Resilient Infrastructure	12. Health Supercentre		
10. NK Foreshore Fund			
11. Education and Skills			
13. Great Thames Park			
15. Celebrate the Thames			

3.7 Its priorities for Kent and Medway are:

- the extension of Cross Rail from Abbey Wood to Ebbsfleet
- a new Medical Campus at Ebbsfleet
- new health and medical facilities at Canterbury
- a £20 million North Kent Foreshore Fund to provide finance for town centre regeneration and/or community development
- a targeted skills strategy
- a new Great Thames Park on both sides of the river
- a programme of festivals, events and promotional activities to celebrate the creative and cultural industries and attract inward investors and visitors.

3.8 The report concluded by saying: “Realising this ambition will require a coordinated delivery plan, which in turn will be dependent on strong, streamlined governance”.

3.9 It therefore recommended a “robust, locally-led review of governance arrangements to be undertaken, to be concluded within six months”. The Secretary of State asked for this review to be completed before the Chancellor’s Winter Budget Statement (expected in November 2018).

3.10 The Commission recommended that the optimal governance arrangements should include:

- (i) A single voice for the Thames Estuary through a strengthened and streamlined Thames Gateway Strategic Group.
- (ii) The development of statutory Joint Spatial Plans in Kent and Essex.
- (iii) Government should regard this ambition with substantial infrastructure investment and freedoms and flexibilities.
- (iv) A revision of the geographical boundaries of South East Local Enterprise Partnership.
- (v) Development corporation(s) with planning and compulsory purchase powers to drive the delivery of homes and jobs aligned to major infrastructure investment.
- (vi) Strengthened governance arrangements for the River Thames itself.
- (vii) Revenue raising powers and tax (or other) incentives granted to the Thames Estuary to drive the delivery of infrastructure, housing and jobs.

These points are expected to feature on the agenda of the next meeting of the Thames Estuary Strategic Group being arranged for early November.

3.11 The Government is currently consulting on the geographical boundaries of Local Enterprise Partnerships: this is considered in a separate Committee paper. Conclusions have not yet been reached but a Local Enterprise Partnership is unlikely to meet the criteria proposed by Sir John Armitt for

implementing the governance reform that his report says are needed to drive growth in the Thames Estuary.

- 3.12 The report sets a six-month deadline for responding to the governance issues (December 2018): the options range from new Development Corporations to setting up a new Estuary Infrastructure Commission.

#### **4. Recommendation**

- 4.1 The Committee is invited to note the Thames Estuary Commission's Report and comment on its recommendations.

#### **5. Background Documents**

Annex A: Thames Estuary 2020 Growth Commission

Annex B: TGSG Letter to Secretary of State

#### **Report Author**

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# Thames Estuary 2050 Growth Commission

**2050 Vision**

June 2018



## Thames Estuary 2050 Growth Commission

**Sir John Armit** (Chair), Chairman, City & Guilds Group and National Express

**Prof. Sadie Morgan** (Deputy Chair), Director, dRMM Architects

**Lord Norman Foster**, Chairman and Founder, Foster + Partners

**Prof. Alice Gast**, President, Imperial College

**Gregory Hodgkinson**, Chairman, Arup

**Sir George Iacobescu**, Chairman and Chief Executive, Canary Wharf Group

**Sir Stuart Lipton**, Partner, Lipton Rogers Developments LLP

**Sir Edward Lister**, Chairman, Homes England

**Tony Pidgley**, Group Chairman, Berkeley Group

**Nick Roberts**, President, Atkins

**Geoffrey Spence**, Infrastructure Finance Expert

Note: All figures quoted in this document are referenced in the accompanying Technical Document.

# Foreword



The Thames Estuary flows from one of the world's greatest cities and passes through areas of extraordinary natural beauty. It stretches from the global financial centre at Canary Wharf past the country's busiest river crossing to world-class coastal wetlands.

The Thames Estuary area faces some real challenges, including significant pockets of deprivation. But we believe it has the potential to support growth across the country. Our vision reflects both the interconnectedness and the distinctiveness of the places that make up the Thames Estuary: a tapestry of productive places along a global river, generating an additional £190 billion GVA and 1.3 million new jobs by 2050. At least 1 million new homes will need to be delivered to support this growth.



The Thames Estuary 2050 Growth Commission was established in March 2016 to develop an ambitious vision and delivery plan for north Kent, south Essex and east London. We are honoured to have been given the opportunity to lead this vital piece of work, which began under Lord Heseltine's chairmanship.

We have carried out the work in close collaboration with our fellow Commissioners and in consultation with local partners. We ran a Call for Ideas from July to September 2016 and were overwhelmed by the response: there were over 100 respondents, including public, private and third sector organisations, and members of the public, all brimming with great ideas and ambitions for the Thames Estuary. We worked with our fellow Commissioners over the next few months to review these responses alongside supporting analysis on the area's key challenges and opportunities. From this, we began to crystallise our thinking on a 2050 Vision for the Thames Estuary, announcing our priorities in December 2017. The conclusions of this work are presented within this 2050 Vision.

Throughout this exciting journey, we took part in numerous visits to the Thames Estuary, including along the river itself, and met with a wide range of stakeholders. We would like to thank all those who have provided input and hosted visits. Your contributions have helped to bring our vision for this exciting area to life.



Sir John Armitt  
Chair, Thames Estuary 2050  
Growth Commission



Sadie Morgan  
Deputy Chair, Thames Estuary  
2050 Growth Commission

# The Case for Investment

The Thames Estuary is an area with great potential. It has sizeable economic power, a strong feeling of collaboration and a 'can do attitude' from London right out to the sea. The Estuary has an important brand and status, which makes a significant contribution to the UK economy and UK plc.

However, over the past few decades it has consistently been unable to deliver the same levels of economic growth as other parts of the UK. Whilst there are recent success stories, including Canary Wharf and the Thames Estuary's ports, the benefits of these pockets of growth have not necessarily been felt across the area. This has resulted in a large disparity in wealth and opportunity. The Thames Estuary partners want to work together to ensure that this is not an enduring problem.

The Thames Estuary has significant strengths: its proximity to London; international trade via its ports, strong universities, further education and research institutions; and availability of land to deliver high-quality homes. Yet, given its underperformance across a range of social and economic measures (see opposite), identifying what is needed to spread opportunity and growth is a complex task.

In order to answer this question, the Commission has interrogated what has not worked, and why. It has also sought to understand how the significant strengths in the area can be capitalised upon to make sure that economic growth is not reserved for some; rather it can have a lasting impact for existing and new businesses and residents across the area. It has done this through a detailed review of the existing context, engagement with stakeholders over the last two years and a review of existing and proposed projects.

The evidence gathered reaffirms the Commission's view that the 'business as usual' approach is not working. Without concerted action, there is a risk that the Thames Estuary will fail to achieve its potential, at huge opportunity cost to local communities and the national economy. By way of example since 2008, the Thames Estuary (outside London) grew more slowly than any of the other London corridors including, for example, the Thames Valley, London-Stansted-Cambridge corridor.

The Commission acknowledges that the area needs strong delivery and investment to make sure that, as other high growth corridors around London expand, the Thames Estuary is not left behind. The Thames Estuary has vast potential and could catch up with other London corridors that have outpaced UK growth. To do this it needs a clear vision and a focus on delivery.

This 2050 Vision sets out the key challenges and opportunities of the area, alongside future trends. It then presents a vision for the Thames Estuary and resulting recommendations and priorities which will be central to its delivery. This was informed by a review and prioritisation of existing and proposed projects. It concludes with a focus on the governance reforms and delivery models needed to realise the Commission's aspirations.

# The Challenges

**Scale of the area:** The Thames Estuary is home to many boroughs, cities, towns and villages, which have their own distinctive characteristics. The diversity of the area, the natural barrier provided by the River Thames and the different functional economic areas mean that developing a singular 'vision' is challenging; it makes more sense to 'read' the area as a series of interconnected places.

**Stimulating economic growth:** The Kent and Essex parts of the area have struggled to keep pace with the scale of employment growth in east London. Between 2009 and 2016 east London employment grew by 27%, in comparison to the Thames Estuary average of 19% and the London average of 21%.

**Low skills and education levels:** There is a higher proportion of adults with no formal qualifications compared with the regional average across the Thames Estuary although this challenge is particularly acute in Essex. Relative to the London, South East and East regions, residents in the Thames Estuary are more likely to work in trade, sales or machine activities, which have historically been less highly skilled. This makes the area a less attractive location for employers seeking skilled and agile workers.

**Entrenched deprivation:** The area is characterised by a 'low wage' economy with limited connectivity to employment centres and a shortage of jobs and skills. The average weekly household income in the area is £800 before housing costs, which is below the combined average for London, South East and East of England at £885. Most settlements in the Thames Estuary therefore contain neighbourhoods with high levels of deprivation (in the top two deciles of the Index of Multiple Deprivation). The area also has higher levels of unemployment (5.3%) compared with the average for England (4.5%).

**Delivering homes:** The area needs to cater for population growth and demographic change. Whilst an increased number of planning permissions are being granted, this is not being reflected in delivery rates. Between 2012/2013 and 2014/2015, on average, fewer than 10,000 homes were built per annum against Local Plan targets of 19,495 per annum. Low land values, challenging site conditions and a limited number of house builders are all contributing to the delivery gap.

**Limited mobility:** Outside of London, the high speed railway network has been the focus of historic transport investment. Beyond this, access to affordable, high-quality public transport or active transport links is more limited between and within cities and towns. This is affecting access to jobs.

**Environmental constraints:** The Environment Agency estimates that the sea level will rise between 20cm and 90cm by 2100. Without intervention, this could affect up to 1.25 million people who live in the Thames tidal floodplain and 1,200 hectares of internally designated habitats. The Thames Estuary 2100 Plan is the Government's current strategy to adapt to the challenges of future sea level rise. The area also suffers from poor air quality, particularly near congested river crossing points.

**Fragmented governance:** There are 18 local authorities alongside the Greater London Authority, Kent and Essex County Councils and two development corporations in the area. The lack of coordinated governance structures makes strategic planning and prioritisation of interventions more difficult. This is in the context of significant funding gaps, particularly for infrastructure delivery.

# The Future

**Jobs:** The Commission believes that up to 1.3 million new jobs could be created in the Thames Estuary by 2050. The Industrial Strategy identifies the pillars and priorities for national focus. The Thames Estuary, given its assets, is well placed to deliver against these priorities including boosting economic growth, increasing employment, skills and earning potential and delivering infrastructure to support jobs and homes. This supports the National Infrastructure Assessment which seeks to reduce congestion and carbon whilst increasing the capacity of the country's infrastructure.

**Homes:** A minimum of 1 million homes will be required to support economic growth in the Thames Estuary by 2050. This equates to 31,250 homes per annum. The Commission believes that the scale and pace of delivery will need to increase to meet this demand. In terms of the distribution of these homes, based on the Ministry of Housing, Communities and Local Government's standardised methodology for calculating housing need, around two thirds of these homes should be delivered in east London. The Commission believes that solely focusing on homes in London is unsustainable and that more of these homes should be provided in Kent and Essex.

**Technology and innovation:** Sectors and jobs could take a variety of forms in the future. The Commission believes that a skilled and agile workforce will be most able to respond to this uncertainty. Traditional sectors in the Thames Estuary, including ports, logistics and construction, must respond to automation and technical innovation by changing operating practices and the number and types of jobs required.

**Economic resilience:** The impacts of Brexit on economies are still uncertain and may require changes to the ports, logistics and aviation sectors. The Commission believes that the Thames Estuary can capitalise on the challenges and opportunities presented by Brexit, transforming the area and reducing pressure and reliance on London. This is reflected in the planned and on-going investment, for example, at the Port of Tilbury and London Gateway Port.

**Environmental change:** The Government's 25 Year Environment Plan sets out action to help the natural world regain and retain good health. It includes a number of policy areas which are relevant to the future of the Thames Estuary: using and managing land sustainably; recovering nature and enhancing landscapes; connecting people with the wider environment; and increasing resource efficiency and reducing pollution. The Commission believes the long view of the 2050 Vision provides an opportunity to embed these principles in the future of the area.

*The River Thames is an iconic driver of economic activity. It has led to the rich tapestry of places, communities, landscapes and economies, which characterise the Estuary today. They contribute to the breadth of challenge and opportunity in the area.*



# The Opportunities

**Strengthen existing sectors:** The Commission believes that the area should continue to grow 'traditional' industries of freight, logistics and construction, capitalising on the five major ports and growing logistics and manufacturing sectors around them as well as the planned modular homes factories. The creative and cultural industries (spearheaded through the Thames Estuary Production Corridor) and medical sectors (e.g. medical instruments manufacturing at Southend-on-Sea) should also be supported.

**Diversify sectoral mix:** Locally distinctive sectors which capitalise on the area's assets should continue to be supported, whether they are existing or emerging sectors. The Commission believes this includes health, tourism, creative and cultural industries, agriculture and renewable energy and green technologies.

**Utilise higher education institutions:** The Commission believes that links between the South East Local Enterprise Partnership, institutions, employers and schools should be strengthened to maximise economic growth and provide pathways from school to employment. This includes building on the skills legacy from large infrastructure schemes in the area such as High Speed 1.

**Prioritise infrastructure investment:** There are over 327 infrastructure projects identified by local authorities to address existing constraints and/or support future growth in the area. The Commission believes that delivery of infrastructure will support delivery of homes and jobs. For example, the extension of Crossrail to Ebbsfleet could support up to 50,000 jobs and 55,000 new homes. Investment in and delivery of green infrastructure will also be key to securing good growth.

**Improve intra-town connectivity:** The Commission believes this should be achieved by making better use of existing capacity, and delivering currently planned road and rail infrastructure. Providing additional capacity within the transport network will reduce congestion and journey times. The delivery of transport hubs will provide opportunities for agglomeration and regeneration.

**Integrate environmental assets:** The Commission believes that the Thames Estuary area provides the long term solution to managing the impacts of sea level rise on London. If appropriately planned, opportunities including maximising flood attenuation and improving air quality should be pursued alongside provision of replacement habitats and improved access for recreation and leisure (as promoted by the Thames Estuary 2100 Plan).

**Realise planned development:** There is an opportunity to deliver the homes (including affordable homes) and employment space that are needed to support demographic change and new jobs in the area. Homes and jobs should be delivered across the Thames Estuary to support the tapestry of places.



# The Vision

## From an underperforming river region to a tapestry of 'productive places' along a global river.

A lot of good work is already taking place in the Thames Estuary. Examples include public and private investment in the economy (e.g. Port of Tilbury and London Gateway Port), homes (e.g. through Ebbsfleet Development Corporation) and infrastructure (e.g. Lower Thames Crossing). The foundations to build on are strong.

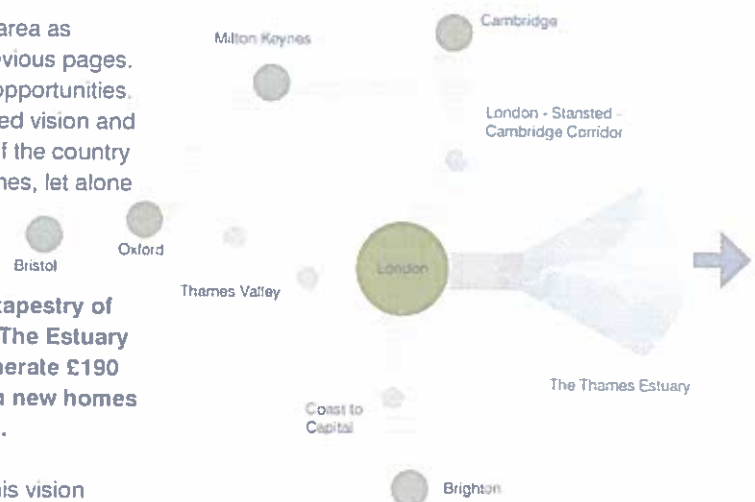
There is significant latent potential in the area as illustrated through the analysis on the previous pages. There are also common challenges and opportunities. However, without a coherent and integrated vision and associated priorities, this important part of the country will not deliver 'business as usual' outcomes, let alone more ambitious ones.

**By 2050, the Thames Estuary will be a tapestry of productive places along a global river. The Estuary will create 1.3 million new jobs and generate £190 billion additional GVA. At least 1 million new homes will be delivered to support this growth.**

The Commission believes that realising this vision requires a change in thinking. The evidence shows that the Thames Estuary will not be successful when considered as a single functional economic area, single place or single community. It is a tapestry of interconnected but different economies, places and people, performing well in parts, but underperforming in others.

The Commission therefore recommends a different structure: a structure of five 'productive places', which are based on existing areas and their assets; with a clear vision for each area, a tight focus on priorities and stronger, streamlined governance.

In 2050, this tapestry of 'productive places' in the Thames Estuary will form part of the series of productive and connected places that 'orbit' London. Like Cambridge and Oxford, the 'productive places' of the Thames Estuary will be higher performing places, retaining their own distinct character and economic function.



## Thames Estuary Today

There is significant potential as an economic area, but there is not a clear economic or spatial framework to realise this potential in comparison to other successful corridors and cities around London like Cambridge, Oxford and Brighton. The current context is:

1.3 million jobs

£89 billion GVA

1.4 million homes



Cey Ribbon

+



Inner Estuary

+



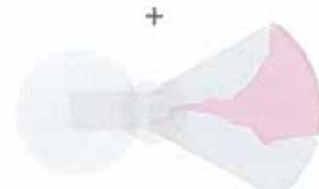
South Essex Foreshore

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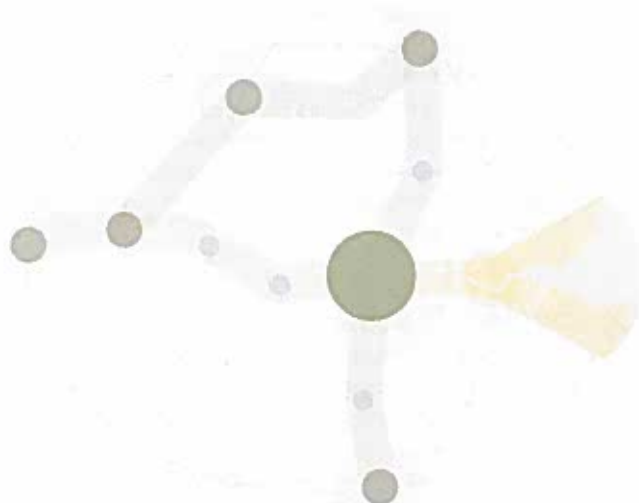
North Kent Foreshore

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The River Thames

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## Five Productive Places

The different areas and characters of the Thames Estuary form into the proposition for five 'productive places'. Individually these places will be more productive and set up to deliver. Places will deliver the Commission's key priorities of

Sectors

Connectivity and Communities

Delivery

## Vision for Thames Estuary 2050

Each of the five places focuses on: developing strong and specific sectors; increasing skills; delivering homes and jobs at scale and pace; addressing the 'low wage economy'; connecting to and enhancing natural assets and green infrastructure; and planning for long term and resilient development. This vision aims to deliver:

1.3 million new jobs

£190 billion\* additional GVA

At least 1 million new homes

\* assuming an annual average growth rate of 1.25% at current GVA per job

# The Objectives

The Vision is underpinned by six objectives. They provide further direction on how the Thames Estuary can boost productivity, make a greater contribution to the UK economy and deliver a series of positive outcomes by 2050.

## Productive Places

The places of the Thames Estuary will support the sustained growth of its high value, healthy wage sectors achieving up to **1.3 million new jobs by 2050**. Existing sectors will be strengthened including **freight and logistics** and **construction**, maximising opportunities from existing assets such as the **ports**. Emerging sectors will be nurtured including: **health**, reflecting the supercentre in Kent; niche heritage and wildlife **tourism** in Kent and Essex; and the Thames Estuary Production Corridor - a ribbon of **creative and cultural industries** along the River Thames. In part and as a whole, the places will harness entrepreneurial spirit, **strong educational institutions** and **unique natural assets** to create a distinctive and productive network of economies.



## Connected Places

There will be **improved connections** between and within cities, towns, villages and industries be it for people or goods. This will support **improved productivity** through increased access to jobs and services. New and improved rail, bus, cycle and pedestrian links will reduce car dependency and increase the use of the area's **integrated public transport** systems. Completing the Thames Path will also improve connections for recreation for cyclists and pedestrians. The area will benefit from the highest level of **digital connectivity**, adopting the latest technological innovation. New **river crossings** such as the Lower Thames Crossing and Silvertown Tunnel will strengthen local and national links. New railway infrastructure including the extension of **Crossrail 1 to Ebbsfleet** and the **Thames East Line** will connect into the country's high speed network and complete the orbital railway around the Capital.



