

POLICY AND RESOURCES CABINET COMMITTEE

Thursday, 13th June, 2019

10.00 am

Darent Room - Sessions House





AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Thursday, 13 June 2019, at 10.00 am
Darent Room - Sessions House

Ask for: **Emma West**
Telephone: **03000 412421**

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

Membership (15)

Conservative (12): Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), Mr P V Barrington-King, Mr T Bond, Mr N J D Chard, Mr G Cooke, Mrs M E Crabtree, Mr P W A Lake, Mr D Murphy, Mr M D Payne, Mr H Rayner and Mr I Thomas

Liberal Democrat (2): Mr R H Bird and Mrs T Dean, MBE

Labour (1) Mr D Farrell

Webcasting Notice

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UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcement
- 2 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present

- 3 Declarations of Interest by Members in items on the Agenda
To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.
- 4 Minutes from the meeting on 16 May 2019 (Pages 5 - 10)
- 5 Strategic Delivery Plan Review (Pages 11 - 18)
- 6 Developing the next Strategic Statement (Pages 19 - 24)
- 7 Kent & Medway Energy and Low Emissions Strategy - Draft for Public Consultation (Pages 25 - 78)
- 8 Review of face-to-face customer contact provision (Pages 79 - 86)
- 9 Work Programme 2019/20 (Pages 87 - 90)

Motion to Exclude the Press and Public

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

- 10 Maidstone East Project Update (Pages 91 - 122)
- 11 Turner Contemporary Update (Pages 123 - 126)
- 12 19/00044 - Kings Hill: Joint Venture Development Agreement between Kent County Council and Liberty Property Trust UK (Pages 127 - 140)
- 13 19/00045 - Strategic Acquisition, Maidstone (Pages 141 - 146)

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Wednesday, 5 June 2019

KENT COUNTY COUNCIL

POLICY AND RESOURCES CABINET COMMITTEE

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Darent Room - Sessions House on Thursday, 16 May 2019

PRESENT: Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), Mr R H Bird, Mr T Bond, Mr D L Brazier (Substitute for Mr N J D Chard), Mr G Cooke, Mrs M E Crabtree, Mrs T Dean, MBE, Mr D Farrell, Mr S C Manion (Substitute for Mr I Thomas), Mr D Murphy, Mr M D Payne and Mr H Rayner

ALSO PRESENT: Miss S J Carey, Mr P M Hill, OBE, Mr E E C Hotson and Mr R L H Long, TD

IN ATTENDANCE: Ms R Anderson (Asset Utilisation Lead), Mrs A Beer (Corporate Director of People and Communications), Mr D Cockburn (Corporate Director Strategic & Corporate Services), Mr R Fitzgerald (Performance Manager), Mr N Roberts (Head of Property Commissioning and Strategy), Mr D Shipton (Head of Finance (Policy, Planning and Strategy)), Mrs R Spore (Director of Infrastructure), Mr B Watts (General Counsel) and Miss E West (Democratic Services Officer)

UNRESTRICTED ITEMS

156. Apologies and Substitutes

(Item 2)

Apologies for absence had been received from Mr Barrington-King, Mr Chard, Mr Oakford and Mr Thomas.

Mr Brazier attended as a substitute for Mr Chard, and Mr Manion attended as a substitute for Mr Thomas.

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

(Item 3)

No declarations of interest were received.

158. Minutes of the meeting held on 8 March 2019

(Item 4)

1. Miss Carey, Cabinet Member for Customers, Communications and Performance, referred to point 1c of item 7 within the Policy and Resources Cabinet Committee minutes of the meeting held on 8 March 2019 and clarified that the majority of Freedom of Information requests contained between 6 to 25 questions within each request.
2. The Chairman confirmed that the information relating to the costs that Kent County Council would incur with regards to the Meopham Library decision would be re-circulated to Members of the Committee.

3. RESOLVED that the minutes of the meeting of the Policy and Resources Cabinet Committee held on 8 March 2019 are correctly recorded and that they be signed by the Chairman.

159. Business Rates Retention

(Item 5)

Mr Shipton (Head of Finance Policy, Planning and Strategy) was in attendance for this item.

1. Mr Shipton introduced the report and presented a series of slides which informed Members of the Committee about the business rate tax base in Kent and how this compared with other authorities in the south east, how the previous and current local government funding arrangements worked, how 50% business rates retention operated within the current funding system, and potential changes to funding baselines and business rates retention in the future.

Mr Shipton then responded to comments and questions from Members, including the following: -

- a) Mr Shipton talked about the different ways in which the Valuation Office Agency (VOA) assessed the rateable value of properties. He referred to the valuation of the Channel Tunnel and said that when the VOA assessed the rateable value, it was likely that they considered the turnover of the business.
- b) Mr Shipton said that the Channel Tunnel was included on the local rating list for Dover District Council and talked about the two rating lists, both local and central, referred to within the report.
- c) Mr Hotson, Cabinet Member for Corporate and Democratic Services talked about the potential diminution of office rental income in Kent. Mr Shipton said that office estate in Kent had always been relatively small when compared to the rest of south-east England with low rateable values.
- d) Mr Shipton said that when the Channel Tunnel was first listed in the 2017 revaluation, its business rateable value increased from £15.4m to £35m, however, the current value on the VOA list was £28m. He emphasised that it was important to focus on the high value premises as they accounted for the majority of business rates in the county.
- e) Mr Shipton talked about the scale of the funding differentials between London authorities and authorities across the rest of the England and how difficult it is to justify these differentials. He said that Kent County Council regularly responded to government consultations and calls for evidence and had consistently challenged these funding differentials as an individual authority.
- f) Mr Shipton said that although consultation results within central government were always published, there was no justification provided to Councils in regard to the decisions that were made relating to funding arrangements. He added that Kent County Council continued to lobby with government to better understand the rationale behind the funding decisions that were being made.

- g) Mr Long, Cabinet Lead for Traded Services, Mrs Crabtree, Deputy Cabinet Member for Finance and Traded Services and Mr Hotson, Cabinet Member for Corporate and Democratic Services expressed their views in relation to the funding differentials between local authorities in England and said that Kent County Council regularly lobbied with government for fairer funding.
- h) Miss Carey, Cabinet Member for Customers, Communications and Performance talked about Kent County Council's Fair Funding Review and the Council's successes that were evident within the review which focused on providing better outcomes and a better future for local government for residents living in Kent. She added that Kent County Council had made significant savings in recent years and emphasised the importance of continuing to lobby with government in relation to fairer funding for local governments.
- i) Mr Shipton talked about the outcome of the 2017 revaluations and said that he could provide a detailed case study to Members of the Committee outside of the meeting which set out information in relation to how the revaluation figures within the tables in the report were calculated.
- j) Mr Shipton referred to the two-tier areas within the centrally retained business rates surpass revenue support grant graph in the report and said that the retained share was split, 80% to the lower tier, 18% to the upper tier and 2% to Fire. He talked about the risks that were associated with the 80%/20% split between lower and upper tier authorities and said that a safety net was in place for local authorities.
- k) Mr Shipton talked about the Fair Funding consultation on relative needs and resources that had been launched by government in December 2018, and in particular, the services proposed to be included within the foundation and service specific blocks. He gave the example of special needs transport which could be included in the foundation formula (with an area cost adjustment for counties similar to Kent where travel distances were greater) or in the children's services block to reflect the specific demographic of individual's with SEN in Kent. He emphasised that the recent consultation had not included any details on how the relative needs for children's services were proposed to be identified.
- l) Mr Shipton said that he would provide further information to Members of the Committee in relation to the Formula Grant calculations which were updated each year and the funding differentials between districts and councils once this information became available.
- m) Mr Shipton confirmed that he would circulate the full version of the slides that had been presented to the Committee outside of the meeting.

2. RESOLVED that the report and the accompanying presentation be noted.

160. Strategic and Corporate Services Performance KPIs 2019/20
(Item 6)

Mr Fitzgerald (Head of Performance & Analytics), Mrs Beer (Corporate Director of People and Communications) and Mr Shipton (Head of Finance Policy, Planning and Strategy) were in attendance for this item.

1. Miss Carey, Cabinet Member for Customers, Communications and Performance, and Mr Fitzgerald introduced the report which set out the proposed indicators which would be reported within the Strategic and Corporate Services Dashboard for 2019/20.

Officers then responded to comments and questions from Members, including the following: -

- a) Mr Fitzgerald emphasised the importance of continuing to regularly monitor trends in changing targets and explained that although some of the key performance indicator targets had increased, there had not been a change in every case.
- b) Mrs Beer referred to the CS01, CS06(a) and CS06(b) key performance indicators within the report and explained the rationale behind the targets that had been set. She added that the targets could adjust further in the future as appropriate.
- c) Mr Shipton referred to the FN01, FN07 and FN08 key performance indicators within the report and explained the rationale behind the targets that had been set. He added that the targets were regularly reviewed, and changes could be made where appropriate.
- d) Mr Watts referred to the GL02 key performance indicator within the report and explained the rationale behind the targets that had been set. He emphasised the importance in recognising the difference between Freedom of Information (FOI) and Environmental Information Regulations (EIR) and said that the indicator could be split to reflect FOI's and EIR's separately.

2. RESOLVED that the report be noted.

161. Strategic and Corporate Services Performance Dashboard (Item 7)

Mr Fitzgerald (Head of Performance & Analytics) was in attendance for this item.

1. Mr Fitzgerald introduced the report which showed progress made against targets set for Key Performance Indicators.
2. Members of the Committee thanked Mr Fitzgerald for his hard work and involvement in supporting the Policy and Resources Cabinet Committee and wished him well for the future.
3. RESOLVED that the report be noted.

162. Work Programme 2019/20 (Item 8)

RESOLVED that the work programme for 2019/20 be noted.

163. Exclusion of the Press and Public

(Item)

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

Exempt Items

(open access to minutes)

164. Oakwood House Asset Review

(Item 9)

Mr Hill (Cabinet Member for Community and Regulatory Services), Ms Anderson (Asset Utilisation Lead) and Mrs Spore (Director of Infrastructure) were in attendance for this item.

1. Mr Hotson, Cabinet Member for Corporate and Democratic Services, introduced the report which updated Members of the Committee on the progress of the initial business case for the proposal and feasibility work for the preferred option.
2. Ms Anderson presented a series of slides to the Committee which set out information relating to the Oakwood House review and the preferred option.

Ms Anderson and Mrs Spore responded to comments and questions from Members, including the following: -

- a) Ms Anderson talked about space requirement, space needs and workflow arrangements.
 - b) Mrs Spore talked about the current condition of Oakwood House as a venue and hotel.
 - c) Mrs Spore confirmed that a report would be submitted to a future meeting of the Committee in relation to Maidstone East.
 - d) Mrs Spore talked about the financial implications highlighted within the business case and the options that had been considered.
3. RESOLVED that the report be noted.

165. Review of KCC Company Ownership and Governance

(Item 10)

Mr Watts (General Counsel) was in attendance for this item.

1. Mr Long, Cabinet Lead for Traded Services, and Mr Watts introduced the report which provided an update in relation to the governance, management and development of the proposed holding company for KCC's wholly owned trading vehicles.
2. Mr Long and Mr Watts then responded to comments and questions from Members.
3. RESOLVED that the report be noted.

From: Eric Hotson, Cabinet Member for Corporate and Democratic Services
David Cockburn, Corporate Director Strategic and Corporate Services and Head of Paid Service

To: Policy and Resources Cabinet Committee, 13th June 2019

Subject: Strategic Delivery Plan Review

Classification: Unrestricted

Past Pathway: Corporate Management Team (14.05.19)

Future Pathway: None

Summary: The Strategic Delivery Plan (SDP) was initiated in October 2018 and approved by Corporate Board in April 2019. A review has been undertaken to examine the strengths and challenges of the SDP process, in order to inform recommended actions for the 2020-23 business planning round, as part of an annually refreshed rolling plan.

Recommendation(s): Policy and Resources Cabinet Committee is asked to:

(1) **Endorse** the Strategic Delivery Plan Review recommended actions (Table 1).

1. Background

- 1.1 The Strategic Delivery Plan (SDP) defines the most significant activity for Kent County Council, bringing this together in a whole council plan to drive accountability for delivery. This was a substantial change to the business planning framework for the Council and required extensive engagement with services, Corporate Management Team (CMT), Cabinet Members and Non-Executive Members. Therefore, whilst we want to build on success, there are lessons learned to refine and improve the process for the next iteration of the SDP.
- 1.2 The review was undertaken from April to May 2019, using themes to consider different elements of the SDP process, including:
- Engagement
 - Outcomes
 - Data Quality
 - Systems
 - Prioritisation
 - Products
 - Monitoring

- 1.3 The review aimed to *enhance* the existing SDP process, not fundamentally change the approach. There has been strong support from both officers and Members for the SDP, so it is important that we now progress a rolling plan with a medium-term focus. As such, now the SDP process is well understood and established, some aspects of the approach, such as engagement and systems, can be more proportionate and targeted.
- 1.4 The vast majority of activity within the SDP is currently being delivered and whilst an updated position on progress will need to be reflected for 2020-23, we anticipate the 80:20 rule will apply in that most important activity will continue, with some new activity emerging (e.g. driven by new legislative or policy change, or to respond to new financial imperatives) or will be successfully delivered and close during this financial year.
- 1.5 The emphasis has therefore changed from development to delivery. The review recommendations will ensure the SDP process as productive and efficient as possible, informed by a robust SDP monitoring process to examine delivery risk and assurance we are on track to deliver the most significant activity for the Council successfully.

2. The SDP Review Methodology

- 2.1 The review was undertaken with 12 interviews with officers and Members who were engaged in the SDP process, to capture strengths and challenges from different stakeholder perspectives across the review themes. There was also informal engagement via a short online survey using Microsoft Teams, targeted at officers who submitted information to the SDP process to highlight potential solutions from a 'user' perspective. The interview feedback was balanced with a desk-based exercise to capture systems improvements from the Strategy, Policy, Relationship and Corporate Assurance division, who led the process.
- 2.2 The review included input from:
 - Cabinet Members – the Executive is responsible for the business planning framework for the Council
 - CMT – providing both a strategic and service perspective
 - Elected Members – including Cabinet Committee Chairs and Opposition Group Leaders
 - Officers – including Finance, Corporate Equalities Lead and Portfolio Management Offices (PMO's).

3. The SDP Review Findings

- 3.1 The key strengths and challenges for each review theme are set out below. The recommended actions are set in **Table 1** in Section 4.

Engagement

- 3.2 For the SDP to be credible and effective, it is important that there is quality, meaningful engagement with all stakeholders. The plan was built 'bottom up' through extensive engagement, including officer briefings (all Directors, Challenger, Extended CMT and CMT), 97 officers through Microsoft Teams, Cabinet Member briefings, Political Group briefings and all Cabinet Committees. The review cited proactive officer and CMT/Cabinet Member engagement as a real strength of the SDP, in comparison to previous siloed business planning approaches. However, the timing and approach for Non-Executive Member engagement was highlighted as an area for improvement.
- 3.3 Whilst business planning remains a function of the Executive, as a Member led authority the review highlighted a need for earlier engagement with all Members, to invite discussion right at the start of the process on what is important from a resident/community perspective. These views could be factored into service's SDP submissions and support CMT and Cabinet's prioritisation choices. On balance, the majority of those interviewed felt this would add more value as a strategic, informal cross-party discussion to take a whole council view in September, rather than formal, individual Cabinet Committee discussions, which some felt put pressure on the latter stages of the process, focused debate on a more narrow selection of activity within the remit of the committee, and meant duplication for Members who sit on multiple Cabinet Committees. There were also suggestions to have an informal member group or consideration of important commissioning activity at Commissioning Advisory Board (CAB). Most Members interviewed during the review felt a more informal approach would strengthen engagement in the business planning process and encourage collective discussion, not just between Members, but also to enhance a positive working relationship between Members and officers.
- 3.4 Cabinet Member and CMT engagement was valuable to create strong, collective ownership of the SDP, but should be more proportionate in the next business planning round, now the process is well established.
- 3.5 From an officer perspective, engagement from Finance Business Partners in the Autumn was felt to be critical to support services to define accurate financial information in their SDP form submission and support better alignment with the Medium Term Financial Plan (MTFP). CMT felt it will be necessary to have a more joined-up officer view before services submit their SDP activities, for example testing activities from a service, commissioning, budget and corporate demand perspective. CMT also felt it was important that services are clear on what corporate support is required to deliver successfully, and to use SDP guidance notes to challenge expectations and assumptions about corporate capacity for delivery.

Outcomes

- 3.6 The activity in the SDP is designed to improve the Strategic Statement outcomes for residents, businesses and communities. As a Strategic Commissioning Authority more of our activity involves integrated and collaborative working between services, partners and providers to deliver shared outcomes. The

review felt the outcomes were important to connect SDP delivery to clear objectives we want to achieve for Kent's residents and communities.

- 3.7 The outcomes provide a logical structure for the SDP; however, the review found the current outcomes are too broad and siloed around specific services. The current Strategic Statement structure means some important cross-cutting quality of life themes (e.g. protecting the environment) were under-emphasised in prioritisation. Both officers and Members suggested a simpler set of outward looking objectives, focused on what's important from a resident perspective, could support SDP prioritisation in the future. Members felt this was important to drive accountability with officers for delivery and improve the culture of working collectively together across the Council.

