

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

Thursday, 9th May, 2019

10.00 am

Darent Room - Sessions House



AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Thursday, 9 May 2019 at 10.00 am
Darent Room - Sessions House

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

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

Membership (16)

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

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

Labour (1) Mr D Farrell

Webcasting Notice

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

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

UNRESTRICTED ITEMS

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

1 Introduction/Webcast announcements

2 Membership

To note that Mr D Brazier has replaced Mr P Homewood as a Member of the Committee.

3 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

4 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

- 5 Minutes of the meeting held on 7 March 2019 (Pages 7 - 16)
To consider and approve the Minutes as a correct record
- 6 Verbal Updates by Cabinet Members and Corporate Director
To receive verbal updates by the relevant Cabinet Members and Corporate Director
- 7 The Government's response to the Thames Estuary 2050 Commission and generating "good growth" in the Thames Gateway (Pages 17 - 24)
To note the paper and opportunities including plans for a major launch with partners to promote and further unlock the potential of the Thames Estuary.
- 8 Thames Estuary Production Corridor (Pages 25 - 30)
To receive a report on the Thames Estuary Production Corridor.
- 9 Developer Contributions (Pages 31 - 40)
To receive a report which explains the background to developer contributions, how contributions are calculated and collected for the Council and how these are then used.
- 10 Growth, Environment and Transport Performance KPIs 2019/20 (Pages 41 - 46)
To receive a report that sets out the proposed indicators which will be reported within the Growth, Environment and Transport Dashboard for 2019/20.
- 11 19/00041 - Regional Growth Fund - Transfer of Funds to Thurrock Council (Pages 47 - 62)
To comment and endorse, or make recommendations to, the Cabinet Member for Economic Development to agree;
 - (a) that administration of and funding-decision authority for the monies previously recovered from companies based in Thurrock and handled via the Tiger Scheme, be transferred to Thurrock Council for management via their own new business loan scheme; and
 - (b) that authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision.
- 12 19/00042 - Kent County Council Acting as Enforcement Body for Local Planning Authorities (Pages 63 - 78)
To consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision to approve the principle of delegating the authority to act as the enforcement body for District and Borough S106 obligations subject to a range of conditions, to the appropriate officer; the Director of Economic Development. Examples of relevant S106 obligations may

include those relating to community development, sports provision and open space.

13 Kent and Medway Enterprise and Productivity Strategy Progress Update (Pages 79 - 82)

To receive a report which provides Members with a further update on the development of a Kent and Medway 2050 Enterprise and Productivity Strategy.

14 Turner Prize 2019 and Open Golf 2020 - Legacy Programmes (Pages 83 - 96)

To note the impact of the County Council's investment and role in securing and delivering these two internationally prestigious events; and the planned-for wider community impact from both events.

15 The EXPERIENCE project (Pages 97 - 104)

To receive a report that sets out the EXPERIENCE project.

16 Work Programme 2019/20 (Pages 105 - 110)

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

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Tuesday, 30 April 2019

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

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KENT COUNTY COUNCIL

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

MINUTES of a meeting of the Growth, Economic Development and Communities Cabinet Committee held in the Darent Room - Sessions House on Thursday, 7 March 2019.

PRESENT: Mr A M Ridgers (Chairman), Mr S Holden (Vice-Chairman), Mrs P M Beresford, Mrs R Binks, Mr A Booth, Mr A Cook, Mr G Lymer, Mr P J Messenger, Mr S C Manion, Mr J Wright, Mr D Farrell and Mr A J Hook

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

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport) and Mr D Smith (Director of Economic Development)

UNRESTRICTED ITEMS

129. Apologies and Substitutes

(Item 2)

Apologies were received from Mr Bowles, Mr Chittenden and Mr Homewood.

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

(Item 3)

There were no declarations of interest received.

131. Minutes of the meeting held on 10 January 2019

(Item 4)

RESOLVED that the minutes of the last meeting on 10 January 2019 are a correct record and that they be signed by the Chairman.

132. Verbal updates by Cabinet Members and Corporate Director

(Item 5)

1. Mr Hill, OBE (Cabinet Member for Community and Regulatory Services) informed the Committee of his attendance at:
 - (a) The Turner Contemporary Exhibition on 26 January 2019 which staged a majority of work from Katie Paterson, paired with a group of works by JMW Turner. Mr Hill commended the exhibition and expressed his delight in regard to the large number of attendees;
 - (b) The Kent School Games Cultural Celebration on 3 March 2019 which showcased the artistic talent of young performers in the region. It was the first

time that the event had showcased performers across Kent using a feature-length film, opposed to the annual on-stage presentation. Mr Hill commended the films production, its ability to capture the strength and inspirational talent of young performers and agreed (with approval from the Chairman) to bring the shortened version of the film to a future Committee; and