## Thriving Places

The growing communities of the Thames Estuary, which will be home to **4.3 million people by 2035**, will **pride themselves on their rich cultural and economic activity**. Through **people-led projects** - in part delivered through the Thames Estuary Fund - each distinctive city, town and village will be the well-loved **heart of the community**. They will demonstrate the importance of good design and creating attractive places that work for the community. Improved **educational attainment and local skills** will **increase aspiration** and show that new job opportunities are for them. These thriving places will be **attractive to investors** and will celebrate their **individual sense of place** by offering bespoke opportunities to live, work, visit and play within the Thames Estuary setting.





## Affordable Places

A further **1 million high-quality homes**, balanced to suit the affordable needs of the community, will be provided by 2050. They will offer a diversity of choice to all parts of the community, including **ageing populations**, and ensure that **supply keeps pace with demand**. The production of **statutory Joint Spatial Plans** will set out where these homes will be located and include tools, such as design review panels, to ensure high-quality development is delivered. **Healthy lifestyles** will be supported by the provision of new social places alongside integration with existing places and community networks. This will support **resilient communities** that respond to the needs of residents throughout their lives.

## Adaptable Places

The many places and spaces in the Thames Estuary will adapt to the changing environment ensuring the people, economies and ecology of the area **thrive**. Infrastructure investment will be **integrated and multi-functional**, maximising the benefits to people, places, and ecology. This will assist in the creation of nearly **900 hectares of new habitat by 2100** to replace the 1,200 hectares lost to tidal flooding. Projects such as the completion of the Thames Path will provide **improved access to the natural environment**. The use of natural assets for recreation and economic activity will be balanced with their **protection and enhancement**.

## Deliverable Places

The Thames Estuary will complete what it has started; delivering the homes and the balanced jobs it has planned, at the required **scale and pace**, in order to create thriving and affordable places. This will be achieved through robust, **locally-led governance** structures, which **build on existing** partnerships and bring together, as needed, the **18 local authorities**, plus the three upper tier authorities. The area will also be a space to try something - a place that **supports innovative models of delivery** be that through capitalising on Modern Methods of Construction (such as modular homes) or innovative models of public sector housing delivery. Across the many places of the Thames Estuary this will enable the **significant aspirations to become meaningful realities**.

# City Ribbon

The area 'City Ribbon' includes the east London boroughs of Tower Hamlets, Newham, Barking and Dagenham, Havering, Lewisham, Bexley and Greenwich and the London Legacy Development Corporation.

The core strengths of this place include the **growing cultural and creative industries sector**, supported by the Mayor's Production Corridor, and significant projected **population growth**, which is collectively one of the **youngest on average in London**. This is allied to major regeneration programmes in areas including Barking Riverside and Thamesmead.

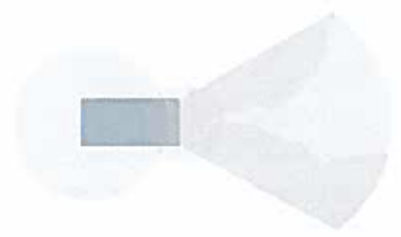
The challenges of the area include integrating and delivering **future connectivity** projects, including river crossings and the Crossrail 1 extension to Ebbsfleet, and ensuring this unlocks the delivery of **affordable housing**. The area suffers from some of the **highest levels of deprivation** in London with **high levels of unemployment** and **low skills**.

Within this context the Commission's vision for City Ribbon is:

*Places which celebrate the skills and creativity of the area*



**City Ribbon will be a hub for production. Space will be created for start-ups and grow-on spaces for small and medium sized businesses. Communities will be connected by multiple public transport links and served by culturally rich town centres. Through the implementation of a multi-generational skills strategy, the area will connect the creative and cultural industries to a highly skilled workforce.**



*"Both banks of the Thames were rejuvenated. There are now large blocks of apartments where there were once derelict wharves. Shopping areas, apartments, public houses and walkways . . . The neighbourhood of the river is recovering its ancient exuberance and energy, and is reverting to its existence before the residents and houses were displaced by the building of the docks in the 19th century."*

**Peter Ackroyd, Sacred River**

# City Ribbon

Within City Ribbon, 196 infrastructure, skills and employment projects were subject to the prioritisation review. Some 139 projects were sifted out where they were either: a duplicate entry; there was insufficient information available on the project to meaningfully assess it; or because it represented 'business as usual' where it was considered that the project would not make a significant contribution to meeting the Commission's vision for the area. Of the remaining 57 projects, 88% contributed to connected places, 82% towards adaptable places and 70% to productive places. Half contributed to affordable places.

In addition, 209 large scale known and proposed employment and residential developments were identified. All the developments were categorised as 'business as usual'.

There is much already happening in City Ribbon, with existing delivery structures in place. However, the Commission believes there are opportunities to make more of what is planned to realise the aspirations for the area. The Commission's priorities are set out opposite.

Beyond these three priorities, there are other projects which the Commission supports and considers are central to its vision for City Ribbon being achieved. These include the expansion of City Airport, the continued growth of Canary Wharf, the delivery of Thamesmead which could provide up to 20,000 new homes - the largest regeneration project in Europe - and the extension of Crossrail 1 to Ebbsfleet. This project is discussed further in the Inner Estuary; within City Ribbon the project could help to accelerate delivery of 30,000 new homes in Bexley, directly unlocking 16,000 of these and support Canary Wharf's ambitious expansion, which is set to create up to 80,000 new jobs.



## Accelerated Delivery Pilot



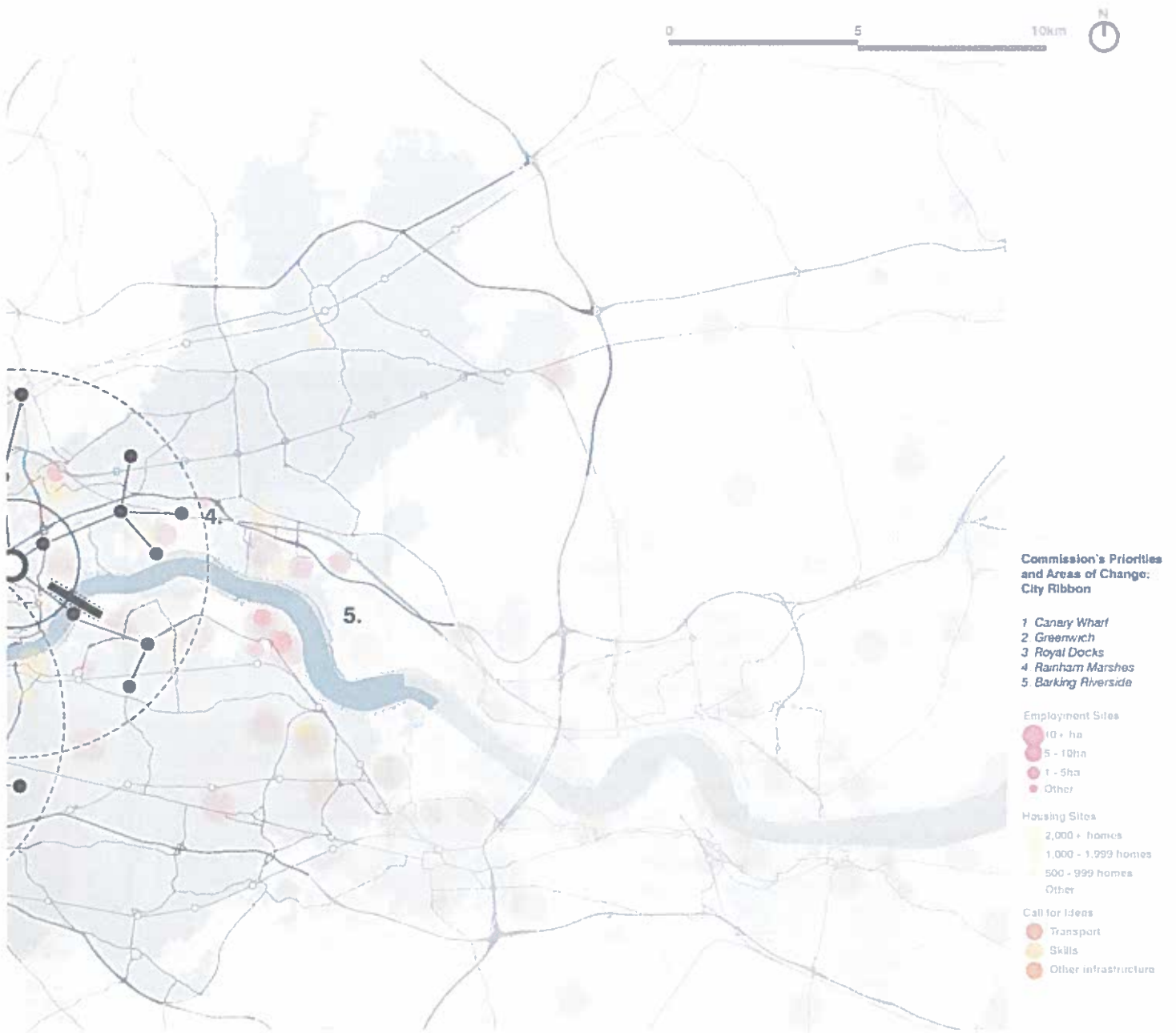
**What:** Trial new delivery models to accelerate the scale and pace of delivery of homes and jobs in the Opportunity Areas within City Ribbon to bring forward the development stated in the London Plan by 2035. This could be done through housing delivery companies and the public sector acting as master developers.

**Why:** East London is a major focus for home and job growth. It should showcase how Government is delivering against the Industrial Strategy and need for new homes.

**How:** The Mayor of London, London boroughs and Homes England should work together to expedite delivery of jobs and homes. These organisations should make best use of existing powers, find solutions to current constraints such as borrowing caps and develop the skills and expertise to enable delivery.

**When:** Short term to bring forward stated delivery in 50% less time.

## Commission's Priorities



## New Thames Crossings



**What:** Prioritise the planning and funding of river crossings. The Silvertown Tunnel and the DLR extension to Thamesmead should be operational by 2030. A third river crossing should be considered to facilitate homes and jobs.

**Why:** Poor accessibility limits the ability of the area to realise its full potential. New public transport and active travel crossings will unlock homes and jobs and contribute to place making.

**How:** The Mayor of London should deliver Silvertown Tunnel as quickly as possible. He should prioritise and bring forward the planning for public transport and active travel crossings.

**When:** Medium term delivery of the three crossings, short term priority planning.

## An Integrated Skills Strategy



**What:** Implement a more targeted skills strategy that provides clear pathways to employment. It should support the area's existing and emerging economic sectors including the Production Corridor and the growing interest in the cultural and creative industries.

**Why:** Build on the success of the London Schools programme and be thought leaders for the Thames Estuary. The strategy should showcase how education and skills training can be used to address generational skills shortfalls and reduce levels of unemployment.

**How:** The Mayor of London should work with the boroughs, the Local Enterprise Partnership, employers and/or educational institutions to translate his Skills for Londoners strategy into a targeted plan for the area to ensure it meets current and future employer needs.

**When:** Quick win building off existing skills strategies including the Skills for Londoners Strategy and Place Making Institute.



# Inner Estuary

The area 'Inner Estuary' includes Thurrock, Dartford and Gravesham Councils, and Ebbsfleet Development Corporation. The area has approximately 22km of Thames waterfront.

The core strengths of this place are its **connectivity** (which supports a growing higher value logistics and freight sector, including the **£1 billion investment in the Port of Tilbury** and further investment in the London Gateway Port) and the planned growth of **new town centres** at Ebbsfleet, Bluewater and Lakeside. The place is also promoting innovation in construction through **Modern Methods of Construction** with a particular focus on modular housing construction.

The challenges for the area include the unresolved **approach to the Swanscombe Peninsula**, air quality issues as a result of congested river crossings, the **slow pace of delivery** at Ebbsfleet Garden City (where delivery of 15,000 planned homes has slowed and there is a lack of job creation), **poor education and skills attainment**, and the need to maximise the homes and jobs that could be unlocked through **infrastructure investment** including the Lower Thames Crossing and Crossrail 1 extension to Ebbsfleet.

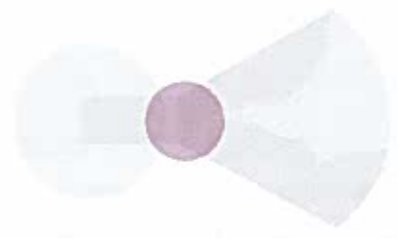
Within this context the Commission's vision for the Inner Estuary is:

**A thriving and higher value Port of Tilbury and London Gateway Port will create opportunities for an upskilled and aspirational population. Healthy town centres will be home to creative businesses and high achieving schools. The delivery of Ebbsfleet Garden City, including a new Medical Campus and integrated sustainable transport systems, will bring new homes and jobs to a unique river landscape.**

*High performing dock infrastructure which creates opportunities for a wide range of sectors based in the surrounding community*



*Innovations in mobility and public transport will connect communities to the adjacent landscapes and diverse employment opportunities*



Public sector partnerships and businesses will deliver world leading technology

New skills focussed training will integrate with the work spaces to create thriving centres of medical excellence connected to open spaces that support healthy lifestyles

*"A great future lies before Tilbury Docks... free of the trammels of the tide, easy of access, magnificent and desolate, they are already there, prepared to take and keep the biggest ships that float right upon the sea. They are worthy of the oldest river port in the world."*

Joseph Conrad, *The Mirror and the Sea*

# Inner Estuary

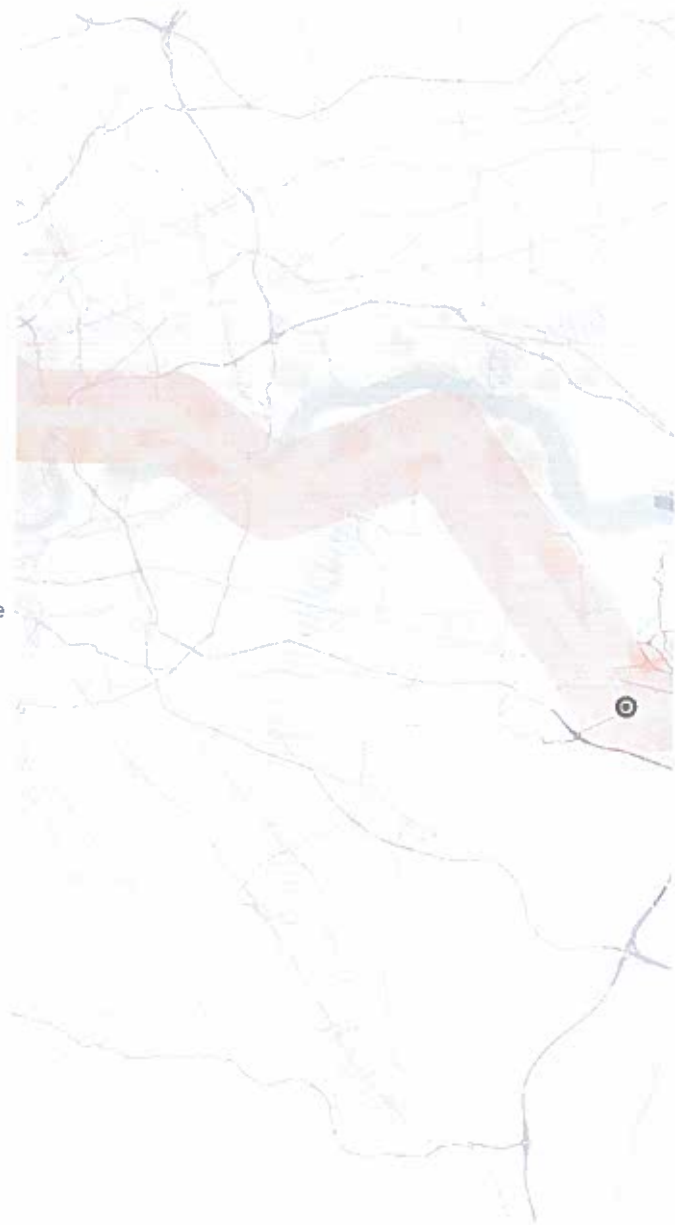
Within Inner Estuary, 109 infrastructure, skills and employment projects were subject to the prioritisation review. Some 73 projects were sifted out where they were either: a duplicate entry; there was insufficient information available on the project to meaningfully assess it; or because it represented 'business as usual' where it was considered that the project would not make a significant contribution to meeting the Commission's vision for the area. Of the remaining 369 projects, almost 64% contributed to productive places and 58% to connected places. Around a third of the projects contributed to each of the affordable, thriving and adaptable places.

In addition, 58 large scale known and proposed employment and residential developments were identified. All of the developments were categorised as 'business as usual'.

The Commission believes there is the potential to increase the scale and pace of delivery through some transformative projects; these priorities are set out opposite.

Beyond the three priorities, there are other projects which the Commission considers central to achieving its aspirations for the Inner Estuary. This includes resolving the proposals for the Swanscombe Peninsula. The Commission encourages the promoters of the London Resort to submit a Development Consent Order application for the proposal as soon as possible. Should an application not be submitted by the end of 2018, the Government should consider all the options for resolving the uncertainty this scheme is creating for the delivery of the wider Ebbsfleet Garden City.

The Commission is supportive of the proposals for the Lower Thames Crossing. However, in order to future-proof the proposed crossing, the Commission believes that the design should, as a minimum, not preclude the future delivery of infrastructure to support rail transport links and/or autonomous vehicles. Highways England should also work with the relevant local authorities to ensure that the design and location of the crossing and connector roads minimise impact on traffic flows, unlock jobs and homes growth in the surrounding area.



## Commission's Priorities

### Extension of Crossrail 1

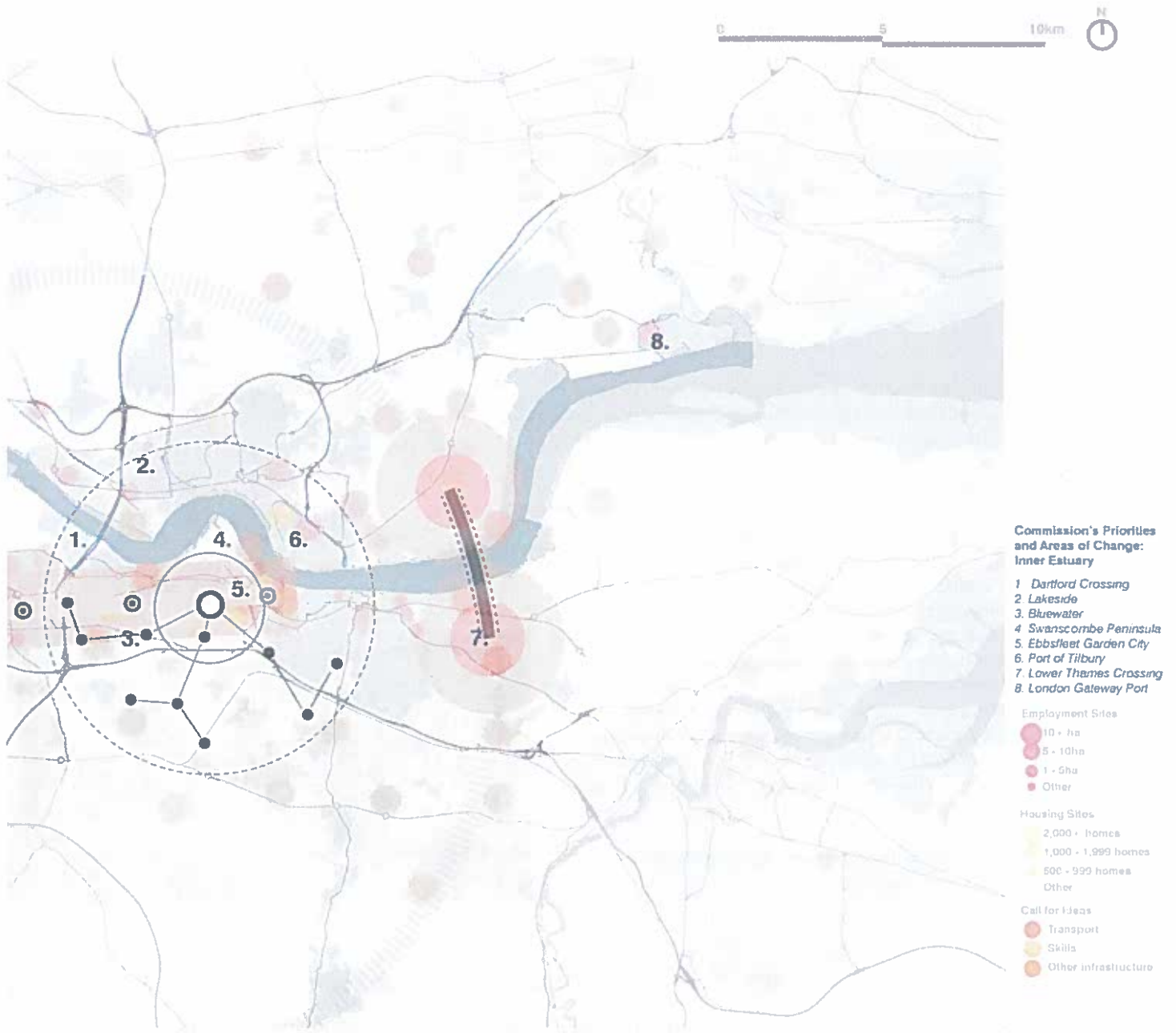


**What:** Deliver an extension to Crossrail 1 from Abbey Wood to Ebbsfleet

**Why:** The project could help to unlock 55,000 new homes, up to 50,000 new jobs and uplift skills and education by increasing rail capacity and creating new connections between economic hubs. This would need to go ahead in conjunction with upgrading supporting junctions. Key growth areas include Dartford town centre, Ebbsfleet Garden City and Swanscombe Peninsula.