Data Quality

- 3.8 Officers used an online Microsoft form to directly submit information to the SDP process, in a structured format which made it quicker and easier to collect and analyse a vast amount of data across Directorates. The review found that the quality of information initially submitted by services was variable, therefore services should take greater ownership and responsibility for data quality.
- 3.9 Those interviewed felt the most challenging issue was the quality of financial data, with gaps in completeness, accuracy and alignment with the MTFP. There were discrepancies in the way financial information was provided, which resulted in edits being made late in the process, so earlier collaboration with Finance Business Partners is required. The review suggested refining the type of financial information we ask for in the next SDP round, with a review of financial information in late January once the draft budget proposals are published, as project costs and savings may fluctuate over time, to avoid last minute changes. Better quality financial data would support effective prioritisation to ensure we target resources wisely and improve the alignment between financial and corporate strategy.
- 3.10 There was strong support for keeping the SDP form as straightforward as possible, but the review identified some helpful suggestions for additional detail about milestones and decision-making stages to add value to the SDP monitoring by focusing on delivery risk. Some Cabinet Members suggested that it would be useful to understand more background about why activities were happening (e.g. responding to legislative change, external funding opportunity) to inform prioritisation decisions.

Systems

- 3.11 The Microsoft 365 capability was a critical success factor in the SDP. These tools helped to support a more efficient and productive process by automating key tasks, saving hundreds of staff hours in comparison to previous business planning approaches.
- 3.12 The review found Microsoft Teams was a more productive and efficient way to engage staff but requires further cultural change to make this an interactive engagement hub, not just a mechanism for information cascade. The next SDP round could further exploit the potential of Office 365 tools to collate, manage

and analyse data in a quicker, more meaningful way, further reducing time spent on administrative tasks. This would create a live 'single version of the truth' for SDP information and provide more effective analysis of corporate demand.

Prioritisation

- 3.13 The prioritisation of a long list to a short list of activity, informed by the Decision Environment Complexity Analysis (DECA) tool, was particularly important given the Council's capacity and resource constraints. The DECA tool helped to identify a 'league table' for prioritisation discussions, which the review found worked well to maintain a whole council view and consider activity objectively and consistently. Cabinet Members felt the detailed SDP packs provided the right level of information to inform prioritisation decisions, however they would like more time to consider the detail and engage with individual Corporate Directors to enable a more strategic, collective prioritisation discussion.
- 3.14 Both CMT and Cabinet Members interviewed during the review felt that services could support prioritisation by consolidating activity which is delivered and managed as a programme (e.g. capital programmes) or by taking a more strategic view of inter-related activity (e.g. service activity that supports the Kent Environment Strategy). Some Cabinet Members felt this would help to achieve a more focused 'shorter list', as 79 activities still represents a significant capacity issue for the Council. It was suggested it would be useful to know if activity funding was time-limited, as this would inform Cabinet prioritisation decisions. Non-Executive Members felt it was important to reflect resident priorities in SDP prioritisation.
- 3.15 It was suggested that Extended CMT (all Directors) could support prioritisation by taking a strategic whole council view to provide challenge on cross-cutting projects and appropriate resources and capacity. CMT members felt confident that now they were familiar with the process, services would be more discerning about what activity to include which would avoid too much 'business as usual' activity in the 'long list'.
- 3.16 The DECA criteria could be tailored for the SDP, for example refining the strategic importance criteria to ensure the resident perspective is considered in the next round. There was also a suggestion to use DECA to consider similar types of activity together (e.g. it is more difficult to compare a £500m capital programme to the development of a single strategy).

Products

- 3.17 The SDP process involved creating two products – a full plan with detailed activity scorecards and a summary document. The review found a single product to take a whole council view added value, however customised packs of information for Cabinet Members may be useful. The majority felt that a light touch narrative was an improvement on previous business planning products, but most would like to avoid jargon and acronyms. There are further opportunities to simplify the SDP in communications to staff and present an 'Strategic Delivery Plan on a page', which could support the Staff Survey objectives. Member feedback included the opportunity for Members to use the SDP to promote policy activity within their communities.

Monitoring

- 3.18 It is important that we monitor SDP activity to provide assurance we are on track to deliver successfully and understand any potential delivery risks and issues. The review supported a straightforward approach to SDP monitoring that aligns with other existing processes to avoid duplication. CMT felt this would complement regular oversight of project activity within directorates, to ensure delivery stays on track.
- 3.19 Those interviewed strongly felt the focus should be on activity with high delivery risk, with a more proportionate approach if activity is delivering successfully or has been completed. Corporate Board and Policy and Resources Cabinet Committee will provide Executive and Non-Executive Member oversight of the monitoring and delivery of the SDP.

4. Recommendations

- 4.1 The review recommendations are set out in the table below:

Table 1: SDP Review Recommendations

Theme	Recommended Actions for the Strategic Delivery Plan 2020-23
<i>Engagement</i>	<ul style="list-style-type: none"> a) A cross-party informal engagement session open to all Elected Members in September 2019, to invite views on what is important from a resident/community perspective, for officers and Cabinet to consider in submissions and prioritisation. b) Extended CMT resources discussion in December 2019, to support CMT/Cabinet Member prioritisation. c) Three CMT and Cabinet Member discussions on the long list (December 2019), short list (January 2020) and draft SDP (February 2020), before Corporate Board approval (March 2020). This allows more time for informal consideration for prioritisation.
<i>Outcomes</i>	<ul style="list-style-type: none"> d) Development of the next Strategic Statement to align with and inform future SDP development.
<i>Data Quality</i>	<ul style="list-style-type: none"> e) Lead officer responsibility to progress joined up conversations between the service and relevant corporate services (e.g. Finance, Strategic Commissioning etc), to inform SDP submissions in October-November 2019. f) Engagement from Finance Business Partners in October-November 2019, to support services to provide accurate financial information in their SDP submissions. g) Refine description requirements on MS Forms so officers are clearer about why the activity is happening and what the drivers are (e.g. legislative, external funding opportunity). h) Refine financial information requirements on MS Forms to include current annual revenue spend, lifetime contracted spend, external costs and internal costs (if known). i) Include milestone information requirements on MS Forms to support future monitoring and stronger focus on delivery.

Theme	Recommended Actions for the Strategic Delivery Plan 2020-23
	<ul style="list-style-type: none"> j) Refine decision making information requirements on MS Forms to inform corporate advice and demand. k) Review of financial information with Finance Business Partners once draft budget is published at end of January 2020.
<i>Systems</i>	<ul style="list-style-type: none"> l) Maximise the efficiency and productivity of MS Forms, MS Flow and Power BI to further automate SDP data collection and analysis. m) Use of MS SharePoint version control to create a live record of the SDP and provide a 'single version of the truth' for analysis. n) Further promotion and use of Microsoft Teams to progress cultural change.
<i>Prioritisation</i>	<ul style="list-style-type: none"> o) Refine SDP submissions criteria to encourage more strategic, cross-cutting 'programmes' of activity, with a strong link to delivery of Council outcomes and resident/community objectives p) Customise the DECA criteria for the SDP, particularly for strategic importance to take account of the resident perspective. q) Present prioritisation information within categories of similar types of activity, as well as a whole council view. r) Build more time into the process for informal, offline engagement between individual Cabinet Members and CMT officers to inform prioritisation (December 2019 to February 2020). s) Utilise the new financial information (see h above) and feedback from Extended CMT to further refine the short list to ensure we have the right capacity and resources to deliver.
<i>Products</i>	<ul style="list-style-type: none"> t) Maintain the summary and full plan documents, further refining the narrative to avoid jargon and acronyms. u) Create an 'SDP on a page' for communications purposes.
<i>Monitoring</i>	<ul style="list-style-type: none"> v) Use the milestones (see i above) to inform an SDP monitoring approach which aligns with other monitoring processes.

4.2 The SDP annual refresh to update the plan for 2020-23 will run from September 2019. Meanwhile the SDP monitoring process and corporate assurance on SDP delivery risk will begin from May 2019, to ensure we build on the momentum of the SDP and are well-informed to begin the next business planning round.

Recommendation(s): Policy and Resources Cabinet Committee is asked to:

(1) **Endorse** the Strategic Delivery Plan Review recommended actions (Table 1).

Background Documents:

Strategic Delivery Plan (2019-22)

Author:

Liz Sanderson
 Strategic Business Adviser (Corporate)
elizabeth.sanderson@kent.gov.uk
 03000 416643

Relevant Director:

David Whittle
 Director, Strategy, Policy, Relationships
 and Corporate Assurance
david.whittle@kent.gov.uk
 03000 416833

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From: Paul Carter, Leader of the Council
Eric Hotson, Cabinet Member for Corporate and Democratic Services
David Cockburn, Corporate Director Strategic and Corporate Services and Head of Paid Service

To: Policy and Resources Cabinet Committee, 13th June 2019

Subject: Developing the next Strategic Statement

Classification: Unrestricted

Past Pathway: CMT (28.05.19), Cabinet Members (03.06.19)

Future Pathway: County Council (by March 2020)

Summary: The current five-year Strategic Statement sets out KCC's strategic outcomes and is due to end in 2020. This paper sets out the need to begin the development of the next Strategic Statement, how this could support national and local policy objectives and stronger resident engagement.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to:

- (1) **Consider and endorse** the approach for the development of the next Strategic Statement.
- (2) **Endorse** the approach for early resident engagement to inform the next Strategic Statement.

1. Background

1.1 The County Council has previously agreed a number of Strategic Statements, *The Next Four Years* (1997–2001) *The Next Five Years* (2001–2006), *Towards 2010* (2006–2010), *Bold Steps for Kent* (2010–2014). Each of the statements set out a strategic vision and objectives for KCC that reflects the context, circumstances and challenges facing the County Council at that particular time, and as such, each of the Strategic Statements is very different to the last.

1.2 *Increasing Opportunities, Improving Outcomes* was approved by County Council in March 2015, as the Council's five-year vision. It supported our ambition to become a Strategic Commissioning Authority and set out three strategic and twenty supporting outcomes that we want to achieve for residents, businesses and communities.

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

- **Outcome 2:** Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life
- **Outcome 3:** Older and vulnerable residents are safe and supported with choices to live independently.

1.3 As a 'whole council' policy, approved by County Council, it is part of the formal Policy Framework in KCC's Constitution. It influences our financial planning, business planning and strategy and policy development across the authority. It sets a commitment for what we want to achieve for the people of Kent by working together as a Council and with our partners and providers.

1.4 The Strategic Statement outcomes were tested with residents during the formal consultation stage using deliberative events held across the county. This helped to test and refine the outcomes to reflect resident views. This was complemented by formal consultation with other stakeholders including Elected Members, frontline staff and partners.

2. The need for a new Strategic Statement

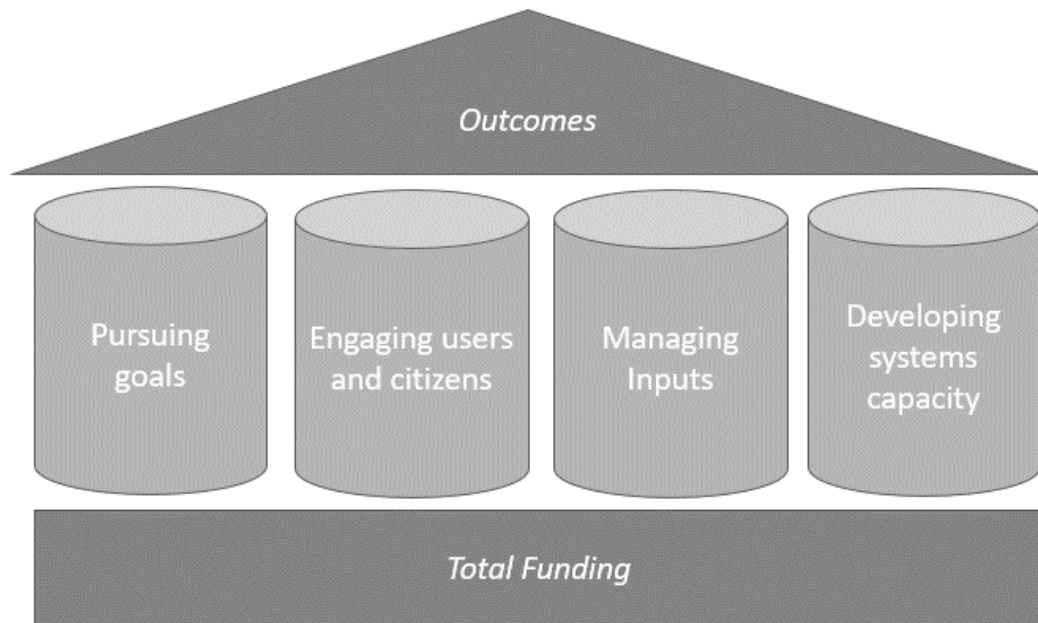
2.1 In March 2020, the current Strategic Statement ends so we need to look ahead to developing a new Strategic Statement. To make a difference to local people, a strategic vision needs to stay relevant and deliver clear objectives. An effective vision needs to resonate with what is most important to our residents and target resources effectively to have a real impact on outcomes.

2.2 Whilst the current Strategic Statement has served the Council well, successfully influencing service design and delivery, strategic commissioning, policy and transformation activity, it is now timely to reflect on what meets the Council's future needs. In many respects the wider context facing the County Council over the next five years is familiar. The fundamentals affecting the Council's finances and services remain the same as those in 2015, a growing and ageing population alongside continued resource constraints place significant demand pressures on our finances and services, whilst the legislative and user expectation of what can be provided continues to grow. Increasing dependency on local growth to fund services creates both an opportunity and a pressure that must be carefully managed alongside the quality of life for existing residents.

2.3 What is different and is likely to remain an issue over the medium-term, is the ability of Westminster and Whitehall to provide leadership and solutions to the financial and service challenges facing local government that once would have been reasonably expected. Whatever the final outcome on Brexit, the confidence and capability of Westminster and Whitehall to operate effectively has been critically weakened, and it will be for local councils, working with their residents, partners and providers to continue to drive forward local solutions to ensure the sustainability and effectiveness of services for local residents.

- 2.4 As we have progressed a **Strategic Commissioning Authority** model, more of what we do requires collaboration and integrated working, both within KCC and with our partners. This requires KCC to be 'outward looking' – understanding what is important to our communities and influencing local, regional and national partners to stand up for Kent's best interests. The current strategic outcomes reflect our frontline service delivery, but make it more difficult to reflect both internal KCC cross-cutting and corporate enabling activity, as well as the increasing co-dependency we have with our partners and providers for the design and delivery of services in order to ensure sustainability and quality.
- 2.5 During the review of the **Strategic Delivery Plan (SDP)**, it became clear whilst the current outcomes have provided a logical structure for business plan development, their broad scope and service-specific focus have made it more difficult to prioritise activity. Several Members felt it would be beneficial to move away from numerous supporting outcomes to a smaller number of objectives. Both Members and officers highlighted resident engagement as a potential gap, which could help support more effective prioritisation and ensure a stronger connection between strategic objectives and delivery of significant activity within the Council. Developing the new Strategic Statement during the 2019-20 financial year could align with the development of the next SDP, as a rolling medium term plan.
- 2.6 The expansive scope of the current Strategic Statement is also reflected in KCC's **Strategy and Policy Framework**, which is overseen by the Policy and Resources Cabinet Committee. With 113 strategic documents on our current register (not including operational policy and procedures), the need for a more focused set of strategic objectives is clear. A new Strategic Statement would provide an opportunity to close outdated documents which are no longer fit for purpose and to refresh or consolidate strategies, with supporting action plans to drive accountability for delivery.
- 2.7 We are developing our thinking on how Outcomes Based Accountability and Budgeting could provide oversight of how the resources we invest and manage have an impact on outcomes. A more targeted set of outcomes or objectives would also support Members' role in **budget development**. As local government continues to face a challenging financial environment and we move towards the next Spending Review, difficult policy and efficiency options need to be informed by a clear strategic direction which supports prioritisation within capacity and resource constraints.
- 2.8 This complements the Government's '**Public Value Framework**', which is focused on maximising the value delivered from public spending to improve outcomes which enhance people's lives and economic well-being. This framework is central to both the Treasury and MHCLG's priorities to enhance local government oversight to Central Government and back to citizens and communities, whilst improving effectiveness and efficiency in public services.

Figure 1: The Government's Public Value Framework



- 2.9 A key 'pillar' of the public value framework is '**engaging citizens and users**'. Central Government believes that by collating insights from both citizens and users, it becomes possible for public bodies to focus their efforts on activities that will result in genuine improvements to people's lives to maximise public value and legitimacy in public services. It emphasises how important it is to seek diverse views from a range of citizens not just engage with those who have greatest interest or regular interaction with a policy or service. It also highlights the importance of evidencing how we listen to residents and respond to their feedback.