- (c) The Gulbenkian Theatre's 50th anniversary celebrations where he was invited to speak. Mr Hill said that the theatre and University of Kent continued to be significantly powerful partners with the Kent County Council Arts Unit and was thankful for the opportunity to be part of such an event.
2. Mr M Dance (Cabinet Member for Economic Development) provided an update to the Committee on the following:
 - (a) Mr Dance and the Chairman of the Council had visited a number of successful and inspirational businesses across the county, one of which was primarily an internet drive business and had managed to enhance its revenue over a ten-year period from an income of £1 million a year to £100 million a year. Supplementary to this, Mr Dance in conjunction with the Corporate Director of GET, attended a further meeting with a number of business across Kent to listen to the issues and challenges faced by many organisations. Mr Dance referred to one company in particular, AC Goatham & Son, the UK's largest producer of apples and pears and which managed 28 farms across Kent. One of the key topics discussed was the issue around the Seasonal Agriculture Workers Scheme and whether Brexit would have an impact on seasonal labour. Mr Dance paid tribute to the representatives of Visit Kent, Locate in Kent and Produced in Kent for their continued support in improving Kent's economy.
3. The Cabinet Members and Corporate Director for Growth, Environment and Transport responded to comments and questions as follows:
 - (a) In response to queries regarding the resignation of the Vice-Principal of Hadlow College and how this would impact Kent County Council, Mr Dance acknowledged that when any individual resigns from an organisation there would undoubtedly be a transition period that would bring about change, however, this was yet to be debated. In terms of the audit pathway, Kent County Council were completely separate, there had previously been shared elements of HR and some back-office support, however, this could be subsumed elsewhere.
 - (b) Mrs B Cooper (Corporate Director of Growth, Environment and Transport) addressed queries regarding staff contingency plans for Kent County Council and assured Members that all teams across Kent County Council had been tasked with producing a business continuity plan which looked at all possible eventualities as a result of Brexit, the impact of those on the service and ways in which teams could continue to effectively deliver those services after 29 March. Some teams had taken the decision to not have annual leave (particularly Highways Officers) for the April Period and to allow staff to take

their leave later on in the year as it would be impractical to have all staff off when running a 24-hour service.

(c) In response to concerns regarding the public audit mitigation work, Mrs Cooper said that the Kent Resilience Forum, consisting of all category 1 responders across Kent (Blue light services, District and Borough Councils, NHS, Highways England etc.), was responsible for reviewing all potential risks that would be caused by Brexit. This included issues around traffic management, cyber security issues, counter terrorism; and this evidence would be taken from the latest horizon data provided by Her Majesty's Government and applied to scenarios in Kent. Kent County Council as a participant of the Kent Resilience Forum would then incorporate the findings into risk assessments around staff, annual leave and how best to manage services.

(d) With regard to whether the Kent Business Rate Retention Pilot would provide funding to Eurotunnel, Mrs Cooper acknowledged Members interests, however, informed the Committee that Kent County Council could not provide an answer.

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

133. Performance Dashboard

(Item 6)

Richard Fitzgerald (Business Intelligence Manager, Performance, Strategic Business Development & Intelligence) and Helen Page (Interim Head of Countryside and Community Development) were in attendance for this item.

1. Mr Fitzgerald introduced the Performance Dashboard which showed progress made against targets set for Key Performance Indicators (KPI) up to the end of December 2018. Mr Fitzgerald informed the Committee that the targets and KPI's were set on an annual basis and that the targets within the current Dashboard reflected those set and agreed by the Committee in 2018 through the Business Plan process. Following the implementation of the Strategic Delivery Plan, targets and KPI's would no longer go through the same governance process and would instead be generated in coalition with the newly adopted Strategic Delivery Plan. Members would have a chance at the next Committee in May to comment on the new mechanisms in place for approving KPI's and targets.
2. Mrs Page referred to the Environment, Planning and Enforcement KPIs and provided Members with a brief summary and reasoning for the red indicators, as set out in Appendix 1 of the report. With regard to EPE19, Mrs Page informed the Committee that a further month's data had been received since publication of the report and confirmed that the KPI had achieved a RAG rating of amber. Mrs Page affirmed her confidence that the EPE targets, although challenging, would be achieved by the end of the 2019.
3. Mr Pearson referred to the red KPI for the Libraries, Registrations and Archives service which related to number of people using outreach services which was

mainly the Home Library Service. He said that work was due to be undertaken to review the current KPI's to capture customer satisfaction levels as well as customer access levels and that in regard to the home library service, satisfaction would be a better measure. Mr Pearson said that the new LRA strategy offered new opportunities for the services to look at their performance measures and said that LRA were keen to engage with Mr Fitzgerald to identify new targets.

4. The officers responded to comments and questions as follows:
 - (a) In response to queries regarding the decline in library visits, Mr Pearson assured the Committee that library access levels were continuously monitored, however, there had been a decline in visits and this was backed by national trends. The summer period would often see increased library usage due to the summer reading challenge and increased student usage due to exams. However, Mr Pearson assured Members that trends would continue to be monitored and presented to the Committee.
 - (b) With regard to the number of weddings in Kent, Mr Pearson said that there had been an increase in sites applying for a licence to perform and host wedding ceremonies which has had a positive impact in terms of economic growth for Kent. However, in response to queries regarding the social change in civic ceremonies and whether this had impacted on the national trend, Mr Pearson agreed to liaise with the LRA and respond to Members directly with the requested data.
5. Mr Pearson paid tribute to the entire ceremonies team and wholly commended staff for their continued professionalism and positive work that has changed people's lives.
6. RESOLVED that the report be noted.