**How:** Government should provide funding for the expected £20m cost of the next phase of project development. This would enable the detailed engineering, design, land and financial modelling and legal framework to be progressed

**When:** Medium term delivery of the railway (by 2029); quick win to provide funding for the next phase of project development



## Transport Innovation Zone



**What:** Create a Transport Innovation Zone which promotes clean technology in transportation, logistics and data systems and unlocks housing opportunities with new means of public transport.

**Why:** The area forms part of the national road network for freight movements, and has a high density of tech and digital logistic usage. Also, due to the volume of traffic using its crossings and associated congestion, it suffers from significant air quality issues.

**How:** Government should incentivise research and development into sustainable travel and related digital technologies where it supports 'clean' movement.

**When:** Quick win to establish the governance arrangements and associated incentives for the Zone.

## Medical Campus



**What:** Expedite the delivery of the Medical Campus at Ebbsfleet.

**Why:** Delivery of jobs at Ebbsfleet Garden City has been slower than planned. To make the area more attractive to the market, the delivery of the Medical Campus will provide an anchor employment institution.

**How:** Government should work with Kings College London to deliver the Medical Campus.

**When:** Short term (delivery by 2022).

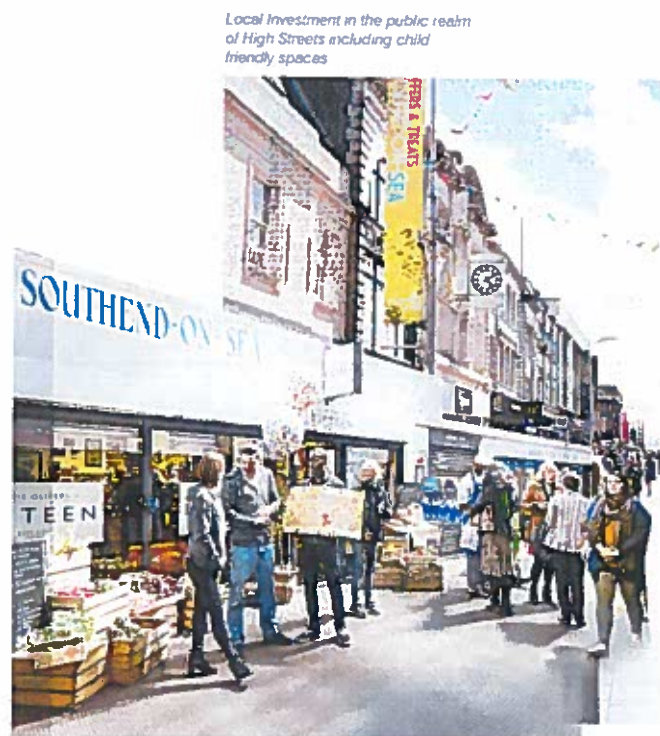


# South Essex Foreshore

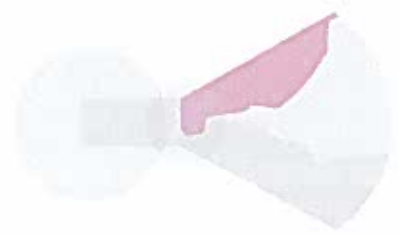
The area 'South Essex Foreshore' includes Basildon, Castle Point, Southend-on-Sea and Rochford Councils. Southend-on-Sea and Basildon are the major centres of a string of towns to the north of Canvey Island and the marshes around Hadleigh Ray and Holehaven Creek.

The core strengths of this place include the established and coordinated voice of **Opportunity South Essex**, the **unique wetland habitats** of the river edge and the emerging **cultural sectors** and medical and aviation related **advanced manufacturing in Southend-on-Sea**. The challenges of the area include **poorly performing town centres**, **slow speeds of delivery** linked to limited clarity on priorities across the area, and a **skills and jobs mismatch** between the primary employers and the majority of the workforce. In the future, the threat from **sea level rise** will require major investment in integrated flood defences.

Within this context the Commission's vision for South Essex Foreshore is:



The rich patchwork of places which form the South Essex Foreshore will be celebrated. Empowered by a statutory Joint Spatial Plan the area will go beyond 'business as usual'. Locally driven town centre transformation will help create lively places that people choose to work, live, learn and play in. These policies and local initiatives will see development unlocked, post-industrial landscapes restored, and the filling of empty business spaces to create a thriving and creative economy.



*Innovative delivery models for affordable housing and workspace in town centre environments*

*Continued support for distinctive 'Essex' architecture in housing design*



*Strong connections to Southend Airport to add value / skills to local centres*

*Protection of, and increased access to, unique foreshore landscapes through partnership*

*Continued support for local culture and creative enterprises*

*"What we've seen over the past 10 years is this huge burgeoning of the artistic scene in Southend...You've got a lot of creative people coming out of London and looking for new, affordable spots. Southend has such an opportunity to be a thriving place for the creative industries, but you need that underlying structure to support it. This is only the starting point."*

**Joe Hill, Focal Point Gallery**

# South Essex Foreshore

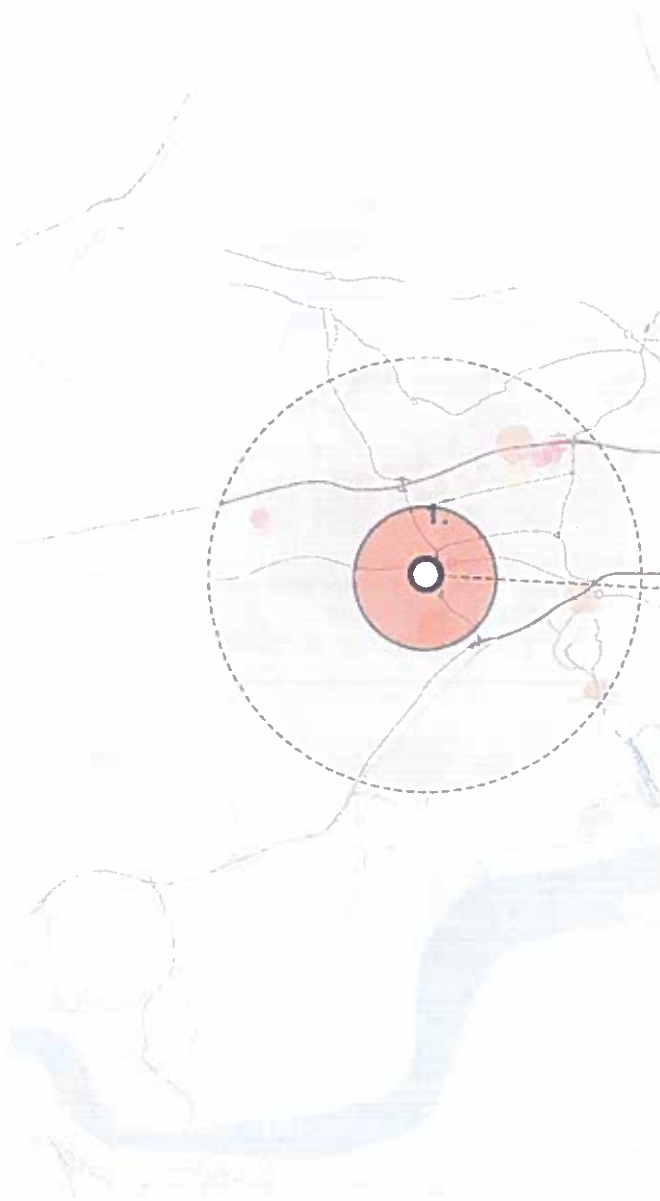
Within the South Essex Foreshore area, 119 infrastructure, skills and employment projects were subject to the prioritisation review. Some 56 projects were sifted out where they were either: a duplicate entry; there was insufficient information available on the project to meaningfully assess it; or because it represented 'business as usual' where it was considered that the project would not make a significant contribution to meeting the Commission's vision for the area. Of the remaining 63 projects, around 71% contributed to productive places, with 49% contributing to connected places and 46% contributing to affordable places.

In addition, 35 large scale known and proposed employment and residential developments were identified. All of the developments were categorised as 'business as usual'.

There is a large number of identified local and strategic projects throughout South Essex Foreshore. The Commission believes that these projects can be better coordinated and prioritised to maximise their impact. The Commission therefore supports the work already being undertaken by local authorities on a Joint Spatial Plan and believes it should have a statutory footing. In completing the Plan, the local authorities should continue to work with other authorities within the Housing Market Area/neighbouring areas, Essex County Council and Opportunity South Essex to produce an integrated strategy for delivering and funding high-quality homes, employment, transport and other infrastructure. The Plan should also be ambitious - going above the minimum housing numbers set by Government - to attract substantial infrastructure investment from Government.

The Commission also supports a number of related initiatives, which are central to achieving its vision for the area. Firstly, local authorities should explore what support can be provided to SMEs, financial or otherwise, to help bring forward needed new employment space. Secondly, planned railway improvements, particularly around Southend-on-Sea and London Southend Airport, should be delivered to increase capacity. Lastly, road, rail and relevant local authorities should work together to minimise conflict between goods and people on the transport network, with the aim of increasing road capacity/number of services on existing railway lines.

Beyond these projects, the Commission has identified three other priorities.



## SE Foreshore Fund



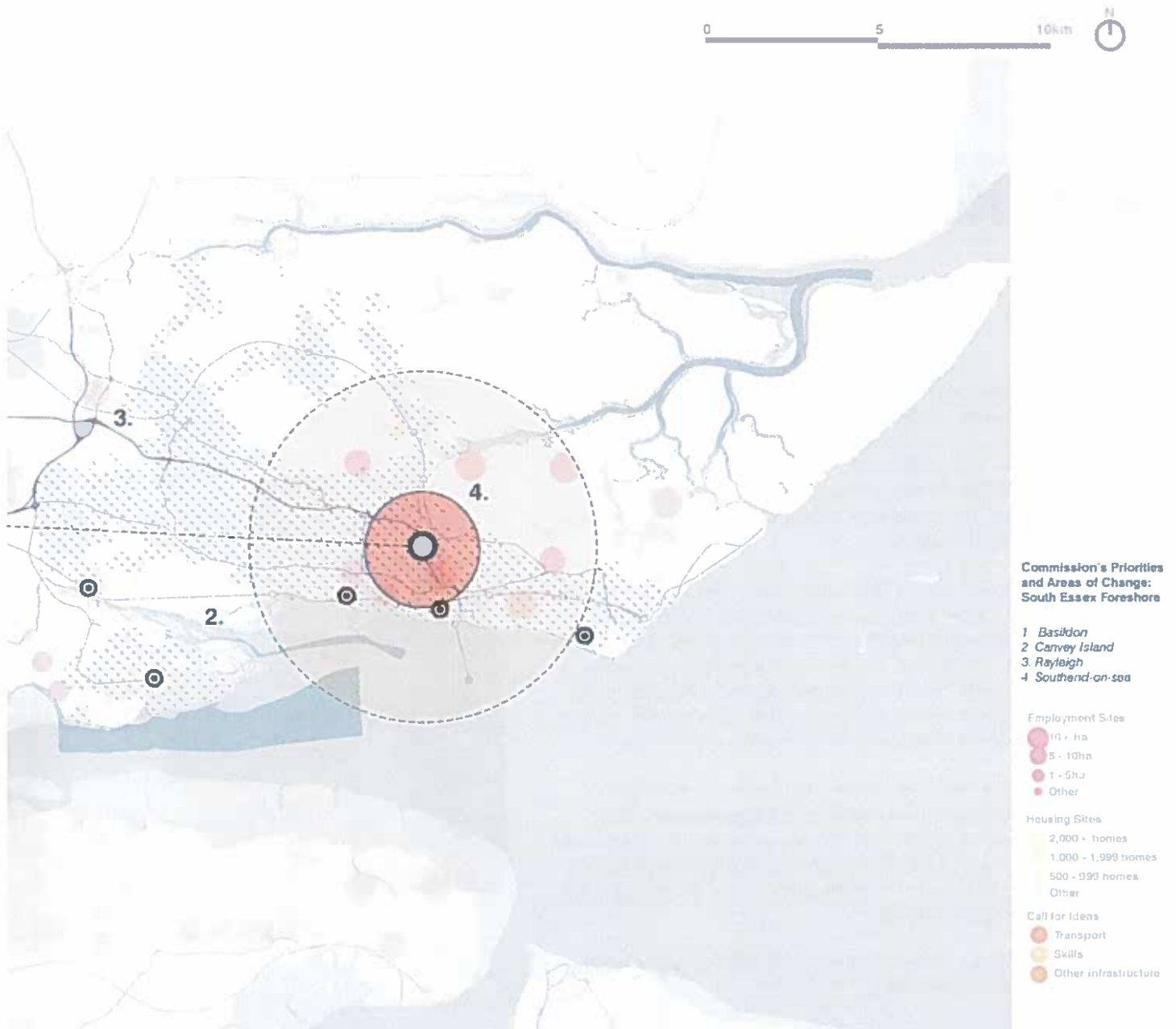
**What:** Create a fund which local authorities and local communities can bid for. Projects should support town centre regeneration and/or community development.

**Why:** Give local communities and organisations the opportunity to direct investment where it is most needed to support local aspirations and town centre regeneration.

**How:** Government to make available a £20 million fund and provide support to the four local authorities and local communities in their funding bids.

**When:** Quick win for first raft of funding in 2019.

## Commission's Priorities



## SEC Relocation



**What:** Expedite the relocation of the South Essex College's Nethermayne campus to Basildon town centre

**Why:** This site is central to the Council's aspirations for redevelopment of Basildon town centre. It provides the opportunity to introduce new courses which align with the needs of local employers and sectors and address lower education and skills levels in the area across multiple generations.

**How:** Basildon Council and Essex County Council should work with South Essex College to deliver the re-location.

**When:** Short term (delivery by 2022)

## Institute for Resilient Infrastructure



**What:** Establish a centre for the research, design and funding and financing of integrated infrastructure to address contemporary and future city challenges.

**Why:** The Institute needs to be up and running to ensure the Thames Estuary has the skills and knowledge needed to design and deliver key infrastructure such as the second Thames Barrier. It will also identify delivery and governance models that can enable strategic infrastructure to be funded by the private sector.

**How:** Government to approach existing institutions to identify interest. If possible, Government should explore the potential for collaboration with private sector education and technology leaders to provide teaching and skills development training space.

**When:** Short term delivery (by 2024). Quick win to approach existing institutions.



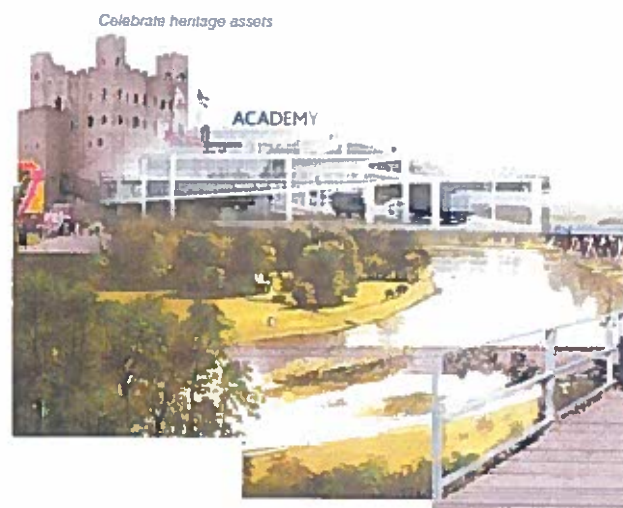
# North Kent Foreshore

The area 'North Kent Foreshore' includes Medway, Swale, Canterbury and Thanet Councils. It is a rich and diverse area formed by the **ancient Medway Towns**, and the settlements that stretch along the Roman '**Watling Way**' between Sittingbourne, Canterbury and the arc of distinctive coastal places between Whitstable and Ramsgate.

The strengths of this place include its **universities** which together form an emerging **medical research corridor** connecting the Francis Crick Institute through Chatham to Canterbury. The historic assets of the area's cities are matched by **productive agricultural landscapes** which spread out between them, both of which provide opportunities for continued growth of niche tourism.

The challenges of the area include the connection between the **skills** needs of employers and the education and skills training available to the community. The area also has a high level of '**digital deprivation**' which is seen to stymie start-up and SME growth in the digital industries.

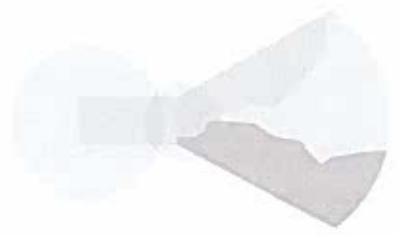
Within this context the Commission's vision for North Kent Foreshore is:



*Celebrate heritage assets*

*Improved and managed access to unique wetland landscapes*

**At the heart of a new medical research corridor, North Kent Foreshore will be home to a supercentre of health and wellbeing. Through a statutory Joint Spatial Plan, and strong connections between local government and business, the area will balance delivering growth in the health sector with new jobs, new homes, a renewed focus on skills, and high-quality town centres set around world-class heritage and natural assets.**



*"The Thames Estuary is an edgeland - not quite river, not quite the open sea. It is an in-between place, a place of transition, a welcoming gateway, a corridor of trade, the front line for the defence of the realm and a gradual opening into the rest of the world."*

**Colette Bailey, Artist Director of Metal**

# North Kent Foreshore

Within the North Kent Foreshore area, 152 infrastructure, skills and employment projects were subject to the prioritisation review. Some 67 projects were sifted out where they were either: a duplicate entry; there was insufficient information available on the project to meaningfully assess it; or because it represented 'business as usual' where it was considered that the project would not make a significant contribution to meeting the Commission's vision for the area. Of the remaining 85 projects around 80% contributed to productive places, 75% to connected places and 42% to affordable places.

In addition, 54 large scale known and proposed employment and residential developments were identified. All of the developments were categorised 'business as usual'.

There are significant opportunities for growth and development in North Kent Foreshore. The Commission believes that further work is needed to coordinate initiatives already underway and to propose new initiatives to optimise the potential outcomes. This should be achieved through a statutory Joint Spatial Plan led by the local authorities, with the participation of other authorities within the Housing Market Area/ neighbouring areas, Kent County Council and Thames Gateway Kent Partnership to produce an integrated strategy for delivering and funding high-quality homes, employment, transport and other infrastructure. The Plan should also be ambitious - going above the minimum housing numbers set by Government - to attract substantial infrastructure investment from Government.

The Commission also supports the following related initiatives, which are central to achieving its vision for the area: local authorities should explore what financial and other support can be provided to SMEs to help them bring forward needed employment floorspace; planned railway improvements particularly around Canterbury should be delivered to increase capacity; and road and rail authorities should work together (with local authorities where relevant) to minimise conflict between goods and people with the aim of increasing road capacity/number of services on existing railway lines.

Beyond these projects, the Commission has identified three other priorities. These are set out opposite.