3. The importance of resident engagement

- 3.1 As we develop the next Strategic Statement it is important that we engage residents in a meaningful discussion about what is important to their quality of life and their views about the work of the County Council. To create a Strategic Statement that improves the lives of people across Kent, we want to engage early with an open discussion and use this thinking to inform our approach. This is a very different approach to the previous consultation, as residents would be engaged in idea creation not just be consulted on a pre-drafted strategic document.
- 3.2 During the development of the current Strategic Statement residents provided valuable feedback about what they felt was important from the engagement process. It can be difficult to engage people in a high-level strategic document, so the process must be authentic and meaningful:
- Residents were genuinely pleased to be involved in a process where they can shape a strategic vision, however they want to feel their input is valued and to be kept informed about how this influences decisions

- Many residents felt that this was a positive learning exercise about the role of the Council, and it enabled them to feel more involved
- Residents wanted the Council to make strong intent-based statements, which are positive and clear about what we want to achieve
- Residents felt it was important that KCC is clear in its roles and responsibilities which are separate from other partners
- Residents want a Strategic Statement which feels directly relevant to them and their quality of life. It needs to be realistic about the resources we have and reflective of the economic climate
- Residents want to know how outcomes will be measured, so it drives action and we can update them on progress.

3.3 In 2015, we not only used deliberative events and online consultation to engage with residents, we also had several existing sources of resident insight and intelligence to draw from. This included the Resident Satisfaction Survey, Environment Survey and Budget Consultation.

3.4 Whilst KCC continues to undertake a wide variety of *service user* engagement, financial and capacity constraints mean mechanisms for *resident* engagement (i.e. the citizen or Council taxpayer perspective) are no longer available to the Council.

4. Proposed approach for resident engagement

4.1 Therefore it is proposed to hold early engagement events with residents in September 2019, to gather views to help shape and inform the development of the next Strategic Statement. These events should be independently recruited and facilitated to ensure a representative sample of residents (e.g. age, gender, socio-economic group, employment status) and create a professionally managed conversation without any unintended bias or judgement.

4.2 Three workshops could be held in different locations across the county, each with around 45 participants. These should encourage open discussion around themes, so as not to constrain debate or pre-determine what form the next Strategic Statement could take. Themes could include:

- Context of Kent County Council services (e.g. different tiers local government service delivery, financial context)
- What is important to residents in public service delivery?
- What is important to residents in their quality of life in Kent?
- What are their relative priorities?
- What do they think about value for money and sufficiency of resources for Kent County Council services?

4.3 The valuable learning from this engagement would not only support the development of the next Strategic Statement, it could also inform budget, policy and business plan development. Our growing understanding of how to use our ICT capabilities in more innovative, productive ways and the success of using our in-house expertise to undertake survey work (e.g. the Staff Survey) means we could potentially develop our own expertise for further in-house resident engagement work in the future.

5. Next steps

- 5.1 An independent research company would be commissioned for the resident engagement events to take place in September 2019. The feedback from these events would be considered by the Executive to inform the future Strategic Statement structure and approach and the next round of the Strategic Delivery Plan.
- 5.2 This would be followed by the development of a draft Strategic Statement for formal consultation, including opportunities for online consultation, open to all residents, partners, staff and other key stakeholders. The consultation feedback would County Council approval by March 2020.

6. Recommendations

- 6.1 The recommendations are as follows:

Policy and Resources Cabinet Committee is asked to:

- (1) **Consider and endorse** the approach for the development of the next Strategic Statement.
- (2) **Endorse** the approach for early resident engagement to inform the next Strategic Statement.

7. Background Documents

- 7.1 'Increasing Opportunities, Improving Outcomes' KCC's Strategic Statement (2015-2020)

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From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste and Michael Payne, Deputy Cabinet Member for Planning, Highways, Transport and Waste

To: Policy and Resources Cabinet Committee – 13th June 2019

Subject: Kent & Medway Energy and Low Emissions Strategy – Draft for Public Consultation

Classification: Unrestricted

Electoral Division: All

Summary:

This report introduces the Final Draft of the Kent and Medway Energy and Low Emissions Strategy for Public Consultation. Public Consultation will run for 12 weeks from June 11 to September 2, 2019.

The Report highlights the specific actions and impacts for Corporate Services for the Policy and Resources Committee to comment on.

A version of this Report and the draft Kent and Medway Energy and Low Emissions Strategy were considered by the Environment and Transport Cabinet Committee on 24th May 2019. That committee recommended the draft Strategy be consulted upon, as outlined in this Report.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to consider and note the draft Kent and Medway Energy and Low Emissions Strategy and the specific actions for Strategic and Corporate Services.

1. Introduction

- 1.1 In November 2017, Kent & Medway Chief Executives and Leaders endorsed the need for a multi-agency Kent and Medway Energy and Low Emissions Strategy (ELES), as a sub strategy to the Kent Environment Strategy, with KCC taking the lead in co-ordinating its development collectively with Medway Council, Kent Districts and other key partners.
- 1.2 The Draft Strategy has been developed in consultation with officers across KCC and Kent and Medway Districts as well as being shaped by the KCC Kent Environment Strategy Cross Party Members Group that meets every six weeks and the KCC Environment Board. The draft Strategy can be found in Appendix 1.

2. Kent and Medway Energy and Low Emissions Strategy – Purpose and Aims

- 2.1 The purpose of the Strategy is to identify an evidence-based pathway to deliver clean growth and specifically strategies and actions to eliminate poor air quality, reduce fuel poverty and deliver an affordable, clean and secure energy supply for Kent and Medway.

- 2.2 The UK Government's Clean Growth Strategy 2017 defines clean growth as - growing our income while: continuing to cut greenhouse gas emissions; ensuring our energy is secure, affordable and sustainable and protecting the climate and environment (air, land, water) on which future generations depend.
- 2.4 The Energy and Low Emissions Strategy makes the link between supply of energy for housing, industry and transport and air quality, recognising that by reducing the negative emissions from the former will lead to improvements in the latter. It takes an integrated approach, identifying measures that will support growth and promote the development of an affordable, clean and secure energy supply and transport system for residents, business and the public sector as well as improving the quality of the air we breathe.
- 2.5 The Strategy has four strategic aims and follows the three Kent Environment Strategy (KES) Themes. ELES identifies priorities for the next five years. The Strategic aims and Themes are shown in Figure 1. There will be a detailed one-year Implementation Plan, after which actions will be incorporated into the Kent Environment Strategy and be monitored through the KES Governance process, including the continued strategic overview of the KES Cross Party Member Group.

Figure 1: ELES Strategic Aims:

1. EVIDENCE: Provide an ongoing evidence and intelligence base; linking data sets to identify hot spots and opportunities, and to build the business case for action across Kent and Medway
2. POLICY AND STRATEGY: Facilitate the development of evidence-based policy and strategy to future proof growth, tackle emerging issues and realise opportunities
3. LEADERSHIP: Support the public sector across Kent and Medway to play a strong leadership role with regards to challenges and opportunities
4. ACTION: Facilitate increased and accelerated action and implementation across Kent and Medway

THEME 1: BUILDING THE FOUNDATIONS FOR DELIVERY – where decisions makers have an evidence-based understanding of the risks and opportunities relating to energy and emissions and are incorporating them into strategies, plans and actions

THEME2: MAKING THE BEST USE OF EXISTING RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS – where existing infrastructure, assets and resources across the public, private and domestic sector are managed to reduce emissions and build a clean future energy supply

THEME 3: TOWARDS A SUSTAINABLE FUTURE – where Kent and Medway's communities, businesses and public sector have embraced clean growth and are working towards developing a clean, affordable and secure local energy future

3. Specific Opportunities for KCC Corporate Services and Policy and Resources Committee

3.1 As previously stated, this is a Kent and Medway Strategy. Specific opportunities and proposed actions for KCC have been discussed and developed with the KCC KES Cross Party Member Group (CPMG), Corporate Management Team and the KCC Environment Board chaired by Barbara Cooper, Corporate Director for Growth, Environment and Transport. The delivery of the Kent Environment Strategy objectives is a key theme in KCC's asset management plan.

3.2 Due to the broad scope of the Strategy, there are opportunities and actions required by all services across KCC. The proposed actions that fall within the remit of corporate services are summarised in Appendix 3, covering the following functions:

- Strategic Commissioning
- Infrastructure (Property and ICT)
- People and Communications

4. Consultation and Engagement

4.1 A comprehensive Consultation and Engagement Strategy is being drafted. The ELES will be available in hard copy in selected libraries and country parks and will be made available to schools and others on request. A survey is being developed and the results of that survey will be taken back to Environment & Transport Cabinet Committee, as well as being publicly available. Appendix 2 outlines some of the key activities. Consultation responses will be analysed and addressed as appropriate by the Sustainable Business and Communities Team.

5. Financial Implications for KCC

5.1 This report relates to the Strategy itself and not individual costed actions. As projects that KCC are involved in are developed, the supporting evidence and any cost implications will be identified, and the full business case and ROI outlined through the appropriate governance processes. To date £4.5m of investment and £15m savings have been made across the KCC and schools' estate through implementation of low carbon and energy efficiency measures. This from an initial KCC investment of £340k provides match funding for the Salix-KCC energy efficiency invest-to-save fund, with repayments to the fund re-used for future projects. Co-ordination of the Kent and Medway Energy and Low Emissions Strategy falls within the remit of existing GET teams and there will be no additional impact on current budgets.

GET officers will continue to identify and co-ordinate bids for additional external funding and work with corporate colleagues to secure projects. These funding options will be included in the specific business case for individual projects.

6. Policy Framework

6.1 This paper and the activity within it is directly linked to KCC Strategic Outcomes and to the Kent Environment Strategy and its Implementation Plan. It is also relevant to the emerging Health and Wellbeing Strategy and Kent's Public Health Outcomes.

7. Equalities Impact Assessment

7.1 An Equalities Impact Assessment has been undertaken earlier in the process and was appended to the paper presented to committee in September 2018. This has been updated to incorporate findings from an EQIA carried out for electric vehicle charging across Kent. There are no significant negative impacts. As this Strategy is aimed at improving health outcomes, there are likely to be more positive equality impacts than negative, particularly for Age, Maternity and Disability. As individual projects are brought forward, Equalities Impact Assessments will be completed at the project planning stage. See Appendix 4

8. General Data Protection Regulation Considerations

8.1 A Data Protection Impact Assessment is not needed as this Strategy does not require the processing of personal data.

9. Conclusions, Next Steps and Timescales

9.1 This report introduces the Final Draft of the Kent and Medway Energy and Low Emissions Strategy for Public Consultation. Public Consultation will run for 12 weeks from June 11 to September 2, 2019. Comments will be evaluated, and a final Draft Strategy will be taken to Environment & Transport Cabinet Committee in November 2019 together with a draft Implementation Plan and Evidence Base. If required, a further paper can also be brought back to Policy & Resources Cabinet Committee. Further work will continue throughout this period with partners and stakeholders to finalise the Implementation Plan.

10. Recommendation(s)

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to consider and note the draft Kent and Medway Energy and Low Emissions Strategy and the specific actions for Strategic and Corporate Services.

11. Background Documents

Kent Environment Strategy – www.kent.gov.uk/environmentstrategy

12. Contact details

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KENT AND MEDWAY ENERGY AND LOW EMISSIONS STRATEGY

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SUPPORTING DELIVERY OF THE KENT ENVIRONMENT STRATEGY

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FOREWORD

The challenge of balancing the pressure of development against the impacts on our environment and health has been widely recognised for many years. Kent and Medway, as the gateway to the continent and with close proximity to London, are ideally placed to lead on the energy and low emissions agenda. We need to tackle these issues head on as well as maximising any potential opportunities that arise.

Kent and Medway face some important challenges. These include pockets of poor air quality, some areas where fuel poverty levels are above the south east average and an increasing number of severe weather events such as flooding, water shortage and rising temperatures.

We welcome, and fully support, the Kent and Medway Energy and Low Emissions Strategy which falls within the remit of the Kent Environment Strategy, especially as many Councils are now declaring a climate emergency.

Moreover, we have a part to play in contributing to a better environment. Yet while our individual endeavours are essential, close partnership working across organisations, sectors and geographical areas will be imperative in order to achieve the collective gain.

We firmly believe that by making growth clean, tackling poor air quality as well as energy and carbon constraints in parallel, and by working closely across the public sector and with businesses and communities at scale, we can protect health and the environment and also benefit from being strong players in the low carbon and energy market. Now is the time to act together.



A handwritten signature in blue ink that reads "Michael Payne".

Michael Payne

Kent County Council,
Deputy Cabinet Member for
Planning, Highways,
Transport and Waste



A handwritten signature in black ink that reads "Alan Jarrett".

Alan Jarrett

Leader of Medway Council

VISION

By 2050 the county of Kent has reduced emissions to Net-Zero and is benefiting from a competitive, innovative and resilient low carbon economy, where no deaths are associated with poor air quality.

INTRODUCTION

Kent and Medway are growing. By 2031 it is anticipated that there will be almost 180,000 new homes and nearly 400,000 extra people, a 24% increase from 2011 levels. The local economy is expected to continue to expand, creating an additional 170,300 jobs by 2031 a 21% increase from 2011 levels, in line with forecast population growth.

Growth is both a challenge and an opportunity.

There will be growth in demand for energy to heat, cool and power our homes, lifestyles, businesses and transport infrastructure. This growth must be clean. The UK government's Clean Growth Strategy 2017 defines Clean Growth as: growing our income while continuing to cut greenhouse gas emissions; ensuring our energy is secure, affordable

and sustainable and protecting the climate and environment (air, land, water) on which future generations depend.

Kent and Medway are already experiencing significant environmental issues and constraints.

Though the number of days of moderate or high air pollution fell between 2012 and 2016, there are still more than **40 Air Quality Management Areas** across Kent and Medway and significant pockets of poor air quality along the county's major road networks. In 2017 it is estimated that there were 922 deaths associated with particulate matter (PM2.5) exposure across Kent and Medway¹.

Road transport emissions are the main cause of poor air quality across Kent and Medway. In addition, congestion continues to be a problem, with average journey times on A-roads increasing 6% since 2015. Keeping the county moving is a high priority, as congestion negatively impacts productivity levels and air quality.

Actions to promote sustainable transport options, active travel (walking and cycling) and encourage the switch to alternatively fuelled vehicles will have the dual benefit of reducing harmful emissions and tackling congestion. Over 3,850 ultra-low emission vehicles are already registered in Kent.

At the same time the cost of energy is rising. The average annual domestic combined gas and



electricity bill increased by 5.8% between 2017 and now costs £1,314. Latest data shows that 9.6% of Kent residents and 10.1% Medway residents are in **fuel poverty**.

Many Kent and Medway homes, often those of the most vulnerable residents, are cold and poorly insulated. 23% of homes that have an Energy Performance Certificate have some of the lowest energy efficiency ratings (E,F and G); usually due to inadequate insulation and inefficient heating systems, which can result in higher energy bills.

In industry, approximately 75% of energy used is to produce heat, much of which is wasted. This is also true across Kent and Medway. The Government expects **business and industry** to improve energy efficiency by at least 20% by 2030³, this includes a focus on industrial heat recovery.

Ensuring an **affordable energy supply** for all and continuing to promote energy efficiency, forms a significant element of our Strategy. Supporting new forms of renewable low carbon energy supply will be an important part of the mix. The county has already seen an increase in renewable energy generation of 726% since 2012 (230MW to 1900MW).

However, low carbon technologies such as electric vehicles and local renewable energy generation pose a challenge to the electricity grid network in Kent and Medway which is already significantly constrained, and which could inhibit future growth. Therefore, we must work with the energy utility companies to create a more resilient, **smart and innovative local**



energy system to ensure we have the energy we need, when we need it, at the right price and without any negative environmental impacts.

Growth, if clean, is a significant opportunity for Kent and Medway. Measures to tackle poor air quality and lower emissions will have multiple benefits. For instance, promoting active travel especially walking and cycling improves health and reduces congestion; and supporting a switch to more efficient, low carbon energy use creates jobs and new market

opportunities.

By tackling poor air quality, energy and carbon constraints in parallel, and by working closely across the public sector, business and communities to scale up action, we can protect health, the environment and be a significant player in the low carbon environmental goods and services sector (LCEGS) both in the UK and internationally.

² Department for Business, Energy and Industrial Strategy "Quarterly energy prices", December 2018.

³ Department for Business, Energy & Industrial Strategy, "Helping businesses to improve the way they use energy: call for evidence," 18th July 2018 [online]

PURPOSE OF THIS STRATEGY

The Kent and Medway Energy and Low Emissions Strategy (ELES) is a sub strategy of the Kent Environment Strategy. The purpose of the ELES is to identify an evidence-based approach to deliver clean growth. This includes strategies and actions to eliminate poor air quality, reduce fuel poverty and deliver an affordable, clean and secure energy supply.

The Strategy makes the link between supply of energy for housing, industry and transport and air quality, recognising that by reducing the negative emissions from the former, will lead to improvements in the latter. It seeks to take an integrated approach, identifying measures that will support growth, promote the development of and deliver an affordable, clean and secure energy supply for residents, business and the public sector and improve the quality of the air we breathe.