134. Risk Management: Growth, Environment and Transport Directorate *(Item 7)*

Mark Scrivener (Corporate Risk Manager) was in attendance for this item.

1. Mr Scrivener introduced the report that set out the strategic risks relating to the Growth, Economic Development and Communities Cabinet Committee. He advised Members that a majority of risks would have been discussed at the relevant Committees throughout the year and embedded within core business. Full details of the corporate risks were summarised in Appendix 1.
2. RESOLVED that the risks presented in the report be noted.

135. 19/00019 - Regional Growth Fund Administrative Changes and Transfer of Funds *(Item 9)*

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

1. Mr Smith introduced the report that set out the proposed decision to transfer to East Sussex County Council the authority to administer and manage funds recovered via the Regional Growth Fund Escalate Programme, through its East Sussex Invest 5 Scheme.
2. Supplementary to this, Mr Riley said that under the original Kent and Medway Business Fund, there was no demand from companies, Kent County Council or East Sussex County Council to operate a jointly managed fund outside the geographical boundaries of Kent and Medway. Therefore, the most practical option would be for Kent County Council to transfer recovered loan repayments from East Sussex recipients to East Sussex County Council for them to manage future reinvestments in local companies.
3. RESOLVED that the proposed decision (19/00019) to be taken by the Cabinet Member for Economic Development to:
 - (a) agree that administration of and funding-decision authority for the monies previously recovered from companies based in East Sussex and handled via the Escalate Scheme, be transferred to East Sussex County Council for management via their East Sussex Invest 5 scheme; and
 - (b) that authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision.

be endorsed.

136. 19/00012 - Decision on the Libraries, Registration and Archives Strategy including Proposal for a New Library Tiering Model

(Item 8)

James Pearson (Head of Libraries, Registration & Archives) and Jacki Taylor-Smith (Strategic Manager Business Development Libraries, Registration and Archives) were in attendance for this item.

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report that summarised the results of the recent public consultation on the draft three-year Libraries, Registration and Archives (LRA) Strategy and its proposals to review library opening hours through a new tiering model.
2. Mr Pearson and Mrs Taylor-Smith presented a series of slides that summarised the results of the public consultation, the changes proposed as a result of the consultation and the proposed strategy for implementation which had been produced using an evidenced based approach to ensure fairness to all library services across the county.
3. The Chairman commended the Libraries, Registration and Archives service for managing to retain all 99 libraries and continuing to meet local demands whilst tasked with delivering revenue savings.

4. Mr Rayner (Member for Malling West) attended the meeting and thanked Mr M Hill for the reallocation of the Hildenborough library from tier five to tier four following representations made in January 2019. However, in relation to the proposed tiering model and the impact of reduced opening hours on the Borough Green library centre, Mr Rayner addressed the detrimental impact of this on service users and put forth the positive proposals from representatives on the Kent Association of Local Councils (Borough Green, Wrotham, Ightham, Plaxtol, Platt) to:
 - (a) review the allocated tiering; and
 - (b) provide replacement funding from the aforementioned Parish Councils to substitute lost central government and retain the existing library opening hours.
5. The officers and Cabinet Member responded to comments and questions as follows
 - (a) In response to Mr Rayner's proposal to review the tiering for Borough Green library, Mr Hill confirmed that the data on the usage of Borough Green library did not support the request at the current point in time, however, assured the Committee that the Library, Registration and Archives service would continue to undergo constant review and that the LRA Strategy would be reviewed at regular intervals. In response to Mr Rayner's proposal to provide replacement funding through Parish Council contributions, Mr Hill advised the Committee that following the meeting between Mr Rayner, Mr Pearson and himself, it was agreed that further work needed to be done to ascertain the wider implications of the proposal in terms of Human Resources, staffing and the possible risks involved should Parish Council revenue cease to exist. Mr Hill said that Kent County Council works in close partnership with the Parish Councils to support the Libraries, Registration and Archives Service and agreed to review Mr Rayner's proposal in due course following the implementation of the three-year LRA strategy.
 - (b) With regards to the consultation criteria and whether this measured areas of social deprivation, Mr Pearson said that the 'need' data collated as part of the consultation criteria was key to determining where libraries should be located, and the proposed new strategy ensured retention of all 99 existing libraries to meet local demands. The strategy would be reviewed on a regular basis following its implementation and was due to return to the Committee in 2021.
 - (c) In response to queries regarding the £90k additional savings from LRA non-staffing budgets, Mr Pearson said that funding had been reduced in areas of the library service including the modernisation of the LRA building spaces and IT infrastructure to create savings and new opportunities were being explored around mobile vehicles