## Commission's Priorities

### NK Foreshore Fund

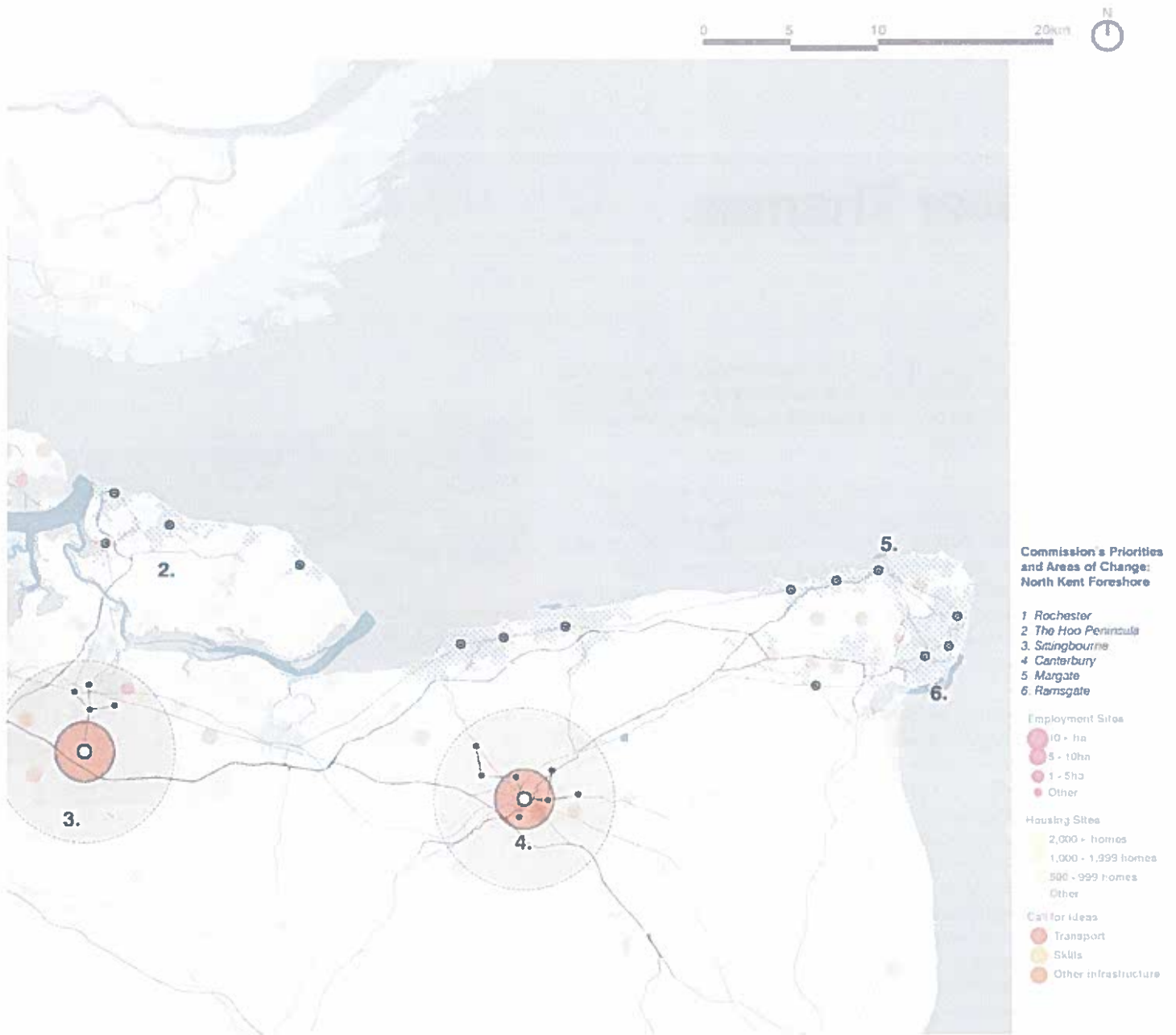


**What:** Create a fund which local authorities and local communities can bid for. Projects should support town centre regeneration and/or community development.

**Why:** Give local communities and organisations the opportunity to direct investment where it is most needed to support local aspirations and town centre regeneration.

**How:** Government to make available a £20 million fund and provide support to the four local authorities and local communities in their funding bids.

**When:** Quick win for first raft of funding in 2019.



## Education and Skills



**What:** Implement a more targeted skills strategy with employers and educational institutions that provides clear pathways to employment that support the area's existing and growing economic sectors.

**Why:** The 30 year vision allows this project to address generational skills shortfalls. It will improve educational attainment and skills in the area, across multiple age groups, therefore reducing levels of unemployment.

**How:** Kent County Council should work with the local authorities, the Local Enterprise Partnership, employers and/or educational institutions to develop a targeted plan for the area, which meets current and future employer needs.

**When:** Quick win building off existing skills strategies in place

## Health Supercentre



**What:** Develop the new health and medical facilities at Canterbury to provide the eastern anchor to the supercentre.

**Why:** This project will act as a catalyst to the health supercentre building on the emerging health sector, cluster of academic institutions and transport connections in the area to increase productivity and jobs in the area.

**How:** Universities should be supported by Government and work closely with local communities to deliver promised facilities, to boost medical research and services while supporting workforce retention.

**When:** Short term delivery of facilities (by 2023)



# The River Thames

The River Thames is the **ancient heart** of the places of the Thames Estuary. It is a **global river** - connecting the Capital and five of the UK's largest ports to the rest of the world.

The strengths of the river remain its **strategic role** as a gateway to UK trade and industry and a vital and **flexible** component of the national infrastructure strategy. This is **balanced** by its **unique natural qualities** of ecology, habitat and landscape, which have long inspired the area's cultural and creative industries. The River Thames defines the quality of place of the cities, settlements and deep 'foreshores' which line it.

One of the challenges to the River Thames supporting the growth of the area is its **fragmented governance**. The multiple agencies (including the Environment Agency, Natural England, Port of London Authority, Marine Management Organisation) and private agendas prevent integrated solutions to some of the river's key challenges. **New crossings** will require careful integration, and the mitigation of sea level rise with **multi-functional defences**, which protect people and infrastructure from flooding will require new and innovative ways of working. Improving **water quality** and increased use of the river for **aquaculture** and **leisure** will enable the river to play a key role in the area's sustained growth.

Within this context the Commission's vision for the River Thames is:

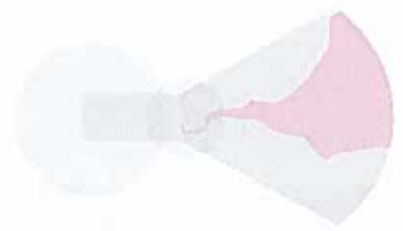
**The river's ebb and flow will continue to connect the Foreshores, Inner Estuary and City Ribbon. Its multi-functionality will continue to evolve, from freight to fishing and from beach to boardroom - constantly emphasising the value of the river to its surrounding places and ensuring that the current level of flood protection is maintained. Its vital contribution to economic and social prosperity will place it at the heart of Thames Estuary 2050.**



Accessible banks  
/ Thames Path

Innovative agriculture

A continuous Thames Path -  
celebrating the diversity of the River  
along its length



*"The River Thames is ancient; older than England, older than humanity, even older than the British Isles themselves. Its life cycle operates on a geological timescale. The river is almost a living being, writhing sinuously across its flood plain, eroding its banks and altering its channel, constantly changing."*

**Andrew Sargent, The Story of the Thames**

# The River Thames

Within the River Thames, 25 infrastructure, skills and employment projects were subject to the prioritisation review. Some 15 projects were sifted out where they were either: a duplicate entry; there was insufficient information available on the project to meaningfully assess it; or because it represented 'business as usual' where it was considered that the project would not make a significant contribution to meeting the Commission's vision for the area. Of the remaining 10 projects, 80% contributed to adaptable places and 70% contributed to connected places. This reflects that the projects largely focus on environmental improvements associated with flood defences and increasing access to the river.

No large scale known and proposed employment and residential developments were identified.

The Commission believes the River Thames can be a catalyst for growth and change in the four other 'productive places'. In order to do so it must be well used and well-loved. Three priorities have been identified to achieve this.



## Commission's Priorities

### Great Thames Park

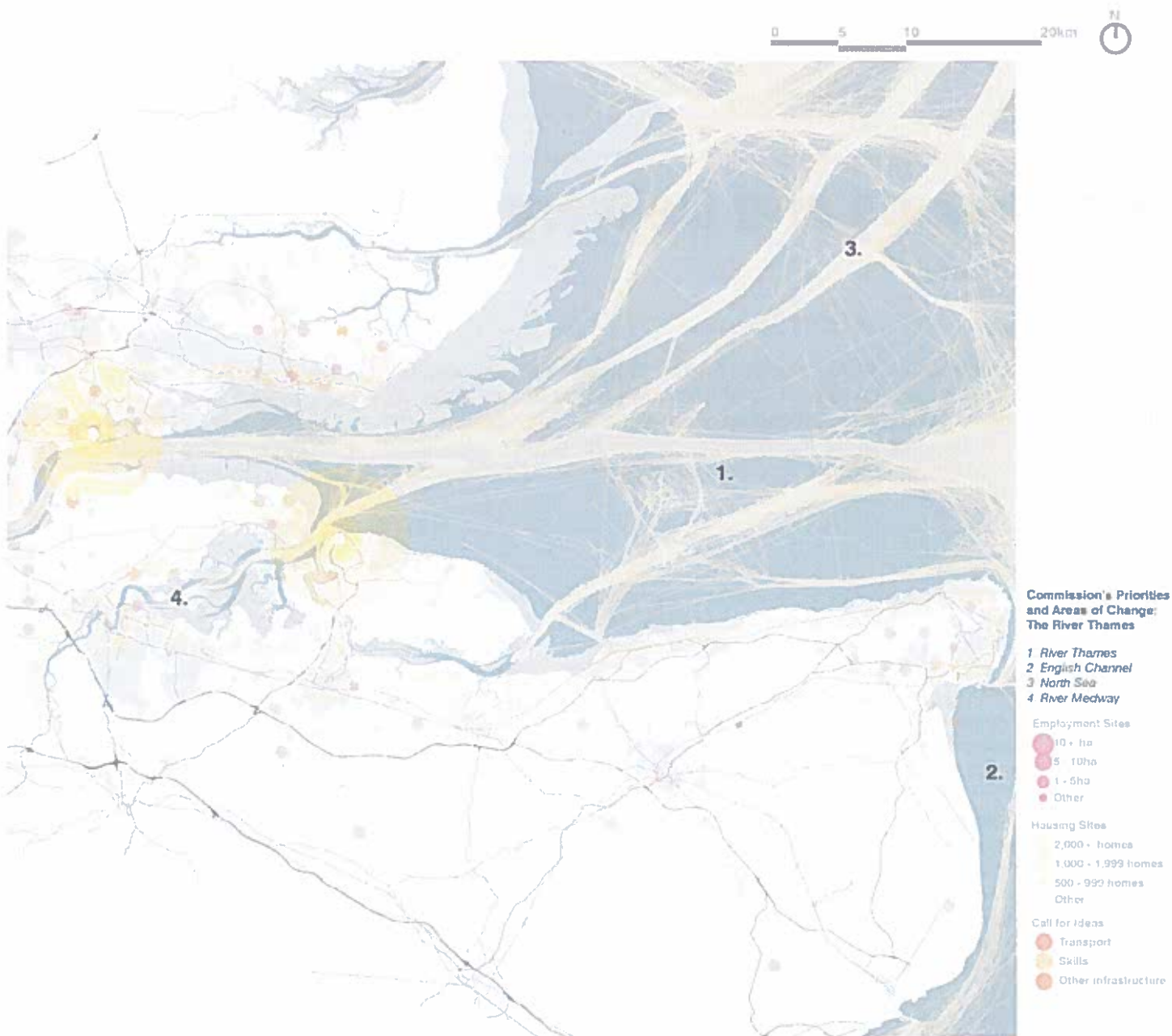


**What:** Establish the Great Thames Park to celebrate and maximise the value of the area's natural assets. This should include improving access to and use of the River Thames for pedestrians and cyclists.

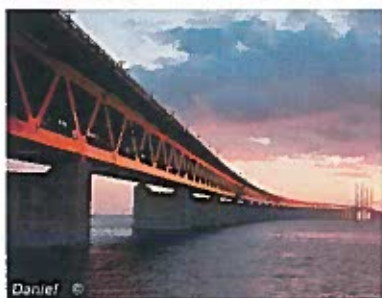
**Why:** It will create a 'brand' which attracts inward investment as well as residents and visitors to the area and improves connections between places.

**How:** Local authorities, environmental bodies and river regulators should prioritise investment in the Thames Path and associated projects. Government to consider the governance arrangements required to support the Great Thames Park.

**When:** Medium term with measures in the short term to put governance strategies in place. Quick win to deliver first new section of the Thames Path by 2020.



## Thames East Line



**What:** Delivery of new multi-modal (including rail) crossing east of the Lower Thames Crossing combined with the second Thames Barrier. Potential interchange points could be Basildon and the Medway Towns

**Why:** To maximise the benefits arising from a second Thames Barrier (which will provide a world-class standard of flood protection) including improved north-south connectivity, enhanced linkages with other high productivity corridors around London, agglomeration opportunities at interchanges and improved access to England's high speed railway network.

**How:** Government should consider a multi-modal crossing as part of its planning for the next Thames Barrier. This includes the financing models which could be used to deliver the project by 2050

**When:** Long term delivery with measures in the short and medium term to commence project planning.

## Celebrate the Thames



**What:** Build on the success of the existing Thames Festival and the Port of London Authority's Thames Vision to create a programme of festivals, events and promotional activities.

**Why:** To celebrate the River Thames, its creative and cultural industries and to attract inward investment and visitors to the area.

**How:** A programme of events should be developed and led by the Thames Gateway Strategic Group working with local businesses and community groups.

**When:** Quick win to ensure additional funding and support for Estuary Festival 2019.



# Governance and Delivery

The Commission has an ambitious vision for the Thames Estuary, which it believes has the potential to deliver 1.3 million new jobs and £190 billion additional GVA by 2050. At least 1 million new homes will need to be delivered to support this growth, but the Commission believes there is scope for the Thames Estuary to be even more ambitious in responding to London's ever growing housing need. Realising this ambition will require a coordinated delivery plan, which will in turn be dependent on strong, streamlined governance.

The resounding message from the consultation that the Commission has undertaken is that there is ambition in the Thames Estuary to deliver high-quality development and the best economic outcomes for people. However, the Commission believes that a 'business as usual' approach will not deliver growth at scale and pace; governance reform and new delivery models are needed.

The Commission believes that Government should work closely with local partners to determine the governance reform required to drive growth in the Thames Estuary. In the first instance, the Commission recommends that a **robust, locally-led review of governance arrangements be undertaken, to be concluded within six months**. This review should bring forward proposals for strong, streamlined governance arrangements to drive growth - particularly in Kent and Essex - but encompassing the whole area. In undertaking the review, local partners should draw on lessons learned from places that have secured City, Devolution and Growth Deals, attracted major private sector investment, and delivered significant change.

It is right that local partners should, in the first instance, define the governance reform needed to drive growth in the Thames Estuary. However, if robust proposals to reform governance and drive delivery are not forthcoming from local partners within six months, a more top-down approach will be required.

The Commission has undertaken extensive engagement over the past two years and carefully considered the case for the role of governance reform in driving growth in the area. The Commission believes that the optimal governance arrangements should include the following:

**A single voice for the Thames Estuary through a strengthened and streamlined Thames Gateway Strategic Group (TGSG):** The TGSG as presently constituted is ill-equipped to articulate a shared vision and strategy for the area. Local authorities should strengthen it by providing capacity funding and streamlining membership, so that it may speak to Government with a single voice on key strategic, Estuary-wide issues. Government should endorse the Chair of the TGSG, who would act as a single 'champion' for the Thames Estuary to spearhead collaboration and help make the case for inward investment.

**The development of statutory Joint Spatial Plans in Kent and Essex:** The Commission believes that, to enable the continued prioritisation of investment, statutory Joint Spatial Plans should be produced in Kent and Essex. The precise geography should be defined by local partners in the first instance as part of the locally-led governance review, building on existing collaborations and administrative boundaries. On this basis, there is a clear case for focusing a Joint Spatial Plan on south Essex, where work is already underway. The optimal geography for a Joint Spatial Plan in north Kent is less clear, and local authorities should work

toward agreeing a preferred geography within the next six months. The Plans should build consensus around areas of focus, continue to strengthen the growth narrative for the area, and package and prioritise key projects. This will enable more effective delivery and provide a stronger focus for attracting private sector investment. If these Plans demonstrate sufficient growth ambition - going above the minimum threshold set out by Government for local housing need; and being given statutory status - **Government should reward this ambition with substantial infrastructure investment and freedoms and flexibilities.** This could take the form of a 'roof tax', or other incentive to accelerate housing delivery and support growth.

**A revision of the geographical boundaries of South East Local Enterprise Partnership (LEP):** Analysis undertaken by the Commission suggests that the Thames Estuary is a tapestry of productive places, requiring tailored growth strategies. Through the locally-led governance review, local partners should bring forward proposals to revise the geographical boundaries of South East LEP. South East LEP is one of the biggest LEPs in the country, second only to London in terms of population and number of local authorities. The Commission suggests that local partners consider the formation of two new LEPs within the Thames Estuary, one for Essex, Southend-on-Sea and Thurrock, and another for Kent and Medway. Aside from geography, the Government review into strengthening LEPs should consider the best organisational structure for LEPs, and whether they are adequately resourced to drive growth.

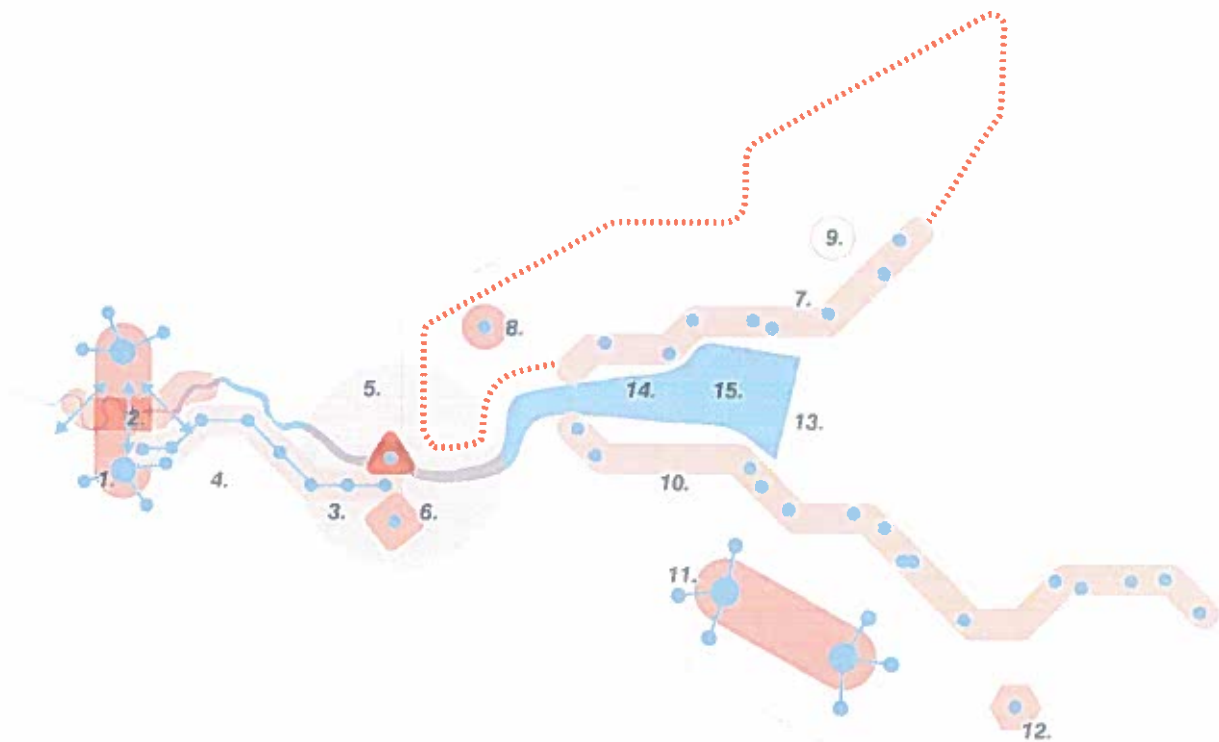
**Development corporation(s) with planning, and compulsory purchase powers to drive the delivery of homes and jobs aligned to major infrastructure investment:** Whether these are locally-led should be dependent on the scale of the development. In addition, local partners should consider whether Homes England's full resources and powers, including plan-making and development control powers, should be deployed to maximise the local growth benefits of major infrastructure investments like the Lower Thames Crossing. The Commission believes that development corporations, backed by substantial investment, planning powers and freedoms and flexibilities from Government, and coordinated by a strengthened and streamlined TGSG would be an effective way to drive growth in the Thames Estuary in key opportunity areas across the Thames Estuary.

**Strengthened governance arrangements for the River Thames itself:** The creation of a co-ordination office or lead organisation could be more effective in maximising the potential of the River Thames.

In return for strengthened and streamlined governance arrangements, the Commission would like to see **revenue raising powers and tax (or other) incentives granted to the Thames Estuary** to drive delivery of infrastructure, housing and jobs.

# The Commission's Priorities

The Commission believes that the fifteen priorities identified in this document are critical to achieving its vision for the Thames Estuary by 2050. The priorities for each 'productive place' should be pursued simultaneously so that their impact is maximised and they work together to provide 'whole place' solutions.