The ELES has four strategic aims:

- 1. EVIDENCE:** Provide an ongoing evidence and intelligence base; linking data sets to identify hot spots and opportunities, and to build the business case for action across Kent and Medway
- 2. POLICY AND STRATEGY:** Facilitate the development of evidence-based policy and strategy to future proof growth, tackle emerging issues and realise opportunities
- 3. LEADERSHIP:** Support the public sector across Kent and Medway to play a strong leadership role with regards to challenges and opportunities
- 4. ACTION:** Facilitate increased and accelerated action and implementation across Kent and Medway

Priority actions to deliver these four aims over the next five years have been identified (see pages 15-23) and follow the three Kent Environment Strategy themes:

THEME 1: BUILDING THE FOUNDATIONS FOR DELIVERY – where decisions makers have an evidence-based understanding of the risks and opportunities relating to energy and emissions and are incorporating them into strategies, plans and actions

THEME2: MAKING THE BEST USE OF EXISTING RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS – where existing infrastructure, assets and resources across the public, private and domestic sector are managed to reduce emissions and build a clean future energy supply

THEME 3: TOWARDS A SUSTAINABLE FUTURE – where Kent and Medway's communities, businesses and public sector have embraced clean growth and are working towards developing a clean, affordable and secure local energy future

POLICY DRIVERS

Climate change, energy and air quality issues are high on the national agenda. The Government has set a clear policy direction with the Climate Change Act 2008, the Home Energy Conservation Act 1995, the 25 Year Environment Plan 2018, the Clean Growth Strategy (2017) and the Clean Air Strategy (2019) to protect and enhance the environment, mitigate climate change, support clean, low carbon economic growth and address the negative impacts on health from a poor environment.

Local action will play a significant role in achieving these ambitions and therefore local policy must reflect these priorities. The key national strategies that have influenced the development of the Energy and Low Emissions Strategy are summarised in Figure 1. Further detail on the policies driving action are outlined in the supporting *Kent and Medway Energy and Low Emissions Strategy Evidence Base*.

FIGURE 1: Key national and regional strategies influencing the development of the Kent and Medway Energy and Low Emissions Strategy.



EXAMPLES OF ACTIVITY AND ACHIEVEMENTS IN KENT AND MEDWAY

Carbon dioxide emissions in Kent and Medway fell 36% between 2005 and 2016, hitting our 2020 Kent Environment Strategy target two years early.



Low Carbon Across the South East (LoCASE) has been identified in the Tri-LEP Energy Strategy as an exemplar project for replication across the south-east region. Supported by European funding, LoCASE provides free support to help businesses become more competitive and profitable while protecting the environment and encouraging low carbon solutions. Since LoCASE began in 2016, £3.5m has been awarded to 425 Kent and Medway businesses.



The installed capacity of solar, wind, waste and Combined Heat and Power (CHP) has increased by 726% in five years, from 230MW in 2012 to 1,900MW in 2017.

Kent and Medway's non-domestic gas consumption decreased by 60% between 2005 and 2016, whilst domestic gas consumption fell by 23% over the same period.

The number of days of moderate or high air pollution in Kent and Medway fell between 2012 and 2016 and there have been positive improvements in some Air Quality Management Areas.



Since the Warm Homes Scheme began in 2014, over 2,400 energy efficiency measures have been installed in over 2,300 homes in Kent and Medway.

The use of gas and electricity in Kent and Medway fell by 32% between 2005 and 2016, with the carbon intensity of electricity also dropping by almost 30%.



As of December 2018, 3,850 ultra-low emission vehicles (ULEVs) are registered in Kent. In February 2019, Kent Kent Council was awarded £180,000 from the Government's Office of Low Emission Vehicles to install 8 rapid chargers for use by taxis in 6 Kent Districts.

In a 2018 survey of Kent residents, 85% reported that they have fitted energy efficiency measures, such as loft or cavity wall insulations, and 40% have fitted energy monitoring equipment.

There has been a 42% increase in people using train stations in Kent in the past ten years. In 2016/17, 1.8 million people used Ebbsfleet International Station.

89% of newly built homes in Kent and Medway had an Energy Performance Certificate rating of A or B in 2017, meaning they have the highest energy performance, up from 62% in 2011.

KENT AND MEDWAY KEY FACTS AND FIGURES

54%

of total fuel consumption is from gas and electricity



Heat networks⁴ currently provide 2% of the UK heat demand, but this is estimated to rise to 43% by 2050.

EFG RATING

23% of homes and 19% of public buildings are E, F or G rated meaning they have poor energy performance and therefore have higher energy costs and make a bigger contribution to carbon and air pollution emissions.



11% of residents have reported⁵ that they struggle to pay their energy bills. 41% of those, live in rented accommodation.

BY 2031 KENT AND MEDWAY ARE EXPECTING TO SEE⁶



178,600
additional homes
(24% growth)



396,300
additional people
(23% growth)



170,300
additional jobs
(21% growth)

This predicted population and economic growth will require a higher demand for energy.

It is likely that domestic gas and electricity sales will rise by 23% and 19% respectively from 2014/15 to 2030/31.



9.2M

vehicle movements at port of Dover and Channel Tunnel every year.

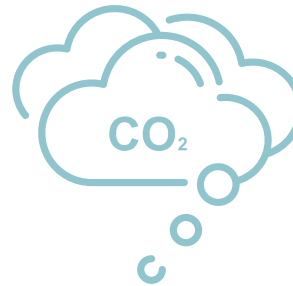


14.3% increase in the number of vehicles on major roads in Kent between 2006 and 2016.



72,000

households in Kent and Medway are in fuel poverty.

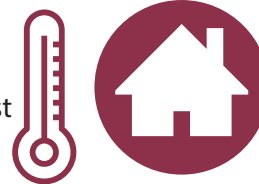


Carbon emissions from transport are increasing and are now at their highest since 2007.

40 AIR QUALITY

Management Areas, where air pollutants have been known to exceed government objectives

The rate of Excess Winter Deaths is higher in Kent than for both the south-east and the whole of England.



Kent and Medway's mortality rate associated with poor air quality is worse than the national average

⁴ Heat networks supply heat from a central source to consumers.

⁵ Kent Environment Strategy resident survey, July 2018

⁶ Figures identified by the Growth and Infrastructure Framework for Kent and Medway

OUR CHALLENGES

Despite the many successes and opportunities, Kent continues to face many significant challenges. These will need to be addressed in the short to medium-term if the environmental condition of the county is not to see considerable deterioration. The Kent and Medway Energy and Low Emissions Strategy Evidence Base identifies a number of key issues which are summarised here:

EMBRACING CLEAN GROWTH

Accommodating significant levels of housing and economic growth will be a major challenge for the county and is an influencing factor in all the key issues identified. Principles of Clean Growth must be mainstreamed into planning and development, whilst not becoming a barrier to sustainable growth.



TACKLING HOT-SPOTS OF POOR AIR QUALITY

Poor air quality is a major health challenge for the UK causing both short and long-term effects on health. Long-term exposure to air pollution can impact on all stages of life; from asthma in children, to emerging evidence linking fine particulate matter (PM2.5) to the progression of Alzheimer's and Parkinson's.

The associated economic costs through healthcare and lost productivity are estimated to be £20 billion annually (Holland, 2016). Poor air quality also has adverse impacts on the natural environment through damage to vegetation, soils rivers and lakes (EEA, 2016).

Whilst the numbers of days of moderate or high air pollution in the county fell between 2012 and 2016, there are still 40 Air Quality Management Areas and significant pockets of poor air quality along the major road networks under local authority control. Kent and Medway's position between London and the continent brings air quality challenges associated with cross-channel traffic, including a disproportionately large number of HGVs, with their associated diesel emissions. Around the coast and ports, shipping brings additional impacts from the use of marine diesel. Even air pollution sources from outside Kent and Medway impact the population; with easterly winds bringing pollution from continental sources and westerly winds bringing urban pollution from London.

PROTECTING THE VULNERABLE

Whilst air pollution is harmful to everyone, some people are at greater risk due to

- living in areas with high levels of air pollution
- learning or working near busy roads
- age; in the womb, infancy, early childhood and the elderly
- existing medical conditions, such as lung and heart disease and asthma.

These vulnerabilities are heightened among those living in the most deprived communities. This is due to poor housing and indoor air quality, the stress of living on a low income, and limited access to healthy food and/or green spaces (RCP, 2016).

ACHIEVING A STEP CHANGE IN THE REDUCTION OF CARBON DIOXIDE EMISSIONS

The Kent Environment Strategy makes a commitment to reduce carbon dioxide emissions by 34% by 2020 and 60% by 2030, from a 2005 baseline. Our current progress is a 36% reduction since 2005, meaning that we have already achieved our 2020 emissions reduction target, but meeting our 2030 target will be challenging.

Whilst emissions from the industry and commercial sector and domestic sector have fallen significantly over the period (falling 55% and 32% respectively), the transport sector has not followed this trend (see Figure 2). The transport sector now accounts for 41% of Kent and Medway emissions, and these emissions are rising; now at their highest level since 2007.

To date, much of the reduction in emissions has been due to a national decrease in the use of coal for electricity generation and the closure of a small number of energy-intensive industrial plants. However, it has been estimated that proposed housing growth within the county will generate a likely 25% increase in domestic emissions compared to current levels, coupled with a potentially even greater rise in transport emissions if current trends are not reversed. Tackling carbon emissions over the next target period to 2030 will be a fundamental challenge without significant changes to how we travel and the way we generate and use energy.

ENABLING INTEGRATED AND CONNECTED MOBILITY – GROWTH WITHOUT GRIDLOCK

A convenient, affordable and reliable transport network is vital for providing access to facilities and services, connecting businesses and communities and reducing social isolation. However, transport contributes over 40% of the county's carbon emissions and pollutants from road vehicles have a negative impact on air quality and human health.

Kent is already experiencing increased congestion on its road and rail network. The average delay on Kent's 'A' roads have increased 6% since 2015 and average

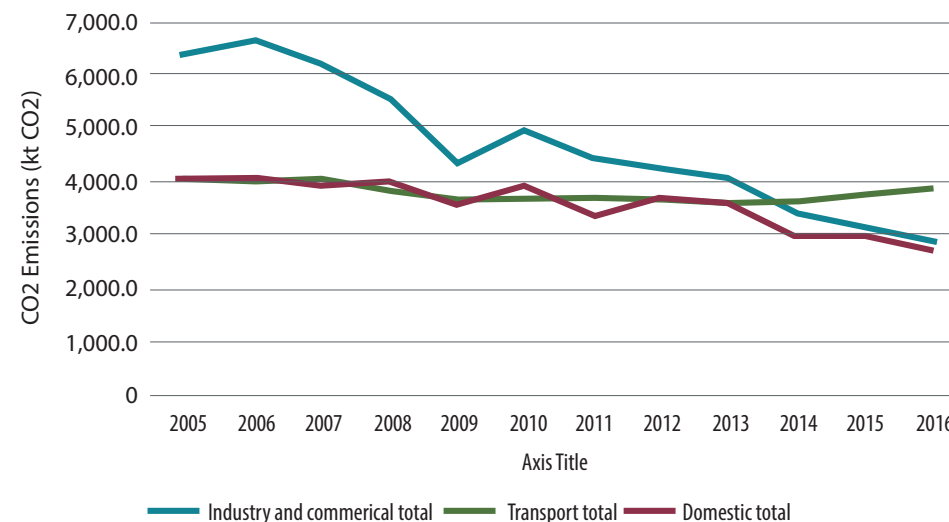


FIGURE 2: CO₂ emissions profile for Kent and Medway; this data includes estimated emissions for the industrial and commercial, transport and domestic sectors. Note: kt refers to kilotons

speed has dropped 1% over the same period. With severe congestion on the highway network, particularly in major town centres, growth across the county will be constrained without investment and increased capacity.

The ambition for Kent County Council's Local Transport Plan: Growth Without Gridlock, is 'To deliver safe and effective transport, ensuring that all of Kent's communities and businesses benefit, the environment is enhanced, and economic growth supported'. To achieve this, we must not only focus on clean road transport such as electric vehicles, but also promote smarter driving and traffic management; maximise integration of alternative forms of transport such as walking and cycling; ensure convenient connections to clean public transport; and support new transport models such as car clubs, car sharing and automated vehicles through the use of smart technology.

At the same time, we need to support smarter working practices. Better broadband services and enhanced access to digital services will help prevent the need to travel in the first place. 95% of Kent and Medway's homes and businesses now have access to superfast broadband, but there are still significant challenges to get 100% consistent coverage and service across the county and ensure the full benefits of digitalisation are realised.

ENSURING A SUSTAINABLE, SECURE AND AFFORDABLE ENERGY SUPPLY

Energy demand, together with generation and supply is intrinsically linked to carbon dioxide emissions. It is therefore essential to understand how much energy is used, by whom, how and for what, and how this might change in the future. This will allow us to identify the most appropriate and cost-effective interventions that will continue to drive down emissions.

Energy prices are increasing again. Government data shows that average household expenditure on energy rose 5.6% between 2017 and 2018; with the average annual household electricity and gas bills in the south east now costing £670 and £661 respectively. Higher energy prices have an impact on both economic growth and residents' wellbeing. Although fuel poverty levels vary across the county; from 11.4% in Thanet, to 8.1% in Tonbridge and Malling, eight council areas record fuel poverty rates higher than the South East average of 9%.

Transport is the largest consumer of energy in Kent and Medway, followed by the domestic and industrial and commercial sectors. Fuel consumption is exacerbated by the fact that large amounts are wasted, such as heat in the industrial sector and due to the UK having some of the least energy efficient housing stock in the world. Continued economic growth means that our energy consumption is set to rise. A study commissioned by Kent County Council revealed that between 2014/15 and 2030/31, gas demand in Kent and Medway is expected to increase by approximately 23% and electricity demand is expected to increase by 19%.

As the achievement of our Kent Environment Strategy carbon reduction target of 60% by 2030 will not be met by reduced demand, we must instead transition to a low or zero carbon clean energy system.

The challenge of decarbonising energy at the local level will be threefold:

- Increase the supply of local, low carbon energy generation, at or near the point of use, whether domestic or industrial.
- Significantly cut consumption from greenhouse gas-intensive sources; for example, transitioning away from petrol and diesel to electric transportation (cars, buses, autonomous vehicles), facilitating more sustainable energy connections for properties that are not connected to the gas network and still heated by coal or oil.
- Eliminate wasted energy through greater efficiency, targeting industrial processes and buildings.

OVERCOMING ENERGY GRID CONSTRAINTS

Energy security is vital to the development and growth of Kent and Medway in the coming years. However, the energy system in the UK and Kent is changing. Two-thirds of the UK's existing coal, gas and nuclear power stations are set to close by 2030 and any future power stations must be largely decarbonised, if the UK is to achieve its legally binding targets of cutting carbon emissions by 80% by 2050.

Much of the county is already subject to electricity grid network constraints, which can inhibit supply and demand. In the future, there will be increased demand on the electricity grid as a result of the push to decarbonise energy, which will require heating systems to be switched from coal, oil and gas, to low-carbon electricity. Demand for electricity will be further increased with greater numbers of electric vehicles and the associated charging infrastructure. A drive towards locally generated renewable energy, often from smaller, more dispersed sources, will further ramp up pressure on the grid network.

Changing supply and demand, though an enormous opportunity, also presents significant challenges to our existing system nationally and locally. It will require large amounts of investment in infrastructure and the transmission and distribution networks. It will be essential to map existing electricity and gas grid constraints against future development, to identify potential issues early and to identify any opportunities for local generation solutions, such as district heating systems.

HOW WE DEVELOPED THE ENERGY AND LOW EMISSIONS STRATEGY

Underpinning the Energy and Low Emissions Strategy is an evidence and intelligence base, which is drawn from a wide range of sources:

- Government strategies, plans, reports and national data sets
- The Tri-LEP Energy Strategy and Evidence Base
- The Kent and Medway State of the Environment Report and annual monitoring report
- AECOM Renewable Energy for Kent 2017 Update
- Public health indicators and evidence covering national and local area data
- Home energy conservation and fuel poverty action plans and reports
- District council's and Medway Council's air quality monitoring, plans and reports
- Public and private sector research and current activity on the topics of energy, fuel poverty, transport, air quality, growth and planning and the impacts on public health
- The 2018 Kent Environment Strategy Public Perception Survey

The evidence base is issued as a supporting document to this Strategy.

Central to the development of this strategy has been stakeholder engagement, through a dedicated cross sector working group, workshops and consultations. Organisations and partners involved in the development of the strategy include, amongst others, all Local Authorities in Kent & Medway, Joint Chief Executives, Joint

Kent Leaders, NHS, Kent Fire and Rescue Service, South East Local Enterprise Partnership, Kent and Medway Economic Partnership, Public Health, Kent Housing Group, Kent and Medway Air Quality Partnership, Kent and Medway Sustainable Energy Partnership, Kent Energy Efficiency Partnership, Kent Planning Officers Group and Kent Health and Wellbeing Board. A summary of the review process is shown in Figure 3.