QUICK (BY 2020)

- 3. *An Integrated Skills Strategy*
- 5. *Transport Innovation Zone*
- 7. *SE Foreshore Fund*
- 9. *Institute for Resilient Infrastructure*
- 10. *NK Foreshore Fund*
- 11. *Education and Skills*
- 13. *Great Thames Park*
- 15. *Celebrate the Thames*

SHORT (BY 2024)

- 1. *Accelerated Delivery Pilot*
- 6. *Medical Campus*
- 8. *SEC Relocation*
- 12. *Health Supercentre*

MEDIUM (BY 2030)

- 2. *Three New Thames Crossings*
- 4. *Extension of Crossrail 1*

LONG (BY 2050)

- 14. *Thames East Line*



1. Accelerated Delivery Route



2. Three New Thames Crossings



3. An Integrated Skills Strategy



4. Extension of Crossrail 1



5. Migration Zone



6. Medical Campus



7. SE Foreshore Fund



8. SEC Revitalisation



9. Institute for Resilient Infrastructure



10. NK Foreshore Fund



11. Education and Skills



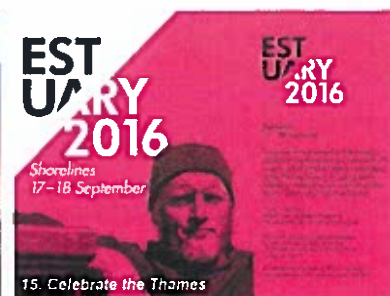
12. Health Supercentre



13. Access to the River



14. Thames East Line



15. Celebrate the Thames

ARUP



Essex County Council  
County Hall  
Market Road  
Chelmsford, CM1 1QH



25<sup>th</sup> June 2018

Dear Secretary of State,

***Publication of the Thames Estuary 2050 Growth Commission's final report***

I am writing on behalf of TGSG as I was Chairman of this group while this report was being commissioned.

In March 2016 the previous Chancellor, George Osborne, asked the Thames Estuary 2050 Growth Commission to "develop an ambitious vision and delivery plan for North Kent, South Essex and East London up to 2050". The Thames Gateway Strategic Group welcomes today's publication of the Commission's report. We hope it will spark a renewed commitment by Government and partners to inject pace, resources and energy into the regeneration of the Thames Gateway – a long-term project which has delivered significant benefits over the last 30 years.

The Thames Estuary has much to offer the UK, economically, socially and environmentally. It is a place which is already critically important to the UK economy. The Estuary's connectivity by road, rail, air and sea is a gateway to the rest of the world, playing a nationally vital role. The Commission's report proposes ways to build on this and realise the significant potential which remains across East London, North Kent and South Essex. With the right support the Estuary could deliver significantly more jobs and housing, in an outstanding natural environment. Harnessing the Estuary's full potential is critical to improving productivity and to attracting investment. But we cannot do this on our own. Fundamental to the Estuary achieving its economic potential is the delivery of a small number of critically important transformational projects. We are asking that government collectively works with us to bring these projects forward at pace. These include:

- The extension of Crossrail from Abbey Wood to Ebbsfleet;
- The construction of the Lower Thames Crossing and wider network improvements to realise economic opportunity and to mitigate against local concerns;
- The upgrading of the Estuary's road and rail networks to make them fit for purpose for current and future growth;
- The delivery of the Thames Estuary Production Corridor to develop the creative economy and maximise its impact on the wider economy;
- Specific, tailored and targeted support to back the Estuary's existing sectors;
- Accelerated housing delivery, enabled by the Housing Infrastructure Fund.

Using these transformational projects as a starting point, we commit to working with Government to drive delivery. We recognise that engagement between the various government departments involved with the Thames Estuary, and the many local partners

across the area, must be streamlined we look forward to addressing this challenge with you.

It is important that we seek out the resources to deliver these transformational projects collectively – whether this is through direct investment, freedoms and flexibilities or new approaches to funding; and this work needs to be delivered in a context of appraisal processes which understand and recognise the wider context and support and enable our shared ambitions.

We look forward to continuing this conversation with you and your officials as you develop the Government's response to the Commission's report. There is much to be proud of in the Estuary, and the scale of regeneration delivered to date has been impressive. But there is the potential to do so much more, which would not just benefit the Estuary, but would benefit the UK economy as a whole. We are eager, committed and ready to work with you to finish the job.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Kevin Bentley', with a horizontal line drawn underneath it.

Kevin Bentley

**Cllr Kevin Bentley**  
**Deputy Leader and Cabinet Member for Infrastructure**

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

To: Growth, Economic Development and Communities Cabinet Committee  
– 5<sup>th</sup> September 2018

Subject: Strengthened Local Enterprise Partnerships (LEPs)

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

**Summary:**

Local Enterprise Partnerships (LEPs) are a core component of the Government's plan for driving local economic growth. To strengthen the LEPs in preparation for their role in developing Local Industrial Strategies, the Government commenced a review of LEPs in August 2017.

In July 2018, the Government published their report '*Strengthened Local Enterprise Partnership*'. This report sets out the conclusions of the Government's review. They include a series of Government commitments alongside several reforms to leadership, governance, accountability, and financial reporting that the Government will work with LEPs to implement before April 2019.

The Government also asked LEPs and local stakeholders to come forward with considered proposals for LEPs' geographical boundaries by 28 September 2018.

**Recommendation:**

- The Cabinet Committee is asked to note and comment on the content of the Government's Strengthened Local Enterprise Partnerships report.

**1. Background to the LEP Review**

- 1.1 Local Economic Partnerships (LEPs) are partnerships between business, local government and education partners. LEPs were set up by the Government in 2010 to replace Regional Development Agencies to drive local economic growth.
- 1.2 In August 2017, Jake Berry MP (Minister for the Northern Powerhouse and Local Growth) and Margot James MP (then Under-Secretary of State for Small Business) wrote to advise the LEP Chairs that there would be a Ministerial review of the future role and responsibilities of the LEPs. The letter explained that the Government wanted to explore ways of putting all LEPs on a more consistent legal footing.

1.3 The Industrial Strategy White Paper published in November 2017 confirmed the role the Government saw for LEPs delivering Local Industrial Strategies. Key phrases in the White Paper include:

- *We (the Government) remain firmly committed to LEPs.*
- *From 2018, the Prime Minister will chair a biannual ‘Council of LEP Chairs’. This will provide an opportunity for LEP leaders to inform national policy decisions.*
- *While LEPs across the country have played an important role in supporting local growth, feedback suggests that their performance has varied.*
- *We are reviewing the roles and responsibilities of LEPs and will bring forward reforms to leadership, governance, accountability, financial reporting and geographical boundaries.*
- *We will work with LEPs to set out a more clearly defined set of activities and objectives in early 2018.*
- *We will agree and implement appropriate structures for holding LEPs to account.*
- *We will work with LEPs to review overlapping geographies and ensure people are clear as to who is responsible for driving growth in their area.*
- *We recognise that in order to deliver their role effectively, LEPs need financial support. We will make additional financial resources available to LEPs that demonstrate ambitious levels of reform following the review.*
- *We will work with LEPs across all areas of England to establish Skills Advisory Panels. These will enable LEPs to support employers, education providers and local government in identifying current and future local skills needs shaping the provision and funding of post-age 16 education and training and careers guidance.*
- *We will work with LEPs, Growth Hubs, universities and the private sector to support high potential businesses to scale up.*
- *We will support LEPs in translating and co-ordinating regulatory frameworks that focus on local business needs, simplifying the way regulation is delivered.*

## **2. Government’s Findings**

2.1 The findings of the Government’s LEP Review were published on 24 July 2018 in a report entitled “Strengthened Local Enterprise Partnerships”. The full report can be found at:

<https://www.gov.uk/government/publications/strengthened-local-enterprise-partnerships>.

2.2 The report’s conclusions informed by an advisory panel and were determined by Ministers in MHCLG<sup>1</sup>, BEIS<sup>2</sup>, and HMT<sup>3</sup>. Most representatives on the advisory panel came from business organisations, universities, and city councils. Two advisory panel members were members of a LEP Board.

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<sup>1</sup> MHCLG = Ministry of Housing, Communities and Local Government.

<sup>2</sup> BEIS = the Department for Business, Energy and Industrial Strategy

<sup>3</sup> HMT = Her Majesty’s Treasury

2.3 This paper now summarises the key reforms included in the LEP Review.

### 3. Reform: The role of LEPs

- 3.1 On establishment in 2010, LEPs were given a broad and relatively unspecified role ‘to drive sustainable private sector-led growth and job creation’. The Government now states that LEPs will be able to make the most effective use of available resources and funding by being clearer on their roles and responsibilities and by sharing best practice.
- 3.2 The Government will **publish a statement on the role and responsibilities of the LEPs**. The LEPs’ role must focus on the following four activities:
- **Strategy:** Develop an **evidence-based Local Industrial Strategy by early 2020** that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area. The analysis of a LEP’s Skills Advisory Panels must feed into the development of the Local Industrial Strategy.
  - **Allocation of funds:** LEPs must identify and develop local investment opportunities; they must prioritise the award of local growth funding; and they must monitor and evaluate the impacts of their activities to improve productivity across the local economy.
  - **Co-ordination:** They must use their convening power, for example by co-ordinating responses to economic shock; and bringing together partners from the private, public and third sectors.
  - **Advocacy:** They must collaborate with a wide-range of local partners to act as an informed and independent voice for their area.

### 4. Reform: LEP leadership & composition

- 4.1 The Review touches on the role of the various partners that sit on LEP Boards.
- 4.2 The Review supports the continued leadership of LEPs by the private sector and, through the proposed reforms, makes businesses’ contributions more prominent. To quote the report, *‘businesses pay the taxes, create the jobs and provide the economic growth that will deliver the ultimate outcomes of the Industrial Strategy’*.
- 4.3 The Review emphasises that LEPs must be private-sector led independent partnerships, accountable to local communities. LEPs are encouraged to prioritise policies and actions on the basis of clear economic evidence and market intelligence from businesses and local communities.
- 4.4 The Government acknowledges that local authorities are critical to LEPs and should provide political accountability and community knowledge. The Review also acknowledges that Councils have a key role in creating quality places and supporting local business growth through their statutory functions, and investment in infrastructure.
- 4.5 LEP collaboration with universities, further education, the voluntary sector, and other key economic and community stakeholders is described as best practice.

- 4.6 Based on this, the Government's aspiration is that **two-thirds of board members should be from the private sector**, and that the **LEP must provide a secretariat independent of local government to support the Chair and Board** in decision-making.
- 4.7 Furthermore, the Government states that **LEPs must establish boards which are more representative of local communities but they must have no more than 20 members**, with the option to co-opt up to five additional board members with specialised knowledge for the maximum of one year. The Review does not justify the argument for reducing the number of board members.
- 4.8 The Government wants LEP boards to represent the diverse communities and businesses that they serve. Consequently, LEPs must improve the **gender balance** and increase the representation of those with protected characteristics on boards. The Government wants women to make up at least 33% of LEP boards by 2020, rising to **50% by 2023**.
- 4.9 Other reforms and key comments include:
- A **Deputy Chair** for each LEP must be appointed.
  - LEPs should consult widely and transparently with the business community before **appointing a new Chair**; and the Government will offer to list Chairs' vacancies on the Centre for Public Appointments website.
  - LEPs must introduce **defined term limits for Chairs and Deputy Chairs** in line with best practice in the private sector.
  - LEPs are encouraged to have more **diverse representation of sectors**, and should consider having entrepreneurial and growing start-ups representatives, as well as voluntary and community sector bodies.
  - LEPs should look for board members that bring a range of expertise to the role (e.g. business leaders, charity trustees or school governors).
- 4.10 To help the LEPs fulfil their duties, the Government will offer an **induction and training programme** for LEP board members and officers on working with Government.
- 4.11 **The Government will also increase regular dialogue** with LEPs. There will be a senior official sponsor for each LEP, and a Prime Minister-chaired Council with LEP Chairs. In addition, as well as the existing annual conversation (between Whitehall and each LEP's Management Team), the Government will introduce a new **mid-year review session** with each LEP.

## **5. Reform: LEP accountability & transparency**

- 5.1 The Review insists that LEPs must operate to the highest standards of accountability, transparency and governance in the use of public funding. Between 2015 and 2021, the Government is awarding £9 billion to LEPs through the Local Growth Fund but future funding to individual LEPs is dependent on their compliance with the recently published reforms.
- 5.2 The Government's reforms seem to have been influenced by the recent scrutiny of the LEPs' governance by the Public Accounts Committee and the National Audit Office. This scrutiny led to general criticisms of LEP

transparency and a specific allegation of misuse of public funds at Greater Cambridgeshire and Greater Peterborough LEP (which led to the withdrawal of all funding from the GCGP LEP even though the core allegation was not upheld).

5.3 As the Government Ministers remain ultimately accountable for the overall system and proper use of public funds, they say that the reforms are designed to ensure that mechanisms are in place to improve accountability.

5.4 These reforms are:

- A **new National Assurance Framework for LEPs** that details the Government's approach to intervention when there is non-compliance or underperformance by LEPs.
- The full implementation of the recommendations of the **Mary Ney Review** on governance and transparency.
- LEPs must become companies with a **separate legal personality**. This will allow LEPs '*to enter into legal commitments to take on further responsibilities in the future*'.
- LEPs must identify a single **Accountable Body**. Its Section 151 Officer will be responsible for maintaining accountability and for the proper conduct of financial affairs in the LEP.
- LEPs must actively participate in relevant **local authority scrutiny** panel enquiries to ensure effective and appropriate democratic scrutiny of their investment decisions.
- LEPs ought to arrange and properly promote **AGMs** that are open to the public and businesses, so they can understand and influence the economic plans for the area.
- LEPs **must set out exactly who is accountable** for spending decisions, appointments, and overall governance locally in its schemes of delegation and partnership agreements – giving clarity on the responsibilities of the Chair, Board, Director, and Accountable Body.
- The LEP Chair must have an '*eye for detail*' and ensure the correct processes are in place to provide assurance on how funding is allocated and managed.
- The Government will require **robust evaluation of individual projects and interventions** (that link to a strong local evidence base of economic strengths, weaknesses, and comparative advantages within a national and international context) before it invests public funds.
- LEPs must produce an **annual delivery plan and end-of-year report** (see next section for more details).

## 6. Reform: LEP performance & resources

6.1 The current performance management of LEPs is mainly conducted through the annual conversation between Government and the LEP Management Team (i.e. Chair, CEO, and S151 officer or equivalent). In addition, the Government receive quarterly data monitoring reports from each LEP.

6.2 As aforementioned, the Government is increasing their dialogue with LEPs, and will introduce a new **mid-year review session** with each LEP.

- 6.3 In future, each LEP will be responsible for producing an **annual delivery plan and end-of-year report**, the first of which must be ready by **April 2019**. The plan and report should include:
- a set of headline outcome indicators based on local priorities,
  - a thorough understanding of the local economic evidence base,
  - quantitative and qualitative measures that the Government will assess LEP performance on,
  - information on national and local funding allocations,
  - details of monitoring and evaluation approaches,
  - plans for consultation and engagement with public, private and voluntary and community-based bodies.
  - information on how LEPs will deliver local growth programmes, such as Enterprise Zones and Growth Hubs, and
  - details of how LEPs will work with local authorities to make their existing levers drive economic growth and ensure that the planning system is responsive to commercial development.
- 6.4 The annual delivery plan and end-of-year report, coupled with an **annual economic outlook** commissioned by the Government, will be published and used to benchmark LEPs' performance and economic performance across the country.
- 6.5 The review also states that the Government will commission an independent benchmarking of capacity and capability of all LEPs against best practice, so that **performance requirements match resources available**. An additional £20m will be made available between now and March 2020 to support LEPs in implementing these reforms and embedding evidence in local industrial strategies.
- 6.6 The Review emphasises that the Government's primary ambition is for LEPs to act as a self-regulating sector, hence the final reform is for there to be **regular peer review** to assess and improve LEP performance, supported by the LEP Network.

## **7. LEP Geography**

- 7.1 While the Government sets out the specific reforms described above, the Review Report does not stipulate the geographical boundaries for LEPs in its review. **The geography of each LEP is therefore open for consultation.**
- 7.2 The Government is seeking to form LEPs that reflect "functional economic areas". They recognise that the size and scale of the 38 existing LEPs varies substantially. For example, the Black Country LEP covers fewer than 36,000 square hectares whereas the York, North Yorkshire and East Riding LEP covers over 1,000,000 square hectares. In terms of population size, the South East LEP is by far the largest LEP (apart from London LEP) with over 4 million residents. In contrast, Cumbria is the smallest LEP with fewer than 0.5 million residents.
- 7.3 The Government is asking LEPs and local stakeholders to come forward with **considered proposals by end of 28 September 2018 on geographies** which

best reflect real functional economic areas, remove overlaps and, where appropriate, propose wider changes such as mergers.

- 7.4 Where mayoral combined authorities exist, LEPs are strongly encouraged to move toward coterminous boundaries where appropriate.
- 7.5 The Government does not wish any future LEP boundary to act as a deterrent to growing the economy, and so the Report urges the LEPs to collaborate with other LEPs across England on matters of common interest.

## 8. Timeframe for implementation

- 8.1 The key dates relating to the LEP Review are as follows:

Year	Event
2018	<ul style="list-style-type: none"> <li>On <b>24 July 2018</b>, the Government issued the LEP Review 'Strengthened Local Enterprise Partnerships'.</li> <li>In <b>July 2018</b>, the Government agreed the second tranche of LEPs to work with the Whitehall in developing Local Industrial Strategies – (see <a href="https://www.gov.uk/government/news/a-boost-for-north-east-innovation-to-promote-high-quality-jobs-and-growth">https://www.gov.uk/government/news/a-boost-for-north-east-innovation-to-promote-high-quality-jobs-and-growth</a> for full details).</li> <li>The Government undertook to publish a statement on Local Industrial Strategies to guide locally-led work in <b>summer 2018</b>.</li> <li>LEPs and local stakeholders must come forward with considered proposals by end of <b>28 September 2018</b> on geographies which best reflect real functional economic areas.</li> <li>LEPs must submit a detailed plan to Government for implementing the reforms by <b>31 October 2018</b> by the latest.</li> <li>The revised LEP Assurance Framework will be published in early <b>Autumn 2018</b> to provide further clarity on the reforms.</li> <li>The Government will provide £20 million in additional capacity funding to support Local Enterprise Partnerships between <b>2018-19 and 2019-20</b>. The amount given to each LEP will be linked to performance requirements.</li> </ul>
2019	<ul style="list-style-type: none"> <li>LEPs must be compliant with the new National LEP Assurance Framework by <b>28 February 2019</b>. Their <b>new legal structure</b> must be in place before <b>April 2019</b>. Both actions must be implemented <b>ahead of</b> release of <b>any further Local Growth Funding</b> in <b>April 2019</b>.</li> <li>Consultation with the business community to take place prior to the appointment of a new LEP Chair and Deputy Chair by <b>28 February 2019</b>.</li> <li>The first Local Industrial Strategies will be agreed with Government by <b>March 2019</b>.</li> </ul>

	<ul style="list-style-type: none"> <li>• LEPs must have published their annual delivery plan <b>by April 2019</b>.</li> <li>• Local Assurance Frameworks for the LEPs must be updated to take account of the reforms ahead of <b>April 2019</b>.</li> <li>• The Government will provide £20 million in additional capacity funding to support Local Enterprise Partnerships between <b>2018-19 and 2019-20</b>. The amount given to each LEP will be linked to performance requirements.</li> </ul>
2020	<ul style="list-style-type: none"> <li>• Revised LEP geographies will come into effect by <b>spring 2020</b> at the latest.</li> <li>• The Government wants women to make up at least 33% of LEP boards by <b>2020</b>.</li> <li>• The Government will agree all Local Industrial Strategies across England by <b>early 2020</b>.</li> <li>• The Government will provide £20 million in additional capacity funding to support Local Enterprise Partnerships between <b>2018-19 and 2019-20</b>. The amount given to each LEP will be linked to performance requirements.</li> </ul>
2021	<ul style="list-style-type: none"> <li>• Local Growth Funding runs until March 2021. By this date, information on the UK Shared Prosperity Fund should have been issued. The UK SPF is expected to replace Local Growth Funding and the European Structural Investment Funding.</li> </ul>
2022	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
2023	<ul style="list-style-type: none"> <li>• The Government wants women to make up 50% of LEP boards <b>by 2023</b>.</li> </ul>

## 9. The current context for Kent and Medway

- 9.1 The reforms contained in the review (if implemented) will necessitate change to the current LEP arrangements.
- 9.2 The **South East Local Economic Partnership** (SELEP) is one of 38 LEPs that are currently in operation across England. SELEP covers the area of East Sussex, Essex, Kent, Medway, Southend and Thurrock. It is not constituted as a legal entity but as an informal partnership.
- 9.3 SELEP is chaired by a private sector representative for a fixed 2-year term. The SELEP Chair is supported by 3 Vice-Chairs from the private-sector, who are nominated on a locality basis.
- 9.4 Essex County Council acts as SELEP's Accountable Body, providing Section 151 Officer oversight. It also employs SELEP's Secretariat.
- 9.5 In respect to governance, SELEP operates a **Strategic Board**, an **Accountability Board**, and an **Investment Panel**. This pan-LEP governance

is underpinned by a **federated model** because the devolution of local accountability and funding to ensure decision-making at the most appropriate level is at the heart of the SELEP partnership.