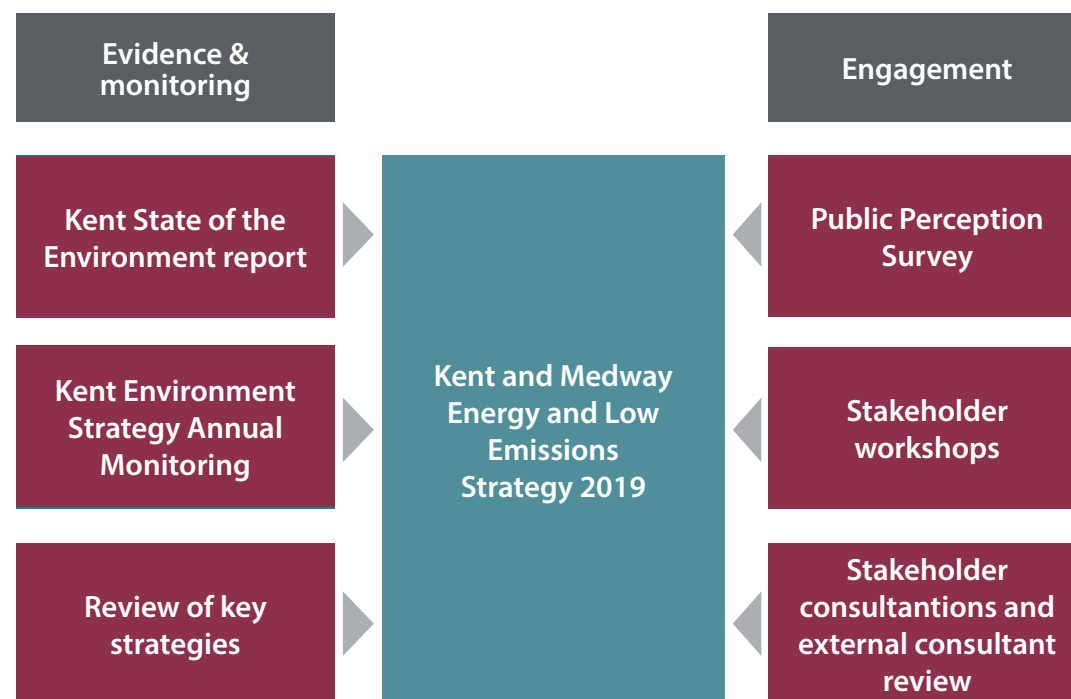


Figure 3: Summary of the review process used to develop the Kent and Medway Low Emissions Strategy

ENERGY SOUTH TO EAST: TOWARDS A LOW CARBON ECONOMY - THE TRI-LEP ENERGY STRATEGY

The Government's Department for Business, Energy and Industrial Strategy (BEIS) has requested and provided the funding to all Local Enterprise Partnerships (LEPs) to produce regional Local Energy Strategies, which should provide a clear analysis of the local opportunities and challenges across heat, transport and power.

In response to this request, the South East Local Enterprise Partnership (SELEP) has partnered with Coast to Capital and Enterprise M3, to develop an ambitious regional Local Energy Strategy, which aims to reduce emissions from energy and transport and support clean growth.

The strategy has identified five themes and 18 potential technological project model interventions, which are shown in Figure 4. These interventions will be scalable across the geography to increase impact and investment and develop partnership working across Local Enterprise Partnerships, including Kent and Medway. Where project models are relevant for Kent and Medway, suitable actions will be reflected in the Kent and Medway Low Emissions Strategy.

The full strategy can be found at www.southeastlep.com/our-strategy/energy-south2east/.

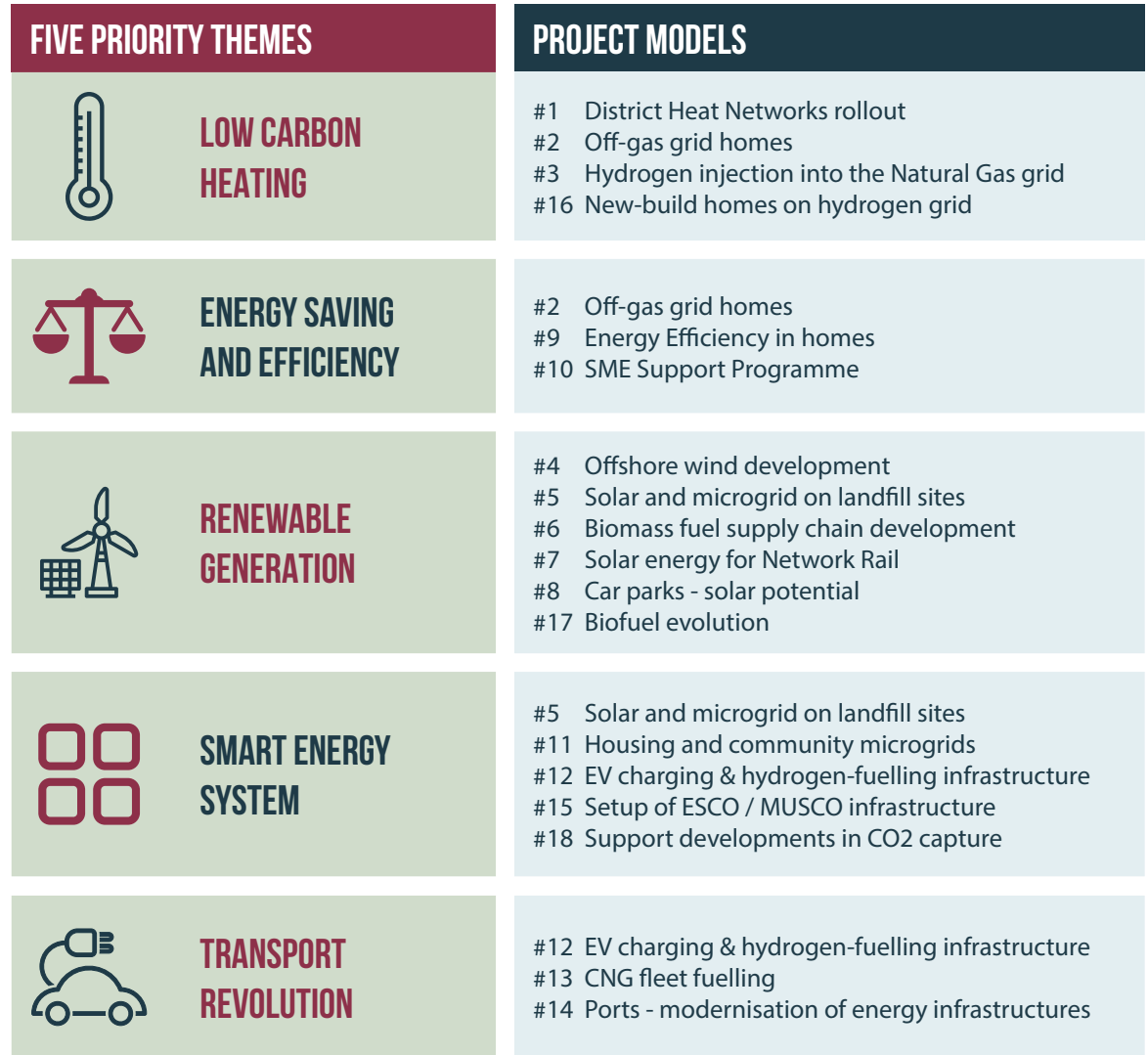


Figure 4: The 5 themes and 18 project models in the Energy South To East Action Plan.

PRIORITIES OF THE KENT AND MEDWAY ENERGY AND LOW EMISSIONS STRATEGY

The Kent and Medway Energy and Low Emissions Strategy is informed by, but does not duplicate, the priorities and actions from other strategies related to energy and the environment. It also builds on and strengthens the activities of other partner organisations. The focus of this strategy is to draw together the priorities that need to be addressed in partnership and implemented strategically across Kent and Medway. Underpinning the strategy will be the Kent and Medway Energy and Low Emissions Strategy Implementation Plan, which will provide the detailed actions (and other information such as timescales, outputs and lead partners), for achieving our priorities. These actions have been identified through stakeholder engagement, workshops and reviews.

The strategy is split into three themes:

THEME 1 – Building the foundations for delivery aims to ensure decision makers have an evidence-based understanding of our risks and opportunities relating to energy and emissions and are incorporating these into appropriate policies, plans and actions.

THEME 2 – Making the best use of existing resources, avoiding or minimising negative impacts aims to ensure existing infrastructure, assets and resources across public, private and domestic sectors are managed in a way that reduces emissions and builds a clean future energy supply.

THEME 3 – Towards a sustainable future aims to ensure that the decisions and plans we make today address future energy challenges and opportunities. In doing so, our communities, businesses and public sector will have embraced clean growth and be working towards developing a clean, affordable and secure local energy future.

EVIDENCE

THEME 1: BUILDING THE FOUNDATIONS FOR DELIVERY

- 1 Bridging gaps in understanding
- 2 Influencing strategy and policy
- 3 Building resources, capabilities and changing behaviour
- 4 Monitoring and evaluation

DELIVERY

THEME 2: MAKING THE BEST USE OF RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS

- 5 Improve our resource efficiency
- 6 Support sustainable access and connectivity for business and communities

THEME 3: TOWARDS A SUSTAINABLE FUTURE

- 7 Influence future sustainable growth for the county of Kent

1

THEME 1 BUILDING THE FOUNDATIONS FOR DELIVERY

Theme 1 aims to ensure decision makers have an evidenced-based understanding of our risks and opportunities relating to energy and emissions and are incorporating these into appropriate policies, plans and actions.



THEME 1 PRIORITIES

In developing the evidence base underpinning this Strategy, we have drawn upon a broad range of evidence and data, which has identified many opportunities. It is important that we continue to build on this work, creating an integrated evidence base that can inform other strategies, such as the Kent and Medway Growth and Infrastructure Framework. Our evidence base must make better use of technologies such as GIS mapping, to overlay datasets and visually show countywide opportunities. There also remain gaps in our knowledge base where we need to do more to support evidence-based decisions; such as improving the extent of our air quality data, or where new data is required to track emerging trends; such as the uptake of electric vehicles and the extent of charging infrastructure. This is the focus of **priority 1: bridging gaps in understanding**.

A stronger evidence base will allow for better targeting of activities and will support more collaborative working with partners across the county, region and nationally. It will also highlight where appropriate engagement is needed to influence aspects outside local authorities' control.

Future growth and fundamental changes to the way we generate and consume energy have been highlighted as key challenges for Kent and Medway. To successfully manage these risks and to realise the opportunities, public sector, business and industry needs to continue to work together to influence policy and deliver activity that ensure our continued economic growth is clean and sustainable. Partners must be given the tools to more strongly influence sustainable development through planning policy and Local Plans, by developing shared clean growth policies for planning, licensing and public sector estates and supply chain. Developing such policies and position statements is the focus of **priority 2: influencing strategy and policy**.

There are still gaps in our knowledge, where more research in partnership with universities and other partners would be beneficial and where new case studies would provide a stronger evidence-based business case for action. Continuing to develop a more robust evidence base will help support the business case for new clean growth project opportunities and will also lead to the development of stronger partnership bids to access a range of funding sources. We must also look to secure long term behaviour change across all sectors, including the general public, through tailored and targeted communications that raise awareness and change perceptions. These aspects are the focus of **priority 3: building resources, capabilities and changing behaviour**.

To ensure our activities remain effective, it is essential that we monitor and evaluate progress against our priorities. To do this we will establish and monitor key indicators; ensuring that they remain measurable over the lifetime of this strategy. We must also continue to monitor future risks and opportunities that may impact how we deliver this strategy, for example new technological developments or changes to national policy. This ongoing assessment is the focus of **priority 4: monitoring and evaluation**.



THEME 1 BUILDING THE FOUNDATIONS FOR DELIVERY

PRIORITIES	1 BRIDGING GAPS IN UNDERSTANDING		2 INFLUENCING STRATEGY AND POLICY		3 BUILDING RESOURCES, CAPABILITIES AND CHANGING BEHAVIOUR		4 MONITORING AND EVALUATION	
HIGH LEVEL ACTIVITIES	1.1	Further develop Kent Environment Strategy intelligence hub and emissions inventory to inform decision making	2.1	Develop targeted, evidence-based clean growth and planning policies, for example electric vehicle infrastructure, to address significant challenges and opportunities	3.1	Identify, support and promote the business case for specific clean growth projects across KMEP, SELEP and Greater South East Energy Hub areas	4.1	Establish and monitor key performance indicators
	1.2	Utilise intelligence hub evidence to develop an Integrated Heat and Opportunities Map (GIS), linked to key strategies	2.2	Develop response to the Industrial Strategy's Clean Growth Grand Challenge to influence the SELEP's local industrial strategy	3.2	Support clean growth advocacy and cross border collaboration throughout the south east , specifically the SELEP and sub national transport boards	4.2	Evaluate progress and identify future risks, opportunities and actions
	1.3	Understand where new charging points need to be, to inform the discussion	2.3	Develop position statements for lobbying government on areas outside of Kent and Medway's control	3.3	Develop a more sustained collaboration with Kent Universities to enable more effective decision making		
					3.4	Review existing and/or establish new funding mechanisms to deliver the Energy and Low Emissions Strategy		
					3.5	Develop targeted communications and behaviour change initiatives to support strategy priorities, focusing on hot spot areas		

CASE STUDY: WORKING WITH SCHOOLS TO TACKLE AIR POLLUTION

In 2018, Maidstone Borough Council and Tunbridge Wells Borough Council environmental health teams worked with local schools to tackle local air pollution. Schools who signed up to the Clean Air for Schools Scheme were helped to undertake an engaging class experiment. Schools were provided with two free air monitoring tubes per month, along with guidance on how to record data and report the results back to the council.

This hands-on approach allowed students to analyse the direct relationship between the volume of traffic outside their school and its impact on air pollution within the school grounds. The objective was to encourage a reduction in car journeys made by parents and to highlight the effects of leaving engines idling while dropping off and collecting children.

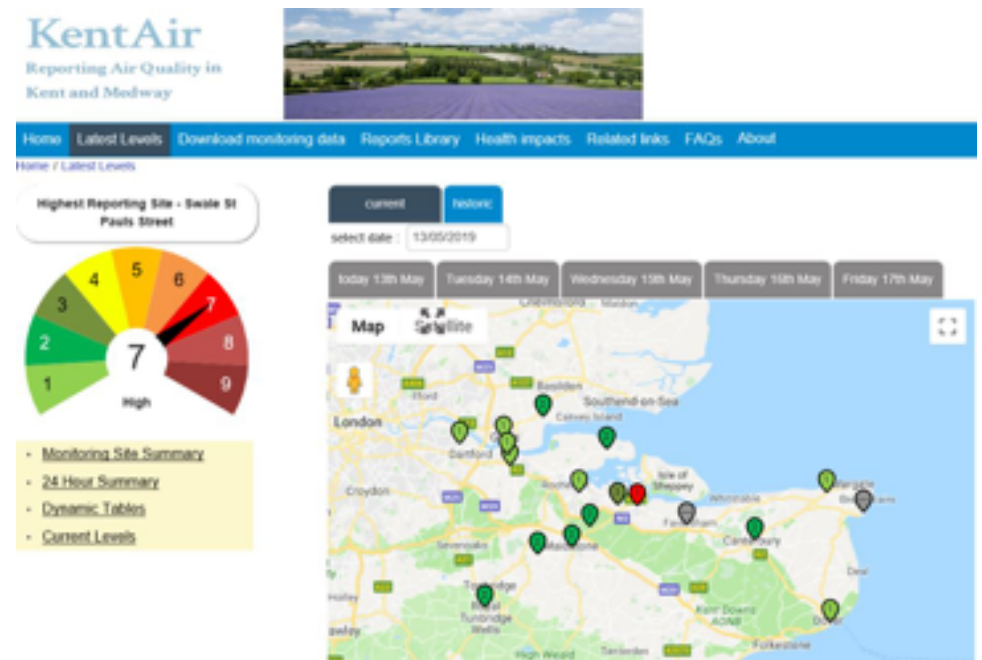
The project was launched in conjunction with the KM Charity Team's Green Champions and is sponsored by the Mid-Kent Environmental Health Team, with no funding required from the schools. For more information, or to register, visit: www.maidstone.gov.uk/cleanairforschools



CASE STUDY: KENT AIR WEBSITE

The Kent and Medway Air Quality Monitoring Network is funded by the district and borough councils within the county, Medway Council and Kent County Council. The network aims to promote the improvement of air quality within the region, to help local authorities to meet their obligations under environmental regulations and to maintain an accessible database of robust measurements for public reporting, research and development.

The Kent Air website has been developed by the network to provide easy public access to live air quality levels, historic data measured from automatic monitoring and NO2 diffusion tubes, and published data and reports for Medway and all district and borough councils except for Dartford and Sevenoaks (whose data is hosted on the London Air Quality Network website: www.londonair.org.uk). The website also provides information about the health impacts of air pollution and recommended health advice for the forecast level of pollution.



2

THEME 2 MAKING BEST USE OF EXISTING RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS

Theme 2 aims to ensure existing infrastructure, assets and resources across public, private and domestic sectors are managed in a way that reduces emissions and builds a clean future energy supply.



THEME 2 PRIORITIES

Many partners and sectors are already taking action to reduce their impact on the environment, but our evidence shows that this activity needs to be joined-up, expanded and accelerated. This theme therefore focuses on enhancing actions to improve energy efficiency, reduce emissions and support sustainable access and digital connectivity.

Our evidence has shown that a sustainable, secure and affordable energy supply will only be possible if we significantly cut consumption of carbon-intensive energy sources, eliminate energy waste and increase the supply of local, low carbon energy generation. It has also revealed that some of our most vulnerable residents living in the most deprived communities are often at a dual risk from poor air quality and fuel poverty. For the domestic sector, our priorities therefore focus on continuing to support vulnerable and fuel poor residents through existing home energy efficiency and fuel poverty initiatives. This includes providing a trusted route to access grant funding, energy switching programmes and targeting hard-to-treat homes; such as those off the gas network or with solid walls, to ensure our most vulnerable residents benefit the most. We will also investigate options to support able-to-pay, high energy use residents to install low carbon technology and support private landlords to make energy efficiency improvements.