- 9.6 The role of the SELEP **Strategic Board** is to set the strategic direction of the LEP providing clear strategic leadership and championing shared-SELEP priorities. It is the main interface with Government, bringing together both private and public sectors to drive local growth and job creation and to oversee all SELEP activity to deliver this aim.
- 9.7 28 members sit on the SELEP Strategic Board: Of these, 14 are from business, 12 from local authorities, 1 from Higher Education, and 1 from Further Education. Women members represent fewer than 20 per cent.
- 9.8 SELEP's formal democratic decision-making is through the **Accountability Board** which approves all major funding decisions and monitors and manages SELEP's capital programme for greatest impact, informed by local area management information.
- 9.9 The SELEP Accountability Board takes responsibility for ensuring that investment decisions are made in a transparent and public forum with full due process. It also takes oversight of delivery of the programme, providing both challenge and support to federated areas and project sponsors.
- 9.10 Each of the six County and Unitary Councils in SELEP appoints one member to be a voting member of the SELEP Accountability Board. In addition, one SELEP Vice-Chair, one Higher Education and one Further Education representative act as non-voting Accountability Board Members. Women members represent fewer than 20 per cent.
- 9.11 The SELEP **Investment Panel** is an advisory committee to the Strategic Board and Accountability Board. Its primary role is to conduct a prioritisation process of projects requiring investment based on an approach agreed by the Strategic Board, and to make recommendations for the provisional allocation of funding.
- 9.12 The SELEP **Investment Panel** membership is as follows:
- SELEP Chairman (1)
  - The three SELEP Vice-Chairmen (3)
  - The six County/Unitary Council Leaders (6)
  - A private sector member from East Sussex (1)
  - A private sector member from Kent and Medway (1)
  - A private sector member from Essex. (1)
- 9.13 SELEP operates a federated board model. This greatly increases stakeholder engagement and allows more informed decision-making utilising the market intelligence and knowledge of local partners. The four federated boards are:
- Essex Business Board (EBB)
  - Kent and Medway Economic Partnership (KMEP)
  - Opportunity South Essex (OSE)
  - Team East Sussex (TES)

- 9.14 The Kent and Medway Economic Partnership has 33 members in total, with 17 business representatives, with all 14 local authority leaders represented, plus a representative from both the Higher Education and Further Education sectors. Its secretariat is provided by Kent County Council.
- 9.15 The requirements of the Government's LEP Review mean that the SELEP and KMEP boards will have to change their terms of reference and membership.
- 9.16 The importance of ensuring the future LEP governance arrangements are satisfactory to the Government cannot be overstated. The Government has ringfenced £127.4 million of Local Growth Funding (LGF) for Kent between 2015 and 2021. This money is drawn down on an annual basis. LGF is delivering a wide range of projects - from a new engineering teaching and research hub at Canterbury Christ Church University, to junction improvements across Kent & Medway, to better flood mitigation at Leigh to name but a few examples. Most LGF schemes are part way through delivery. However, all future tranches of funding will only be accessible if the future LEP governance meets the Government's requirements.

## **10. Next steps**

- 10.1 The KMEP Chairman/SELEP Vice-Chair has written to the KMEP board members, to local businesses and to local MPs to canvass their opinion on the LEP Review, including the geography question.
- 10.2 At the time of writing, these opinions are still being collated, however the extracts below reflect the general sentiment conveyed in the responses received so far:

*"I have not been part of KMEP for long but, in the time that I have been involved, it is clear that a considerable amount of work has gone into creating a structure and approach that embraces the public and private sectors effectively. The dialogue is positive and from what I have seen we are able to clearly demonstrate that we are working well together and delivering effective outcomes. I can't see why we would change something that is working well"*  
(Private-sector board member).

*"SELEP and the Federated Model, in the form of KMEP, has developed an effective, functional, platform for enabling and supporting the delivery of economic, social and environmental growth. The integration of business and education with the public sector, together with the subsequent confidences that have been established and matured alongside robust governance arrangements, have bedded-in and provide sound foundations for both SELEP and KMEP going forward. The existing arrangements have achieved notable successes that directly affect the district and are of key importance to the local and wider national economy."*

*[...] It is felt that, while a review of governance may present some scope for enhancements, the current geography of SELEP and federated operating model in the form of KMEP/Business Advisory Board should not change save for strengthening the voice of the coastal communities across the SELEP area."*  
(A District Council response).

- 10.3 The overwhelming preference of the respondents (to date) is for the retention of the existing governance structure of SELEP, which is built on the federated board model. To retain the current LEP model, permission will be required from the Government.
- 10.4 A meeting has been convened on 31 August 2018 between Stephen Jones (the Director of the Cities and Local Growth Unit), the SELEP Chairman and the SELEP Vice-Chairmen to seek that permission. The SELEP Chairman is seeking an appointment in September with the Secretary of State for Business, Energy and Industrial Strategy to convey the preference of local stakeholders and to lobby for the necessary freedom and flexibilities.
- 10.5 The Leader of Kent County Council has written to the County Councils' Network (CCN) over the summer to canvass their opinions on the LEP Review. The CCN will particularly seek opinions on the proposed role for local authorities in the LEPs post April 2019.
- 10.6 An oral update on progress achieved will be provided at the Growth, Economic Development and Communities Cabinet Committee on 5 September 2018.
- 10.7 Engagement with partners is crucial. A meeting of Kent Leaders is being convened on 6 September 2018, and a meeting of the Business Advisory Board on 13 September 2018. Engagement with the universities, further education colleges, and MPs, is taking place in parallel. The views of the Cabinet Committee are sought at today's meeting.

## **11. Recommendation:**

- 11.1 The Cabinet Committee is asked to note and comment on the content of the Government's Strengthened Local Enterprise Partnerships report.

## **12. Background Documents**

Annexes A – D Implementation Guidance Notes and Response Templates:

<https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD5470&ID=5470&RPID=24483045>

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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  
– 5<sup>th</sup> September 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

At its meeting on 3 July, the Growth, Economic Development and Communities Cabinet Committee was given a progress update on the development of a 2050 Enterprise and Productivity Strategy for Kent and Medway. That update included an outline programme of work for the next year, with details of our approach to engagement and evidence gathering. Appendix A summarises some lessons from other economic development strategies. This paper also provides a further update on the two planned Calls for Evidence (Appendix B and Appendix C).

### Recommendation

The Growth, Economic Development and Communities Cabinet Committee is asked to note and comment on the draft Call for Evidence and next steps.

## 1. Introduction

- 1.1. Official statistics show that the UK's productivity lags behind our international competitors. The Government has published a national Industrial Strategy to make the UK more competitive. Kent County Council, Medway Council, and the 12 Kent Districts are working in partnership to develop a Kent and Medway Enterprise and Productivity Strategy. The main objective of this strategy is to contribute to the improvement of people's living standards in the long term (to 2050). One of the key tools to do this will be improving business productivity across Kent and Medway.
- 1.2. With its 2050 time-horizon, it will also consider how external factors including changes in the environment and advances in technology might alter the living, working and business environment for Kent's residents and businesses by 2050.

## **2. Calls for evidence**

2.1. We are starting this work with an analysis of Kent and Medway's local strengths and weaknesses. The attached calls for evidence marks the start of this process. We will aim to reach a wide audience of business representatives and advisors, local businesses, local authorities and other public agencies. It will also involve national academics and think tanks.

2.2. Views and evidence will be gathered on:

- living standards in Kent and Medway (Appendix B)
- business productivity (Appendix C)

2.3. The Calls for Evidence will be launched in mid-September with a closing date of the end of October.

## **3. Other planned evidence gathering**

3.1. We have been analysing Kent and Medway's businesses to review current productivity levels. We have also looked at thematic data to understand how well residents in Kent and Medway currently live, and how this may have changed over time. This has shown up several areas of possible opportunities and challenges which we intend to explore in more detail, in order to identify practical solutions.

3.2. We also intend to commission in October some detailed analysis of possible scenarios to help us forecast current trends, identify possible future disruptive changes, and interpret the likely impact on Kent and Medway.

3.3. During the Autumn School Term, we shall launch our essay prize for young people.

3.4. Over the winter we will talk to business and local public agencies about the evidence we receive and the results of our in-house data analysis to identify:

- the long-term goals for places that support better standards of living;
- what works best to improve productivity in different sectors
- what could help people to become more economically active with better skills.

## **4. Recommendation**

4.1 The Growth, Economic Development and Communities Cabinet Committee is asked to note and comment on the draft Call for Evidence and next steps.

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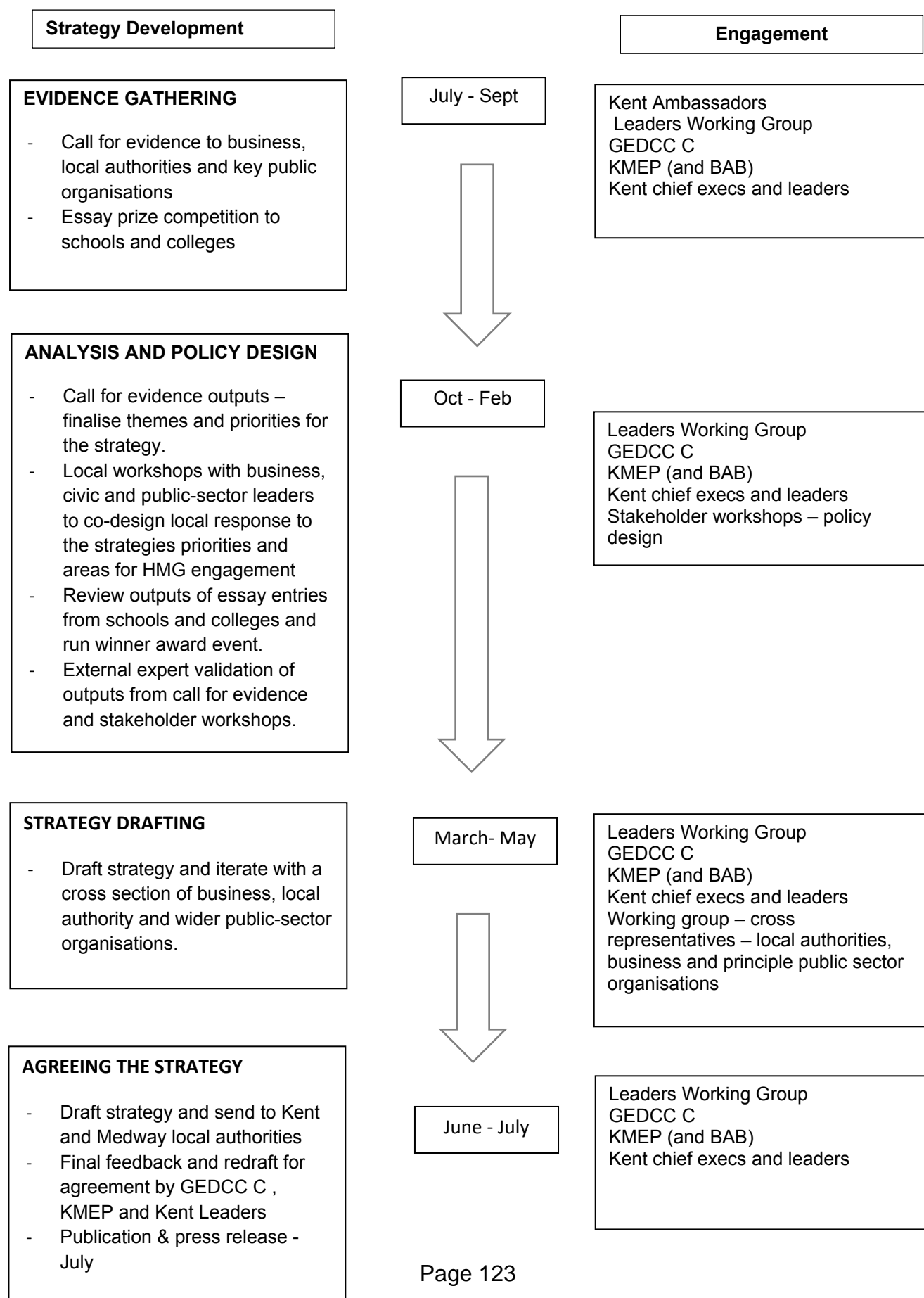
## **Appendix A: Lessons from other places economic development strategies**

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**



## Living Standards in Kent and Medway

### **Give your Opinion**

#### **Possible strategy titles:**

Kent and Medway - Planning our future

Shaping the Kent and Medway of tomorrow

Kent & Medway in 2050 - Help shape the future

#### **Current working title:**

An Enterprise & Productivity Strategy

For Kent and Medway up to 2050

Closing date for responses:

End October 2018

## INTRODUCTION

1. Kent County Council, Medway Council, and the 12 Kent Districts are developing a Kent and Medway Enterprise and Productivity Strategy to look at how we can plan our region's economy and environment for the future, and improve our standards of living.
2. Improving the standards of living for **Kent's PEOPLE** sits at the very heart of this strategy.
3. This must be a long look into the future, as far ahead as 2050, to ensure that the future is bright for generations to come.

We need your help to:

- identify and help us to understand what you think makes a difference to standards of living in Kent and Medway;
- find out how future changes, in technology, the population and the environment for example, may affect people living and working in Kent and Medway.

## SURVEY

**Please tell us in what capacity you are completing this form:**

***Please select the option from the list below that most closely represents how you will be responding to this consultation.***

- A Kent or Medway resident
- On behalf of an educational establishment, such as a school or college
- A representative of a local community group or residents association
- On behalf of a Parish / Town / District / County Council / Unitary Authority in an official capacity
- A Councillor
- As a member of staff of a local authority
- A local business owner
- On behalf of a charity, voluntary or community sector organisation (VCS)\*

**Please tell us your postcode:**

*We use this to help us to analyse our data. It will not be used to identify who you are.*

## STANDARDS OF LIVING MEASURES FOR KENT AND MEDWAY

**Q1. Considering your own lifestyle / business / situation, can you say how important these indicators are to you?\***

*\*The numbers you put into the boxes should add up to 100. You can put zero in a box/es*

Theme	Comment
Sufficient INCOME	
Having a good JOB/ CAREER	
Good EDUCATION	
Good HEALTH AND WELLBEING	
Low incidence of CRIME	

## 2050 KENT AND MEDWAY LIVING AND WORKING ENVIRONMENT

**Q3: Looking ahead to 2050, how do you think the following issues set out below will affect Kent and Medway?**

### ***Population change***

#### **Effect on Kent and Medway**

Theme ↓	No effect at all	Minimal effect	Neither here nor there	Some effect	Considerable effect	Don't know
Pop. Change						
Comment on your selection						

### ***New technology***

#### **Effect on Kent and Medway**

<b>Theme</b> ↓	No effect at all	Minimal effect	Neither here nor there	Some effect	Considerable effect	Don't know
<b>New Technology</b>						
Comment on your selection						

### ***Environmental change***

#### **Effect on Kent and Medway**

<b>Theme</b> ↓	No effect at all	Minimal effect	Neither here nor there	Some effect	Considerable effect	Don't know
<b>Environmental change</b>						
Comment on your selection						

### ***Changing workplaces***

#### **Effect on Kent and Medway**

<b>Theme</b> ↓	No effect at all	Minimal effect	Neither here nor there	Some effect	Considerable effect	Don't know
<b>Changing workplaces</b>						
Comment on your selection						

### ***Inequality in society***

#### **Effect on Kent and Medway**

<b>Theme</b> ↓	None	Very little	Much the same	Some inequality	Considerable and growing inequality	Don't know
<b>Rising inequality</b>						
Comment on your selection						

**Q.5 Can you think of any other standards of living indicators not mentioned so far that matter to you? Please list them.**

## BUSINESS Productivity in Kent and Medway

### **Give your Opinion**

#### **Possible strategy titles:**

Kent and Medway - Planning our future

Shaping the Kent and Medway of tomorrow

Kent & Medway in 2050 - Help shape the future

#### **Current working title:**

An Enterprise & Productivity Strategy

For Kent and Medway up to 2050

Closing date for responses:

End October 2018

## INTRODUCTION

Kent County Council, Medway Council, and the 12 Kent Districts are developing a Kent and Medway Enterprise and Productivity Strategy to look at how we can plan our region's economy and environment for the future, and improve our standards of living.

Improving Kent and Medway's **BUSINESS productivity** is a core aim of this strategy. There is evidence which shows that it is the high potential and high growth firms and sectors that contribute most to the economy through their own employment, innovation and productivity growth.

We need your help to:

- Identify the characteristics that make certain businesses high performing, and the factors that may be inhibiting them from becoming even more productive;
- interpret the impact that future changes (including demographic, environmental) may have on Kent and Medway's business environment;
- the opportunities and challenges raised by technology.

## SURVEY

**Please tell us in what capacity you are completing this form:**

**Please select the option from the list below that most closely represents how you will be responding to this consultation.**

- A Kent or Medway resident
- On behalf of an educational establishment, such as a school or college
- A representative of a local community group or residents association
- On behalf of a Parish / Town / District / County Council / Unitary Authority in an official capacity
- A Councillor
- As a member of staff of a local authority
- A local business owner
- On behalf of a charity, voluntary or community sector organisation (VCS)\*

Please tell us your postcode:

We use this to help us to analyse our data. It will not be used to identify who you are.

**Q1. What stops your business progressing and hinders your productivity in the Kent and Medway economy?**

Theme ↓	Severely constrains growth	Constrains growth somewhat	Neither a positive or negative issue	Minimal effect	Doesn't matter to my business	Don't know
Access to TECHNOLOGY						
Comment on your selection						
Regulations and bureaucracy						
Comment on your selection						
Suitable commercial premises						
Comment on your selection						

<b>Access to FINANCE</b>						
<b>Comment on your selection</b>						
<b>Finding SKILLED WORKFORCE</b>						
<b>Comment on your selection</b>						
<b>Support for training / staff development (inc. apprenticeships)</b>						
<b>Comment on your selection</b>						
<b>Quality of transport network / services</b>						
<b>Comment on your selection</b>						
<b>Quality of business</b>						

advice						
Comment on your selection						
Planning constraints / advice						
Comment on your selection						

**Q2. How well do you think you can access national and local business support services that are available to businesses in Kent and Medway? Select one**

Didn't realise support available	
Some knowledge	
Aware	
Actively engaged	

**Q3. Thinking about increased business productivity, would specialist business advice benefit your business?**

**Select one**

<b>No value at all</b>	
<b>Little value</b>	
<b>Neither here nor there</b>	
<b>Some value</b>	
<b>Very valuable</b>	

**Please comment further**

2050 KENT AND MEDWAY'S BUSINESS ENVIRONMENT

**Q4. Looking at the factors listed below, can you evaluate how each of these might affect business and productivity**

***Demographic change***

**Effect on Kent and Medway business**

Theme ↓	No effect at all	Minimal effect	Neither a positive or negative impact	Some negative effect	Considerable negative effect	Don't know
Demographic change						
Comment on your selection						

### ***Technological change***

#### **Effect on Kent and Medway business**

Theme ↓	No effect at all	Minimal effect	Neither a positive or negative impact	Some negative effect	Considerable negative effect	Don't know
Technological change						
Comment on your selection						

## ***Environmental Sustainability***

### **Effect on Kent and Medway business**

<b>Theme</b> ↓	No effect at all	Minimal effect	Neither a positive or negative impact	Some negative effect	Considerable negative effect	Don't know
<b>Environmental sustainability</b>						
Comment on your selection						

### ***Changing work environments***

#### **Effect on Kent and Medway business**

<b>Theme</b> ↓	No effect at all	Minimal effect	Neither a positive or negative impact	Some negative effect	Considerable negative effect	Don't know
<b>Changing work environments</b>						
<b>Comment on your selection</b>						

### ***Rising inequality***

#### **Effect on Kent and Medway business**

<b>Theme</b> ↓	No effect at all	Minimal effect	Neither a positive or negative impact	Some negative effect	Considerable negative effect	Don't know
<b>Rising inequality</b>						
<b>Comment on your selection</b>						

### ***Political and financial uncertainty***

#### **Effect on Kent and Medway business**

<b>Theme</b> ↓	No effect at all	Minimal effect	Neither a positive or negative impact	Some negative effect	Considerable negative effect	Don't know
<b>Political and financial uncertainty</b>						
<b>Comment on your selection</b>						

**Q7: What technological advances are most relevant to your business/ sector and what impact do you expect them to have?**

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

**To:** Growth, Economic Development and Communities Cabinet Committee  
– 5<sup>th</sup> September 2018

**Subject:** Kent and Medway Business Rates Pilot

**Classification:** Unrestricted

**Past Pathway of Paper:** N/A

**Future Pathway of Paper:** N/A

**Electoral Division:** All

### Summary

The Government has a stated policy ambition of moving towards 100% business rates retention. As an intermediary step (and ahead of a legislative slot), by 2020-21 it intends that all local authorities will operate on 75% business rates retention. Kent and Medway are one of several pilot areas chosen by Government to test how this new system will work. As well as the financial benefits from additional business rates retention, the pilot gives Kent and Medway a better opportunity to input to the policy discussion about future local government funding arrangements. This paper provides Growth, Economic Development and Communities Cabinet Committee with an update on progress with the current pilot (particularly the Housing and Commercial Growth Fund element) and plans to prepare a new bid to participate in a third wave of pilots in 2019-20.

### Recommendation

The Growth, Economic Development and Communities Cabinet Committee is asked to note and consider the delivery of the Kent and Medway Business Rates Pilot in 2018 – 19 and the proposal to bid for a Pilot in 2019 – 20.

## 1. Introduction

1.1 Ahead of the planned 75% business rates retention reforms in 2020-21, to test out aspects of the system in a range of authorities across the country, the Communities Secretary announced in December 2017, ten areas selected for business rates retention pilots in the 2018-19 financial year. Successful pilot areas, including Kent and Medway, would also be able to retain all business rates growth in 2018-19.

1.1 The Kent and Medway 2018-19 pilot is using the retained business rates growth in two ways. 70% is to be spent supporting authorities to manage the additional costs associated with growth; the Financial Sustainability Fund (FSF). 30% will be used to support authorities to drive further growth collectively across a wider sub-county economic geography; the Housing and Commercial Growth Fund (HCGF). Details of the projected allocations between authorities and clusters are set out in the attached Appendix A.

1.2 Government is looking for areas to demonstrate how:

- rates retention can operate across more than one local authority to promote financial sustainability, managing risk and reward effectively, and to support coherent decision-making across functional economic areas;
- authorities will manage financial administration (i.e. how they tackle avoidance), technical planning for implementation, and look at system maintenance; how the accounting, data collection and IT system will work;
- the additional growth is used to promote the financial stability and
- sustainability of the pooled area. The expectation is that some retained income from growth will be re-invested to encourage further growth across the area.

## **2. Progress Update**

### ***Managing the Business Rates Pilot***

2.1 Business rates income projections for 2018-19 prepared in January 2018 by each authority indicated that the total proceeds for the pilot would be £35.8 million. S151 finance officers across Kent and Medway have been working together to determine how the pilot will be administered. They have developed a governance agreement which sets out the mechanics of how the pilot will be managed including for example the handling of tariffs and precepts, and the management of financial risk.

### ***Managing the pressures of growth – the Financial Sustainability Fund (FSF)***

2.2 The FSF is designed to provide greater certainty of additional funding to all Kent and Medway authorities and to support them in managing the pressures associated with growth. In line with the agreed bid, the FSF will be distributed according to a formula by the accountable authority (Maidstone Borough Council) to each of the 12 Kent districts, KCC and Medway council. KCC is expected to receive at least £10.5 million from the FSF, benefitting from a 50:50 split with the districts rather than the usual 20:80 split. £7 million of this expected funding has

been assumed in Kent County Council's 2018-19 budget baseline. The table at Appendix A provides a breakdown of current estimates.

### ***Supporting further growth – the Housing and Commercial Growth Fund (HCGF)***

2.3 The Kent and Medway bid envisaged that the HCGF would 'pool a sufficient large level of resources to make a significant difference to support future delivery, where outcomes can be better achieved by local authorities working together across a wider area.' It proposed using the three clusters of authorities: North Kent<sup>1</sup>, East Kent<sup>2</sup> and West Kent<sup>3</sup> to define priorities. The specific allocation of funds by the cluster areas was to be determined by the relevant local authorities in each cluster, using the established leaders' board arrangements.

2.4 Subsequent to the successful outcome of the bid for pilot status, discussions have taken place in the three clusters and the current proposals for allocation of the fund are as follow:

- *East Kent* – to fund set-up costs and shareholder funding for a new East Kent wide housing and commercial investment vehicle, giving each local authority including KCC a financial stake in the company.
- *West Kent* – support for a two-year business support programme to start autumn 2018 (across west Kent). The remaining funding will be used by each of the districts to support their town centre improvement plans
- *North Kent* – a set of discrete projects designed to deliver housing and commercial growth, including development of business space for start-ups and small businesses in key growth sectors town centre transport hub improvements and other physical improvements to the street scene in a number of town centres.

2.5 The West Kent Partnership's specific proposals are set out in Appendix B.

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<sup>1</sup> Dartford Borough Council, Gravesham Borough Council, Kent County Council, Maidstone Borough Council, Medway Council, Swale Borough Council

<sup>2</sup> Ashford Borough Council, Canterbury City Council, Dover District Council, Kent County Council, Folkstone & Hythe District Council, Thanet District Council

<sup>3</sup> Kent County Council, Sevenoaks District Council, Tonbridge & Malling Borough Council, Tunbridge Wells Borough Council

### **3. Next Steps**

3.1 The original bid document envisaged that a prospectus would be published setting out how the HCGF will be used. Work is under way on a model that can be used by all three clusters. Proposals will be signed off within the established three cluster leaders' boards arrangements.

#### **Preparing a 2019-2020 bid**

3.2 On the 24 July, Government invited areas to come forward with bids to participate in a third round of (75%) business rates retention pilots. These pilots will focus on the learning necessary for transition to the proposed new scheme in 2020-21, allowing the Government to test business rates retention at 75% in line with proposed level of retention for 2020-21. The Government's invitation went on to say 'given the limited time before 2020-21, there are fewer issues we can usefully test in pilots. It is therefore likely that this pilot programme may be smaller than in 2018-19'. The Kent and Medway authorities are agreed that they should bid again to be part of this pilot.

3.3 At a recent meeting of the Kent Leaders it was agreed that a Kent and Medway bid for this third round of pilots should be prepared by the S 151 finance officers and approved by authorities' chief executives on 11<sup>th</sup> September to meet the 25<sup>th</sup> September deadline for submission to MHCLG.

### **4. Recommendation**

4.1 The Cabinet Committee is asked to note and consider the delivery of the Kent and Medway Business Rates Pilot in 2018 – 19 and the proposal to bid for a Pilot in 2019 – 20.

### **5. Report author**

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## APPENDIX A

### Projected allocation of BRR Pilot proceeds

		Original projection October '17	NNDR1 projection January '18
		£000	£000
Financial Sustainability Fund	Kent CC	7,300	10,570
	Medway UC	2,710	3,930
	Ashford	630	900
	Canterbury	630	900
	Dartford	630	900
	Dover	550	800
	Gravesham	580	840
	Maidstone	640	920
	Sevenoaks	560	810
	Shepway	640	920
	Swale	700	1010
	Thanet	570	830
	Tonbridge & Malling	560	810
	Tunbridge Wells	600	870
Housing and Commercial Growth Fund	East Kent	3,054	4,433
	North Kent	3,291	4,777
	West Kent	1,055	1,531
<b>Total</b>		<b>24,700</b>	<b>35,751</b>

### Kent & Medway - Business Rates Retention Pilot

### Housing & Commercial Growth Fund – West Kent Partnership

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#### Our Approach

West Kent, led by the West Kent Partnership, will seek to invest its share of the Housing and Commercial Growth Fund focusing on the following two key priorities:

- Town Centre regeneration initiatives
- Promoting local business growth

We have identified a range of individual projects for each of these themes, both shared across the West Kent area, and others which may be more relevant to individual district areas. We will engage with the County Council to ensure our chosen projects are properly targeted to meet local needs and provide value for money. The lead funding authority will be Tonbridge & Malling Borough Council.

West Kent Priorities for Growth 2015-18 identified supporting local business and skills development and Market Town Regeneration as 2 of its 5 key priorities for growth. Good progress has been made against both of these priorities with a business support programme and Enterprise Adviser Network in place and projects worked up to support town centre regeneration. However, funding is required to move both of these priorities forward. Work is now underway to update the West Kent Priorities for Growth Strategy and these 2 priorities are embedded in the strategy.

#### West Kent Wide Investment Priorities

The West Kent Partnership has brought together public and private sectors to address economic and infrastructure issues for the past 15 years across the local authority areas of Tunbridge Wells, Tonbridge & Malling and Sevenoaks.

*The Case for West Kent* published in 2015 made a number of recommendations on how West Kent could work to secure a higher level of investment to deliver jobs and growth. Implementation of these recommendations through *West Kent Priorities for Growth 2015-2018* has seen

- the successful development of a process to deliver funding ready projects
- active promotion of West Kent's strengths and value to the wider Kent economy
- increasing collaboration on delivery in West Kent of economic development initiatives

A West Kent strand to stimulating business growth through HCGF would see a 2-year business support programme to provide two complementary work streams to start in autumn 2018. Both work streams are led by The West Kent Partnership and will be available to businesses across the West Kent area. The programme cost is just under 10% of the West Kent allocation - £104,000.

### **Scale-up West Kent**

**HCGF Cost:** Total Project Pot of £54,000

**Project Lead:** West Kent Partnership

**Partners:** Kent Invicta Chamber of Commerce, South East Business Boost, Growth Hub

**Match funding:** to be confirmed - anticipating 12 of the 36 hours per business

**Benefits:** A 36-hour programme of intensive scale up support using the Scale Up Institute principles will be on offer through a competitive process to West Kent businesses demonstrating the potential for high growth.

Depending on the match that can be levered, 45 businesses or more across West Kent will benefit. Business owners who graduate from the programme will be in a position to grow their businesses far more quickly and sustainably and will be networked with their peers in the West Kent area. A cohort of this size will provide a strong foundation for these businesses to be facilitated to mentor other entrepreneurs in West Kent generating a tangible, sustainable outcome from the programme and playing to the strengths of the West Kent economy which is made up of predominantly businesses with 10 or fewer employees.

#### **Timescale:**

- Programme designed August/September 2018
- Delivery October 18 – September 2020

### **West Kent Enterprise Adviser Network (WKEAN)**

**HCGF Cost:** £50,000

**Project Lead:** West Kent Partnership

**Partners:** Careers & Enterprise Company

**Match funding:** £50,000

**Benefits:** The West Kent EA Network is at capacity. Twenty schools have been matched with 20 senior business people who provide strategic support to headteachers on careers provision and link their schools into their own business networks. The EAN model addresses local skills shortages and problems with recruitment which are identified by business as barriers to growth, by facilitating successful transition to the world of work, addressing work readiness for young people. A second Network in West Kent will provide the means for every state school child in secondary education in West Kent including special educational needs schools, to benefit from at least one meaningful encounter with the world of work each school year and for all schools to benefit from the learning and contacts of 40 businesses supplying Enterprise Advisers. Securing the workforce of the future across West Kent will provide the foundation for many businesses to deliver jobs and growth. The enhanced combined West Kent network will have the resources and ambition to develop innovative programmes tailored to the needs of the West Kent economy to ensure the skills gap is addressed, that apprentices and graduates are retained locally and that businesses have access to the skills required for growth.

**Timescale:** Autumn term 2018 – August 2020

## **District-Led Initiatives**

Retaining vibrant town centres is essential for the health of the West Kent economy as a whole. The recent Grimsey Review argues that High Streets can no longer rely on the retail offer and must become community hubs delivered through greater devolution and stronger local leadership to give high streets a renewed sense of purpose and identity. The three districts will focus on the delivery of individual projects developed using these principles and based on their specific local needs and opportunities. The proposed projects for each district are as follows:

### **Tunbridge Wells**

#### **Royal Tunbridge Wells: Calverley Square**

Tunbridge Wells Borough Council is very clear about its economic development priorities. The town was founded over 400 years ago when Lord North discovered our chalybeate spring which led to the town becoming a popular visitor destination.

Today, people continue to visit the town, but its attractions are now the mix of retail (chain and independent), food and beverage outlets, cultural and leisure attractions and the attractive mix of parks and public open space and the architecture of the built environment.

## Tunbridge Wells facts and figures

Population: 117,400

Key employment sectors: Professional services, retail, medical and leisure

The high street is facing unprecedented challenges and is experiencing what is known as polarisation or ‘the flight to dominance’ – a future that will see fewer destination towns with a full range of outlets. Royal Tunbridge Wells is a top 50 destination and we are clear that we want to stay that way. Visits to town centres are increasingly about getting the mix right between retail and leisure offers and we are investing heavily in culture, leisure and the arts. This investment includes a £13m cultural and learning hub (‘The Amelia Scott’) and a new development including a 1,200-seat theatre, office space and an underground car park (‘Calverley Square’). British Land, who recently acquired the long leasehold interest of the major shopping centre Royal Victoria Place have been clear that culture is a key proxy indicator a town’s demographic, catchment and attractiveness as a destination. There is also significant evidence that points to the link between the cultural and creative economies and Tunbridge Wells has a higher proportion of people employed in the Knowledge Economy than anywhere else in Kent.

We are seeking to anchor the new ‘Calverley Square’ development with high quality improvements to the public realm. The retained business rate growth will contribute towards this scheme which will deliver:

- A new, 1,200 seat theatre that will attract an audience of up to 400,000 people
- 6,000m<sup>2</sup> new office space
- 258 car parking spaces
- 152 additional jobs
- High quality public realm including a new public square, enhanced entrance to Calverley Grounds and a public roof terrace
- £34m net additional benefit to the Kent economy

### **Details of project: Calverley Square**

**Cost:** £90m (£317,000 HGCF)

**Project lead:** Tunbridge Wells Borough Council

### **Partners:**

- GVA (project managers)
- MACE (construction contractors)
- AECOM, Price and Meyers, Nicholas Hare

**Value for Money:**

The site is in the ownership of the Borough Council

Funding to date has been met through capital receipts

Studies have shown a significant shortage of quality office accommodation which, coupled with residential conversions under permitted development rights has led to a loss of employment in the town.

The economic benefits of the scheme have been validated as part of the planning application process

**Timescales:**

Planning Permission: Granted June 2018

Contractors appointed: June 2018

Site assembly: On going

Start on site: October 2019

Completion: Spring 2022

More information is contained in the dedicated website:

[www.calverleysquare.co.uk](http://www.calverleysquare.co.uk)

**Sevenoaks****Town Centre Regeneration****Bevan Place and 27-37 High Street, Swanley**

**HCGF Cost:** £317,000

**Project Lead:** Sevenoaks District Council

**Partners:** Future occupiers of the commercial space

**Match funding:** The final project cost is to be confirmed

**Benefits:** The District Council is keen to support the economic growth of Swanley Town Centre by introducing new residential and commercial uses in the town. The District Council owns two sites: the Bevan Place car park together with the adjacent land at 16-18 High Street and 27-37 High Street. The redevelopment will seek to deliver attractive high-quality landmark buildings at this key entrance to the Town.

The District Council is proposing to develop the Bevan Place and 16-18 High Street site for a mixed-use scheme to include the provision of residential units

and commercial space on the High Street frontage. The commercial space could include a sixty-bed hotel and a restaurant or restaurants within the development. The residential units provided will be for sale or rent with an element of affordable or intermediate provision included in the scheme.

The 27-37 High Street site provides an opportunity to include business incubator space within any development proposals.

**Timescale:** Spring 2019 – Spring 2021

## **Tonbridge and Malling**

### **Town & District Centres Improvement Programme**

This initiative will focus on improving the vitality and viability of our town and district centres through a programme of actions that address some of the findings of the recent Grimsey Review and will be delivered under three headings, namely:

- Town and District Commercial Frontages Grant Scheme (£100,000)
- Tonbridge Town Centre Initiatives: creation of a pop-up shop for local creative start-ups, Christmas lighting and a pilot wi-fi initiative (£25,000)
- Malling Centres Promotion (£15,000)

Especially within Tonbridge, these initiatives will help to build upon a town centre strategy that has seen considerable public realm improvements along the High Street, River Walk and Town Lock, investment in key gateway sites such as Quarry Hill, and a focus on encouraging new housing in and around the town centre in order to support increased footfall and spend for our local businesses.

**HCGF Cost:** Total Project Pot of £140,000

**Project Lead:** TMBC

**Partners:** Local businesses/property owners for the frontages scheme; Tonbridge Town Team on those elements relating specifically to Tonbridge; Visit Kent and local businesses for the Malling promotion; Kent County Council

**Match-funding:** Around £35,000 be as follows:

- **Town and District Commercial Frontages Grant Scheme:** Businesses can apply for a grant of up to £5,000 towards the external renovation or improvement of ground floor and upper floor commercial premises. The grant will cover up to 80% of the cost; to a maximum value of £5,000. As

such, we would expect match-funding from businesses and property owners of **at least £25,000**.

- **Tonbridge Town Centre Initiatives: £3,000** from TMBC (ED) and Tonbridge Creates (pop-up shop)
- **Malling Centre Promotion - £7,000 (over two years)** from TMBC

**Benefits:** The condition of the town and district centre environment has a huge impact on their appearance and contributes to people's impressions of an area. Whilst public realm improvements can go some way to addressing this issue, high quality frontages, wider environmental improvements and attracting varied uses into our centres also make an area feel more welcoming to local residents and visitors, improve its image, contribute towards a stronger sense of identity and encourage a greater number of visits that ultimately lead to greater spend in the local economy.

Perceptions studies have shown that 'Malling' suffers from a low tourism profile. As such, whilst it has some fantastic visitor attractions, the area does not get as much tourism traffic as it could potentially receive. The Borough Council will therefore work with Visit Kent to help promote Malling through a promotional campaign to help raise its profile.

**Timescale:** Programme commences in November 2018 and be completed over a 2-year period.

#### **New Office Accommodation Initiative:**

Having recently undertaken a review of the Tonbridge and Malling Employment Land Review, it is clear that in recent years, the borough has lost a fair amount of Class B1(a) use (office) to residential use through Prior Notifications. On top of this, Tonbridge and Malling also has a comparatively low three-year business survival rate. As such, this initiative aims to respond to both of these initiatives through enabling the delivery of new commercial space. The initiative will have two strands:

- Flexible Co-working Space for Start-ups – Gibson Building (£75,000)
- New/Refurbished Business Accommodation Grant Scheme – Investment Pot (£100,000)

**HCGF Cost:** Total Cost of £175,000

**Project Lead:** TMBC

**Partners:** Local Developers, property owners, Kent County Council, Locate in Kent and small business accommodation providers.

**Match-funding:** To be agreed overall, but it is suggested that for the investment pot, grants of up to £25,000 would be available. The grant will cover up to 20% of the cost; to a maximum value of £25,000. As such, we would expect match-funding from local developers and small business accommodation providers of at least £400,000.

**Benefits:** There are a number of benefits to these schemes:

- Addressing undersupply of office space for start-ups (most of the existing provision is fully occupied)
- Enabling businesses to grow within the local area.
- Fostering greater confidence in Tonbridge & Malling as a great place to do business.

**Timescale:** Planning application submitted for Gibson Building, and grant programme up and running by March 2019.

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

**To:** Growth, Economic Development and Communities Cabinet Committee – 5<sup>th</sup> September

**Subject:** Update on the Work of Kent Trading Standards in 2018 and Future Opportunities and Challenges

**Classification:** Unrestricted

**Past Pathway of Paper:** N/A

**Future Pathway of Paper:** N/A

**Summary:**

This report provides an update of the work of Trading Standards in the first 6 months of 2018 and its key achievements and focuses on future opportunities and challenges faced by the service.

Appendix A gives a full overview of achievements.

**Recommendation(s):**

The Cabinet Committee is asked to note and discuss the report.

**1. Introduction**

- 1.1** This report covers the work of Trading Standards from January to June 2018 and focuses on future opportunities and challenges faced by the service. This is an update to the report previously provided to the Committee in March 2017, which provided an overview of the work of the service and recent challenges.

**2. Background**

- 2.1** Kent County Council Trading Standards is a statutory service whose mission is to create and maintain a safe and fair-trading environment where Kent businesses can operate and grow, and Kent consumers can engage in their economic activity with confidence.
- 2.2** The service has a duty to enforce a wide range of criminal legislation covering the trading environment in consumer goods and services. The areas covered are diverse and include counterfeiting, fraud and unfair practices, product safety, animal health, food, feed and petroleum and explosive licensing
- 2.3** The service's objectives in 2018 are listed in **Appendix A**.