For business and the public sector, our activities will ensure a stronger focus on delivering more efficient and lower carbon heat energy, by reducing or recovering wasted heat and introducing newer heat technologies or alternative fuel sources. We will also continue to provide support to businesses and influence public sector supply-chains; building upon the success of programmes such as LoCASE and broadband rollout. These activities across domestic, public and business sectors are the focus of **priority 5: improve our resource efficiency.**

Enabling growth without gridlock has been highlighted as a key challenge for Kent and Medway, and one that will only be achieved through a combination of measures that influence behaviour and improve infrastructure. We will therefore look to support the development of traffic free commuter routes; provide infrastructure and facilities to encourage active travel; support investment in digital technologies to encourage flexible or remote working; and work with public transport providers to support the transition to lower emission vehicles. Providing good quality integrated transport infrastructure that supports connected communities and mobility is also a priority. We must also continue to tackle poor air quality hotspots, through the implementation of Air Quality Management Plans. The way residents, businesses and public sector travel, access and provide services is the focus of **priority 6: support sustainable access and connectivity for business and communities.**



THEME 2 MAKING BEST USE OF EXISTING RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS

PRIORITIES	5 IMPROVE OUR RESOURCE EFFICIENCY		6 SUPPORT SUSTAINABLE ACCESS AND CONNECTIVITY FOR BUSINESS AND COMMUNITIES	
HIGH LEVEL ACTIVITIES	5.1	Sign up to the BEIS Emissions Pledge at a Kent and Medway level, focusing on actions that can be delivered in partnership	6.1	Support the development of traffic-free commuter routes for walking and cycling
	5.2	Develop a Cross Kent and Medway Public Sector Energy and Emissions Programme, highlighting areas where action can be taken jointly at scale	6.2	Promote active travel through the provision of facilities and promoting the benefits to public and private sector
	5.3	Develop tailored Kent and Medway public sector buildings design guidance for new build, refurbishment and ongoing maintenance	6.3	Promote smarter working by supporting investment in digital technologies that enable flexible working and workspaces
	5.4	Identify and support vulnerable and fuel poor residents through delivery of the Kent Fuel Poverty Strategy	6.4	Support public transport providers, including school transport providers, to use lower emission vehicles
	5.5	Review the Warm Homes programme and develop targeted action to support improvements in the domestic housing sector; specifically difficult to treat, private rented and fuel poor	6.5	Support development and expansion of the electric vehicle uptake and charging infrastructure for residents, businesses and the public sector.
	5.6	Review current SME support programmes in Kent and develop a Kent and Medway Clean Growth Programme		

CASE STUDY: PARK AND PEDAL IN CANTERBURY

In June 2018, Canterbury City Council launched its Park and Pedal scheme at Wincheap Park and Ride. Over 1,200 journeys were recorded between July 2018 and January 2019. Of these journeys, 87% were by customers who were not regular users of the Wincheap Park and Ride, and would normally have driven into the city centre.

Cyclists who sign-up to the scheme pay a £15 deposit for a key card that allows them to leave their bike in a high security compound. They are then able to drive to the car park each morning and park for free, before grabbing their bike and heading into the city, helping to cut the queues and improving air quality in the town centre.

The scheme was largely funded by a £21,300 grant from Kent County Council. The Park and Pedal map can be viewed on Canterbury City Council website and shows bike routes from Wincheap Park and Ride into the city, cycle racks and places to refill your water bottle.

CASE STUDY: MAKING KENT HOMES WARMER

Through a combination of schemes and initiatives, local authorities in Kent and Medway have been able to maximise funding and signpost residents to initiatives that make homes warmer, reduce health inequalities and lower carbon emissions.

Since 2013, five Kent councils have offered a Collective Energy Switching scheme, called Energy Deal. Residents can register for free to take part in energy auctions (held 3 times a year), to identify lower energy tariffs without any obligation to switch. Since 2013, the Energy Deal has helped residents save £804,632 on their energy bills collectively.

Kent and Medway partners are also working together to promote the Warm Homes scheme that helps residents identify energy efficiency measures that will help lower their energy bills and make their homes feel warmer. Since the Warm Homes scheme began in 2014, over 2,400 energy efficiency measures have been installed in over 2,300 homes. In total, the measures are expected to save an estimated 39,000 tonnes of carbon and save residents £8.8 million over the course of the measures' life.

For more information visit www.energydealswitch.com and www.kent.gov.uk/warmhomes



3

THEME 3 TOWARD A SUSTAINABLE FUTURE

Theme 3 aims to ensure that the decisions and plans we make today address future energy challenges and opportunities. In doing so, our communities, businesses and public sector will have embraced clean growth and be working towards developing a clean, affordable and secure local energy future.



THEME 3 PRIORITIES

Where theme two focused on the impact and efficiency of our current assets and resources, theme three seeks to ensure that the decisions and plans we make for the future embrace clean growth and allow us to develop a clean, affordable and secure energy future.

Ensuring sustainable, secure and affordable energy supplies, which overcome the current energy grid constraints can only be achieved through:

- informed planning decisions
- good quality sustainable design
- investment in new technologies
- cleaner fuels
- and adoption of smarter ways of working.

Together, this will bring about a step change in the reduction of harmful greenhouse gas emissions.

To support good quality, sustainable design we will refresh the Kent Design Guide and explore the feasibility of developing a Kent Design kitemark. An updated Design Guide could promote important clean growth concepts such as resource efficient housing and decentralised energy. The Guide would also promote infrastructure that encourages active travel, public transport and electric and alternative fuelled vehicles. It could also include air quality criteria such as anti-idling zones.



Embracing clean growth also requires us to transform the way we generate energy. Whilst some of this will be done at the national level, we will also progress future new low carbon energy infrastructure opportunities presented in the Tri-LEP energy strategy. We will focus on supporting opportunities that allow more of our energy to be produced locally and from renewable sources and increasing the number of new developments supplied by local energy centres and district heating schemes.

Ensuring that future decisions on services, developments and planning are embracing clean growth is the focus of **priority 7: influence future sustainable growth for the county of Kent.**

THEME 3 TOWARD A SUSTAINABLE FUTURE

PRIORITIES	<p style="text-align: center;">7</p> <p style="text-align: center;">INFLUENCE FUTURE SUSTAINABLE GROWTH FOR THE COUNTY OF KENT</p>	
HIGH LEVEL ACTIVITIES	7.1	Using evidence from theme 1 and the Tri-LEP Energy Strategy, continue to identify and progress future new low carbon energy infrastructure opportunities for Kent and Medway
	7.2	Refresh the Kent Design Guide and develop guidance to future-proof development to 2050, for example electric vehicles
	7.3	Test new charging technologies on the highway as they become available
	7.4	Support the development and roll out of District Heat Networks and low carbon heating options for off-gas grid homes
	7.5	Support continued development of offshore wind and biomass fuel sectors and supply chains
	7.6	Support the development of renewable energy projects on former landfill sites and potential solar car parks
	7.7	Support feasibility studies looking at future housing micro-grids , new-build homes on hydrogen, biofuel development and Compressed Natural Gas fleet fueling

CASE STUDY: **ELECTRIC BUS TRIAL**

In March 2018, Kent took part in an eight-week electric bus demonstrator trial commissioned by Volvo Bus UK and ABB UK. The trial aimed to demonstrate to Kent County Council, Prologis and Arriva (the bus operators), that electric buses can be operational without disrupting current schedules, whilst also improving air quality, energy efficiency, noise and passenger comfort, as well as providing financial benefits. The trial was conducted along the 23.6km-long 'Fastrack Route A', operating 20 hours daily between Dartford and Bluewater.

Data gathered from the trial showed that an energy saving of 69.3% could be realised on the Fastrack Route A (based on the annual energy use of current diesel buses; 2,063MW, versus the energy used by the bus on the trial; 634MW). Feedback from Arriva was positive, with the electric bus outperforming expectations and the drivers reporting that they preferred the electric vehicles. The public were also complimentary, with 70% of Twitter comments being neutral or positive.

The demonstration proved that the vehicle operated within Fastrack's operational requirements. It also helped promote the drive towards zero emissions technology and whilst the vehicle itself drew attention, the visual element of the charging infrastructure proved to be much more effective and thought provoking for the general public and stakeholders alike.

CASE STUDY: **LOW CARBON ACROSS THE SOUTH EAST**

The Low Carbon Across the South East (LoCASE) project provides free support to help businesses become more competitive and profitable, by reducing environmental impacts through resource efficiencies and encouraging low carbon innovation. It does this through a three-pronged approach of stimulating demand, supporting supply and transferring knowledge. The scheme is administered by Kent County Council and supports businesses in Kent and Medway, Essex, Thurrock, Southend-on-Sea and East Sussex.

The project has seen nearly £3.5 million of EU grant funding approved for 425 Kent and Medway Small and Medium Sized Enterprises (SMEs), towards a huge range of purposes. This investment is set to deliver over 4,000 tonnes of CO₂ equivalent of savings through 250 energy and resource efficiency projects; from simple lighting, heating and insulation works, to investing in more effective and sustainable business practices. This support has helped create 160 jobs, launch 45 new products or services and support 31 business start-ups in Kent and Medway's burgeoning Low Carbon Environmental Goods and Services sector.

LoCASE was identified as an exemplar project for replication across the south east in the Energy South2East regional local energy strategy. It was also selected as a runner-up by the President of the Association of Directors of Environment, Economy, Planning and Transport (ADEPT) Awards in 2018.

HOW WE WILL DELIVER THE ENERGY AND LOW EMISSIONS STRATEGY

The Energy and Low Emissions Strategy provides an evidence based 'Pathway for Clean Growth' across Kent and Medway. It identifies high level priorities for action in the short, medium and long term.



All actions are partnership-based and will be integrated into the Kent Environment Strategy Implementation Plan. Monitoring of the Implementation Plan and associated indicators and will take place annually through Kent Leaders and Chief Executives and appropriate partnerships. See Figure 6. All the latest monitoring reports, indicators and state of the environment report can be found online at www.kent.gov.uk/environmentstrategy

The Energy and Low Emissions Strategy is a sub-strategy of the Kent Environment Strategy and as with the Kent Environment Strategy, it is intrinsically linked to several other strategic documents and policies across Kent. These are shown in Figure 5.

- **GROWTH AND INFRASTRUCTURE FRAMEWORK**
- **LOCAL TRANSPORT PLAN 4 – GROWTH WITHOUT GRIDLOCK**
- **ACTIVE TRAVEL STRATEGY**
- **HEALTH AND WELL BEING STRATEGY**
- **JOINT STRATEGIC NEEDS ASSESSMENT**
- **FUEL POVERTY STRATEGY**
- **HOUSING STRATEGY**
- **PROSPERITY AND PRODUCTIVITY STRATEGY**
- **STRATEGIC ECONOMIC STATEMENT (LEP)**
- **LOCAL INDUSTRIAL STRATEGY**
- **LOCAL AIR QUALITY MANAGEMENT AREA STRATEGIES**
- **SUSTAINABLE TRANSFORMATION PLAN STRATEGY**

Figure 5: Key strategies linked to the Energy and Low Emissions Strategy

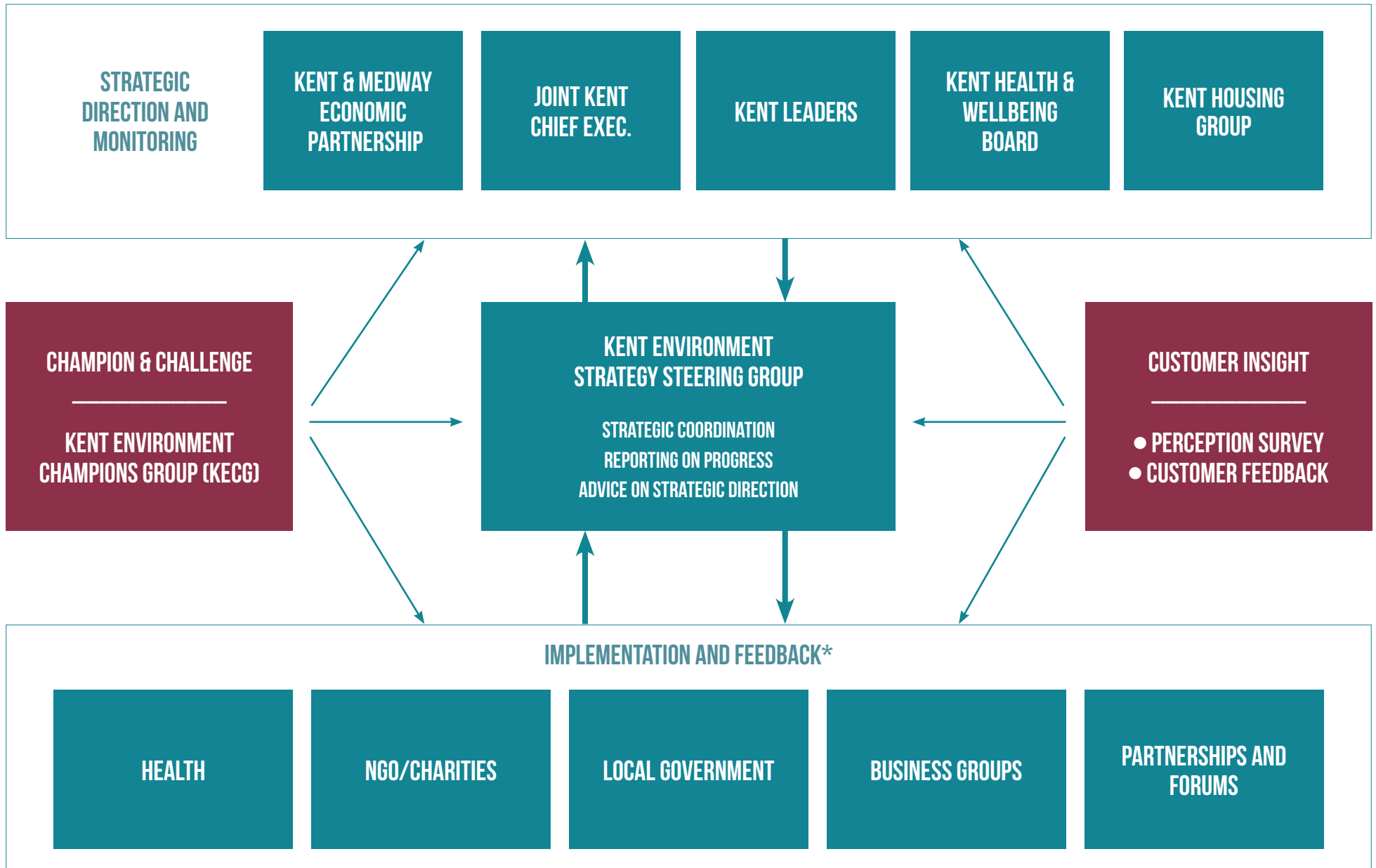







Figure 4: Relationship of partner groups in the delivery of the Kent and Energy Low Emissions Strategy

*The main reporting line will be to Kent Leaders and Joint Chief Execs

MEASURING SUCCESS – OUR INDICATORS ON A PAGE

	Emissions	Total carbon dioxide (CO ₂) emissions
		Total carbon dioxide emissions by sector
		Number of authorities signed up to the Emissions Reduction Pledge
	Air Quality	Concentrations of particulate matter (PM2.5, PM10 and secondary PM), nitrogen oxides (NO _x – made up of NO and NO ₂), ozone (O ₃), sulphur dioxide (SO ₂) and carbon monoxide (CO).
		Number of days of moderate or higher energy pollution
		Number and size of Air Quality Management Areas
	Energy	Annual energy consumption of the Kent and Medway local authority estate
		Average gas and electricity consumption per domestic and non-domestic customer
		Renewable energy capacity
	Transport	Number of journeys to school and work using active travel
		Number of cycling trips recorded by KCC cycle counters on key routes
		Journey delays on local A-roads
		Number of Ultra Low Emission Vehicle registrations
	Housing and fuel poverty	Number of households in fuel poverty
		Number of excess winter deaths
		Energy Performance Certificates of homes (existing and new build)
		Number of ECO (energy efficiency) measures installed

Baselines and target setting will be monitored through the Kent Environment Strategy annual monitoring

GLOSSARY

Active travel - Travel and transport by physically active modes of transport such as cycling, walking or scooting.

Air quality - The composition of the air in terms of how much pollution it contains.

Air Quality Management Areas (AQMAs) – Where Local Authorities have found that air pollution objectives have been exceeded or are not likely to be achieved, an Air Quality Management Area must be declared. The size of these areas is not predefined and can vary.

Department for Business, Energy and Industrial Strategy (BEIS) – Formed in 2016 The Department for Business, Energy and Industrial strategy is a government department responsible for business, industrial strategy, science and innovation and energy and climate change policy.

Car club – Car clubs allow you to rent a car by the hour. Car clubs offer the benefits of using a car without the expense or inconvenience of maintaining and running your own car.

Clean energy – Energy that is not produced from fossil fuels (coal, oil or natural gas)

Clean growth – set out in the Government’s Clean Growth Strategy, the concept aims to lower carbon emissions, protecting the environment and meeting our climate change obligations, whilst stimulating growth and prosperity, increasing earning power and creating and supporting thousands of jobs.