- 2.4** Since its report to the Committee in March 2017, the Service continues to face considerable pressures, dealing with an increasing number of criminals engaged in serious organised crime, administering more complex processes in the enforcement environment coupled with uncertainty over changes to UK legislation following Brexit and its impact on Kent businesses.
- 2.5** Trading Standards like all services face financial pressures and increased need to generate further income. This is against the backdrop of a market which is hesitant to invest in development because of Brexit uncertainty, restricting engagement with chargeable Trading Standards Business Advice Services.
- 2.6** Trading Standards continues to develop an intelligence-led, commercial approach to delivering services within the legal constraints imposed on a regulator ensuring, where possible, effective cost recovery for non-statutory services

### **3. Outcomes for January to June 2018**

**3.1** The main achievements in the first half of 2018 include:

- £600,000 worth of criminal activity investigated, in areas such as illicit tobacco, and doorstep crime, with 60 vulnerable victims supported by our Victim Safeguarding Officer, who's intervention stopped them losing a further £145,390
- 180 businesses received business advice, which includes over 40 Primary Authority Partnerships (PAPs)
- 62 high risk food, feed and farm premises visited, and 114 samples taken during our retail surveillance program (analysed by Kent Scientific Services)
- 56 separate illegal imports stopped from entering the UK at Dover and Eurotunnel, consisting of over 145,000 individual products, worth over £330,000
- During tobacco enforcement work seized 7,948 packets of cigarettes and 783 pouches of hand rolling tobacco from 18 premises with a retail value of £87,192.
- Raymond Sharpless was convicted of defrauding 18 victims across Kent, Sussex and London of almost £40,000 in total over a period of 27 months and sentenced to 5 years 1-month imprisonment, disqualification from being a director for 10 years and received Kent Trading Standards first Criminal Behaviour Order prohibiting Sharpless from seeking/undertaking work he is not skilled to do.

**3.2** A full overview of achievements by objective is included at **Appendix A**.

### **4. Opportunities and Challenges in 2018 and Beyond**

The Service's opportunities and challenges highlighted in the report on 2017 have been reviewed below in more detail.

## **4.1 Funding**

- 4.1.1 As stated in the previous report, additional funding is provided to Trading Standards from charging for services provided (such as metrology verification and business advice), establishing and maintaining Primary Authority Partnerships, recovering costs for case work through the courts, and seeking local and national government grant funding. Many of these activities can only be carried out on a cost recovery basis, not at a profit.
- 4.1.2 The service has continued to develop and increase Primary Authority Partnerships, which are legally recognised partnerships between local authority regulators and business to provide advice and support to business on a cost recovery basis. A further eight have been agreed since January of this year bringing the total to 48.
- 4.1.3 While Public Health still provides funding to Trading Standards for Community Alcohol Partnerships and Business Wellbeing, it is reviewing all funding to partners. As a result, the funding received annually for the last 3 years for the tobacco work will not be provided this year and could affect the amount of preventative work carried out in this area.
- 4.1.4 As a result, the service is seeking other sources of finance for this area of work, approaching District Councils who have expressed an interest in commissioning tobacco work directly from Trading Standards having seen the results than previous years. Central government is also expected to provide funding later in the year for enforcement of Tobacco Regulations.
- 4.1.5 The service is still receiving funding support from the National Trading Standards Tri-Regional Investigation Team in conducting a large investigation affecting victims nationally, and providing two investigators due to the size of the investigation.
- 4.1.6 While feed sampling work was raised as a concern in the last report, the funding from the Food Standards Agency has continued for 2018/19. However, this is not guaranteed for 2019/20 because of changing requirements and Government priorities post Brexit.

## **4.2 Partnership and cross-KCC working**

- 4.2.1 The Service continues to work in ever greater collaboration within KCC and with external partners.
- 4.2.2 Within KCC, the Trading Standards project to review consistency of KCC's approach to criminal investigation functions continues and will now feed into KCC's corporate involvement in tackling Organised Crime Groups in Kent.
- 4.2.3 The service continues to work closely with the Kent Police Serious Economic Crime Unit in both assisting and carrying out joint investigations. A recent success was the conviction of David Vincent Snr (21 months) and Jnr (18

months) along with John Baker (18 months) for fraud involving a Dartford resident. (See **Appendix A**).

4.2.4 The Community Alcohol Partnership (CAP) project continues to grow, coordinated by the project officer in Trading Standards, bringing together partners such as schools and colleges, local and national retailers, Police, wardens, district and borough councils, and community groups. This has been extremely successful as a way of tackling alcohol related issues by involving the whole community with the flexibility to adapt strategies specific to each area. The first six months of 2018 saw the launch of CAPs in Herne Bay and Tonbridge.

4.2.5 Trading Standards have also secured funding for an educational film on doorstep crime & financial abuse which will be used nationally. Financial support has been provided by partners including Kent Fire & Rescue, National Trading Standards Scams Team the Kent Community Safety Partnership, and four Trading Standards services across the SouthEast

#### **4.3 Developing Further the Offer and Customer Base for Business Support Services**

4.3.1 The Service has continued its involvement in the Business Advice and Support Partnership (BAASP), a partnership of East Sussex, Kent and Hampshire County Councils and Slough Borough Council Trading Standards Services. These four Trading Standards services are working together to provide paid-for business support services across their combined Authority areas and beyond.

4.3.2 The partnership has been recognised by the Office of Product Safety and Standards (OPSS), who have targets to expand the number of businesses in Primary Authority Agreements, and through this Kent holds the status of a Strategic Provider of PAPs

#### **4.4 Preparations for Brexit**

4.4.1 As highlighted in the previous report, Kent Trading Standards continues to engage with Government officials and partners on the impact of Brexit as the service is responsible for the safety of consumer goods entering the UK through Kent Ports. This includes attending an officer-level steering group with senior civil servants from relevant Government departments, KCC and Dover District representatives, as well as attending other Government-led meetings.

4.4.2 The service is maintaining its dialogue with National Trading Standards, following a visit by the project governors in 2017, who are aware of the potential impact of Brexit and increase in workload (see below).

4.4.3 Trading standards are also in regular contact with other affected services within KCC, such as the Kent Resilience Team, and has been inputting to the Cabinet Brexit Sub-Committee and attending the Brexit Coordination Group.

- 4.4.4 The service has also been visited by the National Audit Office to discuss the impact of Brexit highlighted in Kent Trading Standard's response to the Government consultation on the new Customs proposal. The information provided at the visit contributed to their recent report "Exiting the EU: Consumer Protection, Competition and State Aid."
- 4.4.5 For the Trading Standards service in Kent, the impact of Brexit is specifically linked to the UK leaving the single market with the free movement of goods, which could increase the yearly traffic that is subject to inspection through Dover and Eurotunnel alone from 100,000 to potentially up to 2,000,000 vehicles – depending on the final arrangements agreed by Government with the EU. This increased traffic will not only place a significant strain on the resources of the service, but also place significant risk of delays, which places pressure on ensuring goods move quickly through the ports
- 4.4.6 The service has already seen an increase in imports that are notified from Border Force or the National Trading Standards Liaison at Suffolk (a 100% increase in the last 6 months) and is expecting a further increase in workload should Ramsgate reopen this year and the Dover Container Port area next year.
- 4.4.7 This will have a significant impact on the service and potentially divert resources needed to deliver a wide range of other statutory duties.
- 4.4.8 In response to these challenges, the Service has proposed to employ additional capacity to specifically handle the ports work, based at or near the Port of Dover. Funding for the set up of this additional capacity has been secured through National Trading Standards (NTS). This will provide a number of benefits:
- Dedicated staff provide increased efficiencies in dealing with this specific area of work, and familiarity in dealing with Border Force and Import Agent contacts and systems.
  - The location means that they can respond quickly to both the time critical notifications for Dover and Eurotunnel, as well as potentially Port of Ramsgate, and to ensure that there is minimal delay in inspecting goods at the Ports.
  - Having a dedicated team safeguards other parts of the service affected by the demands at the border, allowing skilled staff to be available to deliver on other business as usual service areas, including paid for services.
  - The capacity will also provide resilience in the face of new border arrangements with the flexibility to adapt to changing demands over the months following Brexit and for the future.
- 4.4.9 The service is also developing guidance for businesses given the lack of certainty on post-Brexit border arrangements for the future. The service is currently producing information for importers on product safety border documentation. This will minimise risks such as delays and rejections for businesses at the point of import into the UK and will improve the efficiency of consignment processing by the service.

4.4.10 It is expected that this demand for guidance and advice from business will only increase further both in the lead up to and following Brexit.

#### **4.5 Developing the preventative work of the service**

4.5.1 As stated in the previous report to the Committee, Trading Standards plays a key role in preventing a range of health and wellbeing issues across Kent's communities.

4.5.2 With partners in Swale District, the service will look to launch the next Community Alcohol Partnerships (CAP) in Sheerness in the second half of 2018, and potentially Tunbridge Wells in 2019

4.5.3 Two Districts (Ashford and Canterbury) have expressed an interest in working with Trading Standards to provide tobacco preventative work, which will attract additional funding from the districts.

4.5.4 Kent Trading Standards has been leading nationally on vaping products by chairing a new National Focus Group (supported by Department of Health) and producing a report on recent work on e-liquids that included samples and testing, as well as the compliance of the vaping devices. This will add to the data held by the Department of Health and help them provide information to the public.

#### **4.6 Preventing Animal Disease**

4.6.1 The Animal and Plant Health Agency (APHA) project with the Dogs Trust continues, with the charity paying for quarantine fees and vaccination of puppies that have been abandoned, prior to rehousing them. The service is monitoring this closely as the risk, raised in the last report, is that if this project ceases costs would pass back to Trading Standards and enforcement work undertaken would substantially reduce, increasing the disease risks.

4.6.2 Over the last 6 months, the weather has had a direct impact on farming which consequently impacts on the service. The cold winter significantly increased both the incidents of fallen stock and the number of animals affected at each call. This raised concerns around prompt and appropriate disposal of carcasses to minimise disease risk. There are concerns that the wet spring and hot summer may result in feed and bedding shortages that will affect the farm industry this winter.

4.6.3 There has been a notable increase in animal rights activity at one of the abattoirs inspected by the service and at several incidents of fallen stock. This has created additional resource issues as officers have to work in pairs to ensure their health and safety.

### **5. Conclusions**

5.1 Kent Trading Standards is a dynamic service of 26 frontline FTEs which faces increasing demands for its services.

- 5.2** The service has faced challenges in securing income during the first six months, but is proactive in approaching local and national government, and National Trading Standards to secure funding where available. In addition, the unique creation of the BAASP partnership allows the delivery of more chargeable business advice services and Primary Authority Partnerships without the cost of employing additional staff.
- 5.3** While there is uncertainty over the shape of Brexit, the service continues to work with Government to mitigate potential risks. In addition, the proposal to create a ports team will ensure that Trading Standards can effectively respond to the additional demands on the service.

## **6. Recommendation(s)**

### **Recommendation(s):**

The Cabinet Committee is asked to note and discuss the report.

## **7. Appendices**

- 7.1 Appendix A** - Overview of The Outcomes Achieved by Kent Trading Standards January – June 2018

## **8. Background documents**

- 8.1** Report from March 2017 GEDCCC - “Update on the Work of Kent Trading Standards in 2017 and Future Opportunities and Challenges” :  
<https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD5471&ID=5471&R PID=24483231>

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## **APPENDIX. A**

### **Overview of The Outcomes Achieved by Kent Trading Standards, January – June 2018**

Kent Trading Standards Service priorities and their outcomes for the first 6 months of 2018 are set out below -

#### **1. Investigate persistent and/or serious criminal activities, in particular those involving fraud, counterfeiting, scams, doorstep crime and persistent consumer detriment**

- 15 complex investigations amounting to £600,000 worth of criminal activity investigated between January and June 2018, with ongoing investigations into letting agents, counterfeiting, illicit tobacco, and doorstep crime.
- Received externally funded support from the National Trading Standards Tri-Regional Investigation Team for a large-scale National investigation, increasing the investigators to two due to the size of the investigation.
- 5 current operations – illicit tobacco, home improvements, food fraud, and doorstep crime, one of which is a joint investigation with Kent police.
- David Vincent Snr and David Vincent Jnr along with John Baker were convicted of fraud following a joint investigation by Trading Standards and Kent Police. They defrauded a Dartford householder of £6,000 by persuading him he needed urgent building work. Vincent Snr was jailed for 21 months, Vincent Jnr and Baker were sentenced to 18 months.
- Seized 10,368 illegal packets of cigarettes and 50kg of hand rolling tobacco (1000 packets) during an investigation into a significant illicit tobacco organised crime group
- £13,000 Proceeds of Crime Incentivisation was received by the service.

#### **2. Safeguard vulnerable adults from financial abuse**

- Victim Safeguarding Officer has carried out 60 interventions with vulnerable adults. 36 were referred from the Public Protection Intelligence Team. These had been subject to crime totalling £481,390, saving the victims £145,390.36.
- Victim Safeguarding Officer Elaine Mount received a Chairman's Commendation for all her work safeguarding victims.
- Partnership working led to funding by partners for an educational film on doorstep crime & financial abuse. Funding was secured from Kent Fire & Rescue, National Trading Standards Scams Team, Other Trading Standards Authorities and a grant from the Kent Community Safety Partnership

#### **3. Support businesses by offering professional business advice and guidance, including Primary Authority Partnerships**

- 8 new Primary Authority Partnerships added to our portfolio (including PowaKaddy International Limited and Nim's Fruit Limited) approved by the Secretary of State with 3 more awaiting approval.
- 180 businesses received advice including chargeable tailored advice.
- Launch of the Business Advice and Support Partnership (BAASP) bringing together four local authorities (East Sussex, Hampshire, Kent and Slough) to provide a high quality, good value business support service to local businesses and beyond.

- Recognition of Kent, as a member of BAASP, as a Strategic Provider of Primary Authority by the Office of Product Safety and Standards to expand the number of businesses in the scheme.
4. **Inspect high risk businesses such as farms, food and feed producers, importers, wholesalers and retailers.**
    - 62 high risk farms and feed premises visited, of which 20 were non-compliant and action taken ranging from advice to enforcement.
    - 114 samples taken during our retail surveillance program in identified areas and analysed through Kent Scientific Services.
    - 26 high risk food premises visited to carry out inspections and sampling, dealing with issues in 5 of them.
    - Oversaw the withdrawal from the market of food product with undeclared allergens and an inadequate ingredient list.
    - Visits to ready to eat fruit and vegetable growers for a Food Standards Agency funded programme on food hygiene at primary production. This exercise was to look at controls on risk factors such as pesticides, fertiliser, compost and water for irrigation.
  5. **Provide animal health and disease outbreak advice, guidance and intervention where necessary**
    - 5 investigations carried out into illegal landings, where importers attempt to smuggle “pets” into the UK risking the spread of rabies.
    - Continued work to identify livestock owners and landowners for the disposal of fallen stock to prevent the risk of disease spread and nuisance to residents.
    - To maintain Kent as a low risk area for tuberculosis, monitoring documentation and procedures where large numbers of animal from outside Kent gather e.g. the weekly livestock market in Ashford and other events such as the Kent County Show.
  6. **Carry out regular market surveillance, such as at Kent ports, markets and boot fairs, to prevent unsafe or illegal products entering the market**
    - Over 145,000 imports (worth over £330,000) stopped entering the UK market at Dover and Eurotunnel in 56 separate incidents (the first 6 months of 2018 saw a 100% increase in the number of imports compared to 2017/18)
    - 36 visits to licensed petroleum storage premises (mainly petrol forecourts)
  7. **Reduce illegal sale of tobacco and alcohol to children and young people as well as reduce access to illegal tobacco.**
    - New Community Alcohol Partnerships (CAPs) were established in Herne Bay and Tonbridge.
    - The other CAP areas in Kent have been supported with workshops in schools; diversionary activities provided by other partners; working with retailers; training to independent retailers; and using the street stencil outside shops stating that it is illegal to buy alcohol for under 18s.
    - Neil Butcher, CAP project officer, was awarded the Chartered Trading Standards Institute Hero Award in recognition of his ongoing work to establish CAPs in Kent
    - As part of the Public Health funded tobacco project work (Jan – Mar 2018), the service:

- Raised awareness of illegal tobacco to primary and secondary schools using a theatre production company
  - Ran tobacco roadshows with tobacco detection dogs
  - In Smoke Free Zones, used a street stencil outside schools, hospitals and places of work.
  - Attended the Police open days, making use of promotional material detailing issues around smoking and illegal tobacco, handing out 1,000 **“Play Hard, Breath Easy Stay Smokefree”** stickers to children, and engaging with over 1000 people on illegal tobacco
  - During tobacco enforcement week, 18 premises were visited and 7,948 packets of cigarettes (158,960 sticks) and 783 pouches of hand rolling tobacco (39.5kg) were seized with a retail value of £87,192. . Kent Police also referred 2,420 packets of cigarettes and 10.5kg of hand rolling tobacco to the service to investigate.
- 34 Samples of vape liquids were tested as part of a Department of Health project to analyse their safety, with a focus on the variance of the nicotine form the stated content, the samples have shown that some products have a vastly different level of nicotine than what is stated.

### **Outcomes for the Trading Standards Legal Team**

- **Raymond Sharpless had** defrauded 18 victims across Kent, Sussex and London to the value of almost £40,000 over a period of 27 months sometimes under his own name but also as Mark Price, operating at least 10 different business names and three separate websites. He failed to attend Canterbury Crown Court for sentencing and a warrant for his arrest was issued. He had originally pleaded guilty to 15 counts of fraud by false representation and 2 counts of fraudulent trading in September 2017 but failed to attend his probation appointment and sentencing in November 2017. After three months of enquiries and following usual routes of locating him, Trading Standards released a wanted press notice which was published at 6pm on Thursday and by 11.30 the following morning, he had been arrested and was on his way to Canterbury Crown Court. He served a custodial sentence for failing to surrender and was then remanded for sentencing. In July he was sentenced to 5 years 1-month imprisonment, disqualification from being a director for 10 years and received Kent Trading Standards first Criminal Behaviour Order prohibiting Sharpless from seeking/undertaking work he is not skilled to do.
- **Darren Seal/DJ Forecourts Ltd** – In early 2016 a shopkeeper took over a former petrol station being used as a car wash business in Westcliff Road, Ramsgate to make it a functioning petrol station. The shopkeeper had not owned or run a petrol station before so to bring the 6-tank site back into use as a petrol station he needed expertise and engaged the specialist services of DJ Forecourts Ltd, a company claiming their staff were up to date with all current safety procedures and practices with regular ongoing training. The company website also referenced mandatory industry guidance with which work would comply encouraging confidence in the company’s professional knowledge. Unfortunately, significant failings were identified with both the work process and the workmanship. Expert opinion agreed that the work was of poor quality and

that there was significant risk for it to cause a fire and/or explosion and environmental contamination. The company director, Darren Seal, pleaded guilty to failing to eliminate or reduce risks from the dangerous substances associated with the workplace. The company was liquidated with debts. Seal was sentenced for Health and Safety and DSEAR offences to 200 hours of unpaid work, agreed to pay £12,000 costs and was disqualified from being a director or company officer for seven years.

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**From:** Benjamin Watts, General Counsel

**To:** Growth, Economic Development and Communities Cabinet Committee  
– 5<sup>th</sup> September 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 – 2019.

## **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 – 2019.

### **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

Page 167 November	<b>Thursday 15 November 2018</b>			
	<b>Item</b>	<b>Key Decision</b>	<b>Date added to WP</b>	<b>Additional Comments</b>
	1 Intro/ Web announcement ( <i>Standing Item</i> )			
	2 Apologies and Subs ( <i>Standing Item</i> )			
	3 Declaration of Interest ( <i>Standing Item</i> )			
	4 Minutes ( <i>Standing Item</i> )			
	5 Verbal Update ( <i>Standing Item</i> )			
	6 Skills - Presentation on the performance of guilds			Suggested by M.Dance at agenda setting on 29.03.2018 Deferred from July to September Deferred from September to November
	7 Performance Dashboard ( <i>Standing Item</i> )			
	8 Turner Prize – Presentation (TBC)			
	9 18/00048 - Turner Contemporary (does this link to item above?)	Yes	31/07/2018	
	10 Budget Consultation			
	11 Enterprise and Productivity Strategy Full Report		30/07/2018	
	12 Report back from district visits ( <i>Standing Item</i> )			
	13 Work Programme ( <i>Standing Item</i> )			

Thursday 10 January 2019				
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)			
	Final Draft Budget (Annually January)			
	Report back from district visits (Standing Item)			
	Work Programme (Standing Item)			

Thursday 7 March 2019				
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	Risk Register – Strategic Risk Register (Annually March)			
8	Directorate Business Plan (Annually March)			
	Report back from district visits (Standing Item)			
	Work Programme (Standing Item)			

Items for Consideration that have not yet been allocated to a meeting	
<b>Presentations</b>	
<b>Other</b>	Otterpool Garden Town
	Theme Park project on Swanscombe Peninsula – regular updates (The London Resort Company Holdings (LRCH) regeneration project)
	Ebbfleet 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&amp;C agenda on 3 July 2018)</i>
	District Visit to Maidstone <i>(removed from GED&amp;C agenda on 3 July 2018)</i>

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