Combined Heat and Power (CHP) - When electricity is generated, up to 60% of the energy can be wasted as lost heat. Combined Heat and Power schemes are designed to recover most of this waste heat and use it to power a turbine and generate more electricity.

Department for Environment, Farming and Rural Affairs (DEFRA) – Formed in 2001, the Department for Environment, Food and Rural Affairs is the government department responsible for environmental protection, food production and standards, agriculture, fisheries and rural communities in England.

District heating - A district heating system is a network of insulated pipes, which delivers heat (or chilled water) from a centralised energy centre to multiple end users.

Energy Performance Certificate (EPC) - EPCs are intended to inform potential buyers or tenants about the energy performance of a building, so they can consider energy efficiency as part of their investment or business decision. The scale is from A-G, A being the most efficient.

Energy switching – a process carried out by consumers aiming to reduce their energy bills by changing their energy provider.

Excess Winter Deaths – is defined as the difference between the number of deaths which occurred in winter (December to March) and the average number of deaths during the preceding months (August to November) and the subsequent four months (April to July).

Flexible working - Flexible working is a way of working that suits an employee’s needs, for example having flexible start and finish times, or working from home.

Fuel poverty - Fuel poverty in England is measured by the Low Income High Costs definition, which considers a household to be in fuel poverty if they have fuel costs that are above average (the national median level) and where if they were to spend that amount, they would be left with a residual income below the official poverty line.

Geographic Information Systems (GIS) – A computer system that allows analysis of spatial data by organising layers of information into visual maps and 3D scenes. Commonly used GIS applications are ArcGIS and MapInfo.

Greenhouse gases - As defined under the Kyoto Protocol, these include:

Carbon dioxide (CO₂)
Methane (CH₄)
Nitrous oxide (N₂O)
Hydrofluorocarbons (HFCs)
Perfluorocarbons (PFCs)
Sulphur hexafluoride (SF₆)

Green infrastructure - Green infrastructure is a network of multi-functional green space, both new and existing, both rural and urban, which supports the natural and ecological processes and is integral to the health and quality of life of sustainable communities.

Growth and Infrastructure Framework – prepared by Kent County Council to provide a view of emerging development and infrastructure requirements to support growth across Kent and Medway. It provides a strategic framework across the County, for identifying and prioritising investment across a range of infrastructure, for planned growth up to 2031.

Hard-to-treat homes – homes that cannot accommodate routine, cost-effective energy efficiency measures. Homes considered hard-to-treat are often not connected to the gas network or are built with solid walls (without a cavity); this includes older properties and park homes.

Heat networks - A heat network, sometimes called district heating, is a distribution system of insulated pipes that takes heat from a central source and delivers it to a number of domestic or non-domestic buildings. The heat source might be a facility that provides a dedicated supply to the heat network, such as a combined heat and power plant; or heat recovered from industry and urban infrastructure, canals and rivers, or energy from waste plants.

Local Enterprise Partnership (LEP) – LEPs are locally-owned partnerships between local authorities and businesses. They play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs.

Low Carbon Across the South East (LoCASE) – An EU funded project set up to help businesses tackle and adapt to climate change, by aiming to reduce costs by cutting emissions and promoting the opportunities of the low carbon and environmental goods and services market.

Low carbon economy - An economy which has a minimal output of greenhouse gas emissions.

Mega Watt (MW) - a measure of power, one million watts.

Net Zero – Achieving net-zero carbon emissions by deeply cutting emissions, with remaining emissions offset by removal from the atmosphere (eg. by trees or technology).

Renewable energy - Energy produced using naturally replenishing resources. This includes solar power, wind, wave, tide and hydroelectricity. Wood, straw and waste are often called solid renewable energy, while landfill gas and sewerage gas can be described as gaseous renewables.

Small and Medium Sized Enterprises (SMEs) - Micro, small and medium-sized enterprises who employ fewer than 250 people and which have an annual turnover of less than £25 million.

Superfast broadband - In the UK, 'superfast' broadband is defined as a connection with download speeds of 24Mb or above.

Sustainable development - Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It is central to the economic, environmental and social success of the country and is the core principle underpinning the National Planning Policy Framework.

Tri-LEP – A term used to describe collaboration between the South East, Coast to Capital and Enterprise M3 Local Economic Partnerships. The Tri-LEP area covers much of south east England including Kent, Sussex, Surrey, Hampshire and Essex.

Ultra-Low Emission Vehicles (ULEVs) – Ultra low emission vehicles (ULEVs), also known as plug-in vehicles, emit extremely low levels of motor vehicle emissions compared to traditional petrol or diesel vehicles.

Vulnerable resident – term for an individual who is at risk of abuse or harm due to life circumstances such as underage, homeless, physical and mental illness, frailty or elderly.

KENT AND MEDWAY ENERGY AND LOW EMISSIONS STRATEGY

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This document is available in alternative formats and can be explained in a range of languages. Please contact alternativeformats@kent.gov.uk



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Proposed **Consultation Activities and Promotion**

Activities

- Publish the consultation draft strategy and evidence base in accessible word and pdf formats
- Capture feedback via a questionnaire (online and hard copies)
- Letter or email providing feedback will be analysed and considered alongside the questionnaire responses.
- Entry on Consultation Directory www.kent.gov.uk/consultations and information available at all KCC buildings.
- Consultation responses will be reviewed throughout. If more targeted work is needed further additional activities will be considered for example, telephone / face-to-face survey, focus groups or deliberative workshops.
- Attendance at Kent Youth County Council
- Attendance at Kent County Show (Year of Green Action)

Agreed consultation promotion:

- Email to extensive stakeholder list and promotion through networks
- E-mail to Equality distribution lists and invite to those registered with the Consultation Directory who have expressed an interest in General interest, Environment and Countryside.
- Poster, postcards and copies of strategy displayed in selected Libraries, Gateways, Country Parks as well as all key KCC offices and Sessions House reception
- Feature on library computer welcome screens
- Promotion at Kent County Show and any other relevant Year of Green Action events
- Tweeted on KCC Corporate and Explore Kent and KES Twitter feeds, Facebook entry, blog.
- Promotion via Kent Year of Green Action page
- Link to consultation directory page from service page on Kent.gov
- Promotional banner on kent.gov homepage
- Internal staff comms channels: KNet, KMail, directorate newsletters, KCC building television screens, polls on KNet,
- Kelsi Schools e-bulletin
- Written briefing for all KCC Members
- Submit article for KALC newsletter (need to email the KALC Secretary (secretary@kentalc.gov.uk). They accept short articles, adverts, images etc.
- Press release / briefing

Appendix 3 – Opportunities for KCC Corporate Services

Actions identified are part of ongoing explorations and have been previously discussed at ST’s Directorate Management Team, and by the KCC Environment Board.

Function	Proposed Actions	Resource implications
Commissioning and procurement	<p>Assessing and embedding clean growth requirements into commissioning decision making and procurement specifications:</p> <ul style="list-style-type: none"> • GET officers to provide inputs to develop commissioning standards • Develop briefings/training for commissioners • GET officer input to key contracts eg TFM • Progress a KCC wide fleet management solution 	<p>Under discussion with Corporate Commissioning.</p> <p>Existing GET officer time</p> <p>LOCASE 2 SME grant funding to support KCC supply chain</p>
Property (corporate and schools’ estate)	<p>Seek to continue to reduce the Council’s property footprint through the Asset Transformation Plan in line with the Asset Management Plan</p>	<p>Existing GET and Property officer time</p>
	<p>Further accelerate the delivery of energy saving projects:</p> <ul style="list-style-type: none"> • Seek to upgrade all corporate premises to LED where feasible (funded via Salix or ERDF grant) • Transition away from oil and gas fired heating, implementing new technologies or fuels where feasible eg heat pumps 	<p>Existing GET and Property officer time</p> <p>Continued use of Salix Finance invest-to-save funding</p> <p>£600k ERDF grant funding secured by GET (LOCASE 2 project)</p>
	<p>Continue to identify land or buildings where renewable energy technologies are feasible:</p> <ul style="list-style-type: none"> • Buildings - Roof mounted Solar PV/solar heat • KCC owned land e.g. ground mounted solar farms, solar car park canopies and heat networks (heating supply for multiple premises) 	<p>Existing GET and Property officer time</p> <p>Potential for Salix Finance and/or KCC invest-to-save funding</p> <p>Potential to re-invest income from renewable energy projects</p> <p>Government grants for feasibility studies eg Heat Network Delivery Unit</p>

	<p>Establish KCC 'minimum' design standards for new buildings/refurbishments (Linked to Kent Design)</p>	<p>Existing GET, Property and Gen² officer time to develop standards</p> <p>Potential for 20-year revenue income from renewable heat technologies</p>
	<p>Expand current electric vehicle charging on public sector land - potential partnership with the private sector:</p> <ul style="list-style-type: none"> • Identify potential locations for staff and public charging points and develop business cases with funding options • Include in scope/budget for future corporate building refurbishment projects 	<p>Existing GET and Property officer time</p> <p>Government grants for EV charging points – KCC match money may be required or available from private investors</p> <p>Income from charging points to be ring-fenced and re-invested in new infrastructure</p>
	<p>Expand current active travel facilities:</p> <ul style="list-style-type: none"> • Agree a minimum standard for staff facilities – secure bike storage/lockers/showers (Draft already available) • Identify and prioritise sites for investment • Include in scope/budget for future corporate building refurbishment projects 	<p>Existing GET and Property officer time</p> <p>Explore potential for new sources of funding to deliver this</p>
ICT	<p>Continue to invest in digital technologies that reduces energy use AND enables more flexible/mobile working reducing the need to travel</p>	<p>Delivery of existing digital and smarter working strategies</p>
Staff Policies	<p>Review and revise travel and parking policies to align with the existing Kent Active Travel Strategy and Public Health protection priorities to:</p> <ul style="list-style-type: none"> • Transform working practices that further reduce the need to travel for business and commuting • Incentivise more active travel, use of public transport, car clubs and car sharing where travel is essential • Expand car club provision (at County Hall) to other key KCC sites, where viable • Expand the use of ultra-low emission vehicles for use by staff doing high levels of annual business mileage eg electric/hybrid vehicles 	<p>Existing GET, Property and P&C officer time</p> <p>Explore potential to obtain developer contributions to secure pump-prime funding for car clubs, where development is close to KCC premises</p> <p>Study required to confirm mileage level above which cost savings achieved by leasing vehicles instead of claimed mileage expenses</p>

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

Equality Analysis / Impact Assessment (EqIA) template

Name of decision, policy, procedure, project or service:

Kent & Medway Energy and Low Emissions Strategy

Brief description of policy, procedure, project or service

To co-ordinate the development of an Energy and Low Emissions Strategy for Kent & Medway. This identifies and prioritises action to reduce harmful emissions that contribute to climate change and poor air quality leading to impacts on people's health. The Strategy will also incorporate the strategic approach to energy across the County as there is significant overlap in activity and the resources that are delivering actions.

This Strategy will strengthen and support the UK government's Clean Air Strategy (under consultation), Kent Environment Strategy implementation plan and District Councils' air quality action plans.

It will also take into account the Government's Industrial Strategy, Clean Growth Strategy, the 25 Year Environment Plan and Road to Zero.

Aims and Objectives

Objectives of group

- **To oversee the development of a Strategy and Action Plan for Kent & Medway that provides a comprehensive and cohesive framework, to set out the ambition and challenge for a step change in action.**
- **To seek out relevant data and information to ensure a robust evidence-based approach.**
- **Identify individuals, groups and organisations that have a key role to play in this agenda and ensure effective engagement and consultation to obtain their contributions and support.**
- **To identify the areas requiring a partnership approach to be most effective, opportunities for quick wins, synergies between KCC and District Councils.**
- **Promote increased partnership action and information sharing.**

- **Take individual responsibility to promote opportunities, align action and foster a wider awareness of the development of the strategy and the challenges faced from this agenda through our own roles and interactions.**

Outcomes

- **Support the delivery of Kent & Medway air quality objectives, as defined by EU Directives and the UK's Air Quality Strategy to reduce the level of air pollutants**
- **To focus local authority action where it can positively influence more secure, sustainable and affordable energy (the energy trilemma) to benefit Kent residents and businesses**
- **Deliver a joined-up approach to tackling the challenges of climate change and air quality**
- **Demonstrate tangible improvements in tackling air pollution through more partnership activity**
- **Ensure actions and resources are focused where they are needed most and to benefit the most vulnerable residents**

Outputs

- **Strategy and Action plan**
- **Comprehensive evidence base and identified gaps, where more research is required**
- **Identify policies required to influence local planning/local plans**
- **Develop simple messages for the public, for partners to use in communications**
- **Develop Kent & Medway case studies**
- **Develop a knowledge hub of current/planned actions**
- **Joint funding opportunities**

JUDGEMENT

- Adjust and continue - adjust to remove barriers or better promote equality

The initial screening did not identify any significant negative impacts, instead some low negative impacts are most likely to be outweighed by the wider positive benefits from the strategy and action plan.

During the development of the Strategy through 2018 and into 2019, further evidence was sought on the previously assumed negative impact for disabled access to hybrid and electric vehicles. This proved to be unfounded and has further identified the potential for barriers to parking bays with electric charge points due to location or design.

One Medium negative impact identified related to parking location and/or design with associated electric vehicle charging point, where access barriers could arise for disabled drivers and carers.

Equalities impacts evidence has been sought throughout the development of the Strategy and this impacts assessment supports the final version of the Strategy pre-public consultation.

The evidence obtained will be used to determine communications and engagement messages and channels to be used, as well as informing the resulting action plan.

This will aim to ensure that any negative impacts for specific protected characteristics are minimised or addressed as far as reasonably practicable.

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

GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	13/11/2017	D Kapaj	Initial screening grid completed by Sustainable Business & Communities team (team meeting)
V0.2	23/11/2017	D Kapaj	Review and development of first draft by first meeting of K&M energy and low emissions working group
V0.3	31/01/2018	D Kapaj	Further feedback from K&M energy and low emissions working group and EPE E&D groep
V0.4	19/02/2018	D Kapaj	Refined further based on additional feedback and evidence obtained
V0.5	28/03/2018	D Kapaj	Refined further based on additional feedback and evidence obtained
V0.6	05/04/2018	D Kapaj	Formatted into GET template and feedback from A Agyepong
V1	29/08/2018	D Kapaj	Finalised content to support Environment & Transport Cabinet Committee paper
V2	08/05/2019	D Kapaj	<p>Additional evidence obtained:</p> <ul style="list-style-type: none"> - availability of electric/hybrids on Motability Scheme - barriers to walking for over 65s - benefits of 20mph zones - DfT report – disabled people behavioiurs and attitudes to travel - additional impacts identified by HTW EV Strategy EqIA <p>Revised impacts accordingly – risk level unchanged and no new significant negative impacts</p>

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

Attestation

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

Name	Signature	Title	Date of Issue
Carolyn McKenzie	<i>C McKenzie</i>	Head of Sustainable Business & Communities	13/05/2019
Stephanie Holt-Castle	<i>S Holt-Castle</i>	Interim Director of Environment Planning & Enforcement	15/05/2019

Part 1 - Screening

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

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

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

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

Page 71 Protected Group	You MUST provide a brief commentary as to your findings, or this EqIA will be returned to you unsigned			
	High Negative Impact	Medium Negative Impact	Low Negative Impact	High/Medium/Low Favourable Impact
Age			<p>Encouraging public transport over car potentially gives rise to personal safety concerns ie vulnerable to abuse/forced home. Those with memory problems feel particularly vulnerable. (although road safety stats show public transport is safer than cars ie fewer accidents)</p> <p>Evidence 5</p>	<p>High – children/young people due to evidence of air quality impact on lung development (up to age 9) and long-term effect on health into adulthood</p> <p>Medium – improving air quality and home energy efficiency will</p>

reduce risks of illness and/or early death particularly linked to conditions mainly affecting young children or older people or due to living in colder homes. (ie heart disease, stroke, COPD)

Medium - Young people (aged 18-29) – 25% less likely to own a car, so reliant on public transport/ lift-share and active travel and this age group will benefit from improvements to this infrastructure and availability of pay-as-you-go car clubs.

Medium – Young and older people are less likely to be injured or die where 20mph zones are in force (improved safety and reduced air pollution). Over 65s are more likely to

				walk in places where there are lower speed limits or where footpaths are well maintained. Evidence 3 & Evidence 6
Disability		Physical ability to access suitable parking with electric vehicle charging points could inhibit take up by this group. Evidence 4	<p>Encouraging public transport over car potentially gives rise to personal safety/access concerns (DfT report confirms safety related incidents on and around transport are more likely for disabled people)</p> <p>Avoid excluding from active travel opportunities as far as reasonably practicable, although disabled are less likely to walk or cycle compared to non-disabled.</p>	<p>Low - Improving air quality may reduce symptoms of some disabling health conditions</p> <p>Low – Some energy efficiency improvements such as boilers are linked to disabled adaptations which can benefit those with a disability (e.g. disabled facilities grant)</p> <p>Low – disabled people are less likely to travel and when they do more likely to use buses and taxis compared to cars – improved access to and reducing emissions from these modes will benefit this group Evidence</p>

				<u>5</u>
Gender			<p>Encouraging public transport over car potentially gives rise to a personal safety concern (perception by women that personally safer using own car – no recent evidence found for UK/Kent) (although road safety stats show public transport is safer than cars ie fewer accidents)</p>	
Gender identity/ Transgender			<p>Ensure inclusive promotions/communications Encouraging public transport over car potentially gives rise to a personal safety concern (although road safety stats show public transport is safer than cars ie fewer accidents)</p>	
Race			<p>Encouraging public transport over car potentially gives rise to a personal safety concern (although road safety stats show public transport is safer than cars ie fewer accidents)</p> <p>Using more reflective images of population in campaigns and promotions.</p> <p>Ensuring clear language is used and language barriers are reduced where possible in the promotion of schemes</p>	

			and projects under this strategy (inclusive promotions and schemes)	
Religion and Belief			Ensure inclusive promotions	
Sexual Orientation			Ensure inclusive promotions	
Pregnancy and Maternity			Encouraging public transport over car potentially a personal safety concern (although road safety stats show public transport is safer than cars ie fewer accidents)	Poor air quality impacts lung development of growing foetus (Evidence 1 Evidence 2) and young children. Improving air quality benefits this group
Marriage and Civil Partnerships			N/A	
Carer's Responsibilities		Physical ability to access suitable parking with electric vehicle charging points could inhibit take up by this group.	Carers may be more likely to need a car due to transporting children or cared for individuals, some with specific needs requiring larger (and potentially more polluting) vehicles. Need for careful communications in encouraging less polluting transport modes.	

Conclusion: **Overall no significant negative impacts identified, there is potentially one Medium impact for disabled people and carers, which requires the consideration of the selection of locations and design of parking spaces allocated for electric vehicle charging.**

More positive benefits will be delivered for the young, old, disabled and maternity (unborn foetus).

Part 2 - Full Equality Analysis /Impact Assessment

From the screening grid, identify the Protected Groups impacted

Disabled

Information and Data used to carry out your assessment

Evidence 1 Impacts of poor air quality on unborn foetus <https://www.bmj.com/content/359/bmj.j5299>

Evidence 2 Lifelong impact of air quality <https://www.rcplondon.ac.uk/projects/outputs/every-breath-we-take-lifelong-impact-air-pollution>

Evidence 3 Barriers to walking for over 65's <https://www.ciht.org.uk/news/uneven-footways-prevent-older-people-from-walking/>

Evidence 4 Availability of electric and hybrid vehicles for disabled people eligible under the UK motability scheme <https://www.motability.co.uk/>

Evidence 5 DfT report - Disabled peoples travel behaviour and attitudes to travel

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/647703/disabled-peoples-travel-behaviour-and-attitudes-to-travel.pdf

Evidence 6 Impact of 20mph zones <http://eprints.uwe.ac.uk/34851/>

Who have you involved consulted and engaged with?

Sustainable Business and Communities team

Kent & Medway Energy & Low Emissions Working group

GET E&D group

A Agyepong, corporate E&D lead

Analysis

Benefits have been identified for Age (both young and old), disabled, gender, race and pregnancy (unborn foetus)

Adverse Impact:

Version 1 - Assumed that disabled (specifically physical) may be at a disadvantage when using an Electric Vehicle
This assumption has been further investigated and found that there are 72 hybrid and electric vehicle options available via the Motability scheme. Therefore, access to low emissions vehicles is not seen as a barrier for disabled drivers.

There is still potential for barriers to access to parking bays with electric charge points for disabled and also carers. This needs to be considered when determining EV charge point locations and associated parking design for individual schemes. This information has been passed on for consideration in the revision of parking standards for Kent Design.

Positive Impact:

The provision of cleaner vehicles and access to improved walking, cycling and public transport has positive advantages for the characteristics age, disability and pregnancy (unborn foetus).

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Part 3 - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
Disability Pregnancy and Maternity	Potential barrier to take up of electric vehicles due to inadequate parking design	Take into account when revising the parking standards under Kent Design	This will need to be taken account of by KCC and District partners when securing funding and establishing actions to expand EV infrastructure across Kent	S Bengé	October 2019	None

Have the actions been included in your business/ service plan?

The action is part of Economic Development's business plan 2019-20 – Kent Design refresh

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From: Susan Carey, Cabinet Member for Customers, Communications and Performance

Amanda Beer, Corporate Director People & Communications

To: Policy & Resources Cabinet Committee – 13 June 2019

Subject: Review of face-to-face customer contact provision

Classification: Unrestricted

Past Pathway of Paper: Not Applicable

Future Pathway of Paper: Policy & Resources Cabinet Committee

Summary: This report reviews the role of KCC's corporate face-to-face contact channel in supporting our strategic purpose and preventative strategies. It sets out the next steps to explore opportunities and future delivery options, working collaboratively with district councils to ensure joined up access to services for Kent's residents.

Recommendation:

The Policy and Resources Cabinet Committee is invited to CONSIDER and ENDORSE the recommendations to:

- Develop a customer contact strategy.
- Consider all possible methods of service delivery, particularly with libraries and children's centres or potentially through community outreach, as part of the new customer contact strategy.
- Work within KCC and with district councils to review operations to ensure support for preventative strategies and better support digital inclusion.
- Continue work with district councils to explore opportunities to reduce the cost of operations and increase income in Gateways prior to the end of the current contracts, at which point KCC will be exiting Gateways.

To NOTE:

- A customer contact strategy for KCC will be tabled for discussion at a future Policy & Resources Cabinet Committee.

1. Introduction

1.1 An essential part of any organisation's drive towards excellent customer service is a clear and effective strategy for managing customer contact.

1.2 KCC ensures that residents and service users can access services and information in a range of ways that suit their needs – online, by telephone or in person.

- 1.3 The design and management of each corporate contact channel aims to reflect KCC's strategic purpose, focusing on helping individuals, families and communities to be more resilient and support themselves wherever possible. Each contact channel is designed around the needs of customers and service users, rather than the needs of service providers or professionals.
- 1.4 Policy and Resources Cabinet Committee received update reports on our online channel (kent.gov.uk) in December 2017 and our Contact Point in March 2018 and January 2019. This paper concentrates on the remaining key pillar of customer contact – face-to-face provision.
- 1.5 Having reviewed arrangements across all our contact channels, it is now intended to produce a customer contact strategy. The strategy will focus on the importance of corporate customer contact service provision and its continuous improvement. The buildings, infrastructure and mechanisms for this service provision, whilst requiring careful thought and consideration, will be driven by the strategic objectives and can and should be flexible to meet local needs and availability.
- 1.6 It is difficult to make direct comparisons in terms of the cost of each contact route because of the inherent difference in the delivery models. By far the most widely used method of contact to find information and access services is through our website. This is also the least costly access route, followed by contact by phone.
- 1.7 Through our renegotiated contract with Agilisys, we have introduced further savings to the cost of handling calls and placed a greater emphasis on quality.
- 1.8 KCC incurs both property and operational costs in the provision of the current Gateways. The total 2018/19 cost was circa £1.3m. Since 2017, 17% has been taken out of the operating budget to bring the cost of face-to-face provision down to a more proportionate level.
- 1.9 In reviewing the role and value of providing face-to-face contact in the context of supporting KCC's strategic purpose we recognise that each contact costs more to serve than those of other channels. However, we recognise there is a role for face-to-face contact as part of the overall offer. In developing the customer contact strategy, focus will be placed on how our face-to-face services can provide improved early support, offering better value for money for Kent taxpayers.
- 1.10 Part of the development of our customer contact strategy will be to facilitate people who do not use online as their first option feeling able to do so for any future transactions or advice.
- 1.11 The Asset Utilisation and Business Change programmes will also influence the design of the strategy, aiming to achieve a more equitable and effective spread of face-to-face access to services dependent on community need and within

existing KCC buildings such as libraries and children's centres, or potentially through outreach service provision in other community venues.

2. Customer contact principles and objectives

2.1 The fundamental principles underpinning effective customer contact aligned to the Authority's strategic objectives are:

- using insight to better understand customer needs
- designing services around customers
- providing excellent customer service and excelling at service delivery
- delivering personally relevant communications to the right people at the right time in the right way on the right channels
- working with organisations across the public, voluntary and private sectors as a commissioning Authority and delivery partner to facilitate access to services whoever delivers them and provide joined-up signposting and responses to complex customer needs.

2.2 It is important to recognise when developing effective face-to-face contact that, whilst it will be open to all residents, enquiries and help are more likely to be sought from people who:

- are seeking to speak to someone face-to-face to get the support they need or get help to navigate seemingly complex public services to find local services that can help them whichever tier of government, private or voluntary agency delivers them
- have complex needs
- are facing a multitude of issues affecting, or affected by, their mental and physical health.
- are facing financial hardship
- lack basic digital skills so need help to complete forms and access support, such as Blue Badges and bus passes (KCC services)
- need assistance with benefits and housing (district/borough services)

2.3 Customers may present with a very specific enquiry or they may explain their current situation without knowing what support or help they need. Customer contact staff need to be trained to identify and deal with multiple needs and to spot the vulnerability of some customers and any safeguarding issues.

2.4 Identifying issues at the first point of contact, enabling customers to find and navigate the right services to manage their situation and take control of what happens to them, can improve outcomes and prevent customers returning in crisis at a later date. Any consideration of the value of face-to-face contact should recognise this potential for reducing demand on higher end services and helping people lead independent lives, by getting this initial contact right.

2.5 The County Council has an important community leadership role in the county. Having a visible presence in communities can provide a reassuring presence for residents and is of reputational importance to the council.

3. Current provision of face-to-face services

- 3.1 Residents in Kent experience personal interaction with Kent County Council through all our frontline staff providing services directly to individuals and communities. The customer experience resulting from this interaction is key to the perception of service users and residents and excellence in customer service will always be a key priority for our service directorates. The corporate customer contact strategy needs to enhance this.
- 3.2 The current provision of corporate face-to-face contact in terms of general information-giving, signposting and query resolution is through our Gateways which were first established in 2005 when the customer contact landscape was very different. The motivation behind Gateways was as much about the buildings as the customer contact and it explicitly aimed to provide a well-designed, retail environment in town centre locations. This is no longer a determining factor.
- 3.3 There are currently 10 Gateways across the county: in Ashford, Dover, Edenbridge, Gravesend, Sheerness, Swanley, Tenterden, Thanet, Tonbridge and Tunbridge Wells. Each Gateway has been set up in partnership with the relevant district council. Six Gateways are co-located with libraries, and some of these buildings are also home to Adult Education, Day Care Services for adults with learning disabilities and children's social care.
- 3.4 Face-to-face contact is also provided in areas where Gateway provision does not exist, through libraries, children's centres and district council offices. There is an opportunity, through the development of the customer contact strategy, to learn how the face-to-face services delivered in these areas support KCC's strategic purpose and preventative strategies.
- 3.5 It is difficult to accurately compare the value of providing face-to-face services with the cost per transaction of the website and the contact centre because the people needing face to face contact either lack basic digital skills and need help to access online services, or have complex needs or multiple problems that would be very difficult to access online or by phone.
- 3.6 Members confirmed in 2016 that due to the high transactional costs of Gateways from KCC's perspective, steps should be taken to relocate services where possible and as soon as possible. At three Policy & Resources Cabinet Committees that year, decisions were endorsed to relocate KCC services from Gateways and it is therefore not intended to renew contracts with districts for Gateways as they expire (as shown in Appendix 1).
- 3.7 A key outcome for the customer contact strategy will be to achieve its objectives whilst also reducing this total spend. We will work collaboratively with district councils to jointly explore any opportunities to reduce costs across the system where possible. This will include mutually exiting from Gateway agreements where there is an appetite to do so and with alternative service provision agreed.

4. Engagement with district councils

- 4.1 It has been important to engage with district councils to understand the role face-to-face contact has in the delivery of their future strategies and explore the possibility of working together to reduce costs and improve operations. This will help ensure success in one of the priorities for customer contact which is to enable residents to access information that allows them to find the required service or access the support they need regardless of which part of the public sector, or commissioned supplier, delivers it.
- 4.2 It is also important to note that our existing Gateways are provided in partnership with districts and there are opportunities to co-locate any future customer contact provision with districts.
- 4.3 The following themes of importance to districts came out of these conversations:
- Having a face-to-face service remains a key priority despite the fact it is an expensive contact channel when compared with online and phone
 - Face-to-face remains a vital lifeline to people who lack basic digital skills or whose problems are too complicated to be resolved by completing an online form
 - Face-to-face services support early prevention policies and can help avoid costly interventions at later stages
 - It offers visibility in the community, an important profile for councils
 - The operating model needs to be reviewed to reflect today's needs and better support the digital inclusion agenda

These themes align closely to KCC's intentions and this will facilitate working closely on next steps.

5. Recommendations

The Policy and Resources Cabinet Committee is invited to CONSIDER and ENDORSE the recommendations to:

- Develop a customer contact strategy.
- Consider all possible methods of service delivery, particularly with libraries and children's centres or potentially through community outreach, as part of the new customer contact strategy.
- Work within KCC and with district councils to review operations to ensure support for preventative strategies and better support digital inclusion.
- Continue work with district councils to explore opportunities to reduce the cost of operations and increase income in Gateways prior to the end of the current contracts, at which point KCC will be exiting Gateways.

To NOTE:

- A customer contact strategy for KCC will be tabled for discussion at a future Policy & Resources Cabinet Committee.

Contact details

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Gateway contract end dates

Gateway location	Contract end
Tonbridge	July 2024
Tenterden (located with library and Post Office)	December 2023
Dover	March 2024
Tunbridge Wells	November 2024, but contract will mutually end upon completion of Cultural Hub
Gravesend	December 2025
Ashford (located with library and other KCC services)	July 2026
Sheppey (located with library and other KCC services)	October 2026
Thanet (located with library)	January 2027
Swanley (located with library, Post Office and other community services)	November 2030 (contract in place with Swanley Town Council)
Edenbridge (located with library, church and other KCC and community services)	N/A – no contract in place with district council

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From: Eric Hotson, Cabinet Member for Corporate and Democratic Services
Ben Watts, General Counsel

To: Policy and Resources Cabinet Committee – 13 June 2019

Subject: Work Programme 2019/20

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: Standard item

Summary: This report gives details of the proposed work programme for the Policy and Resources Cabinet Committee.

Recommendation: The Policy and Resources Cabinet Committee is asked to CONSIDER and AGREE a work programme for 2019/20.

1. Introduction

- 1.1 The proposed Work Programme has been compiled from items on the Forthcoming Executive Decision List; from actions arising from previous meetings, and from topics identified at agenda setting meetings, held 6 weeks before each Cabinet Committee meeting in accordance with the Constitution and attended by the Chairman, Vice-Chairman and group spokesmen.
- 1.2 Whilst the Chairman, in consultation with the Cabinet Members, is responsible for the final selection of items for the agenda, this item gives all Members of the Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Terms of Reference

- 2.1 At its meeting held on 27 March 2014, the County Council agreed the following terms of reference for the Policy and Resources Cabinet Committee “To be responsible for those functions that fall within the Strategic and Corporate Services Directorate”.
- 2.2 Further terms of reference can be found in the Constitution at Appendix 2 Part 4 paragraph 21 and these should also inform the suggestions made by Members for appropriate matters for consideration.

3. Work Programme 2018/19

- 3.1 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 for inclusion on the agenda of future meetings.

3.2 The schedule of commissioning activity that falls within the remit of this Cabinet Committee will be included in the Work Programme and is considered at agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance.

3.3 When selecting future items, the Cabinet Committee should consider performance monitoring reports. Any 'for information' or briefing items will be sent to Members of the Cabinet Committee separately to the agenda or separate member briefings will be arranged where appropriate.

4. Conclusion

4.1 It is important for the Cabinet Committee process that the Committee takes ownership of its work programme to help the Cabinet Members to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates on 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 Policy and Resources Cabinet Committee is asked to CONSIDER and AGREE a work programme for 2019/20.

6. Background Documents

None.

7. Contact details

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POLICY & RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2019/20

	When was item added?	Has item been deferred?
Friday 20 September 2019		
• Oracle Strategy	Rebecca Spore	
• Fair Funding Review	Added at P&R agenda setting on 28 Nov 18	
• Oakwood House Update	Added at P&R agenda setting on 16 May 19	
• Update on Legislative Changes around Business Rate Retention	Added at P&R agenda setting on 28 Nov 18	
• Contract Management update (Exempt)	Standard item	
• Update on Invicta Law – every 6 months		From P&R CC on 16.05.2019
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item – every other month	
• Work Programme 2019/20	Standard item	
Friday 8 November 2019		
• Strategic Development Plan update/monitoring	David Firth – 13.05.19	
• Annual Equalities and Diversity report	Annual report	
• Contract Management update (Exempt)	Standard item	
• Work Programme 2019/20	Standard item	
Tuesday 21 January 2020		
• Contract Management update (Exempt)	Standard item	
• Update on Invicta Law – every 6 months		
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item – every other month	
• Work Programme 2019/20	Standard item	
Friday 20 March 2020		
• Corporate Assurance	Annual report	
• Strategic and Corporate Services Risk Management	Annual report	
• Contract Management update (Exempt)	Standard item	

• Work Programme 2019/20	Standard item	
Tuesday 12 May 2020		
• Contract Management update (Exempt)	Standard item	
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item – every other month	
• Work Programme 2019/20	Standard item	

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of the Local Government Act 1972.

Agenda Item 10

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Agenda Item 12

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Agenda Item 13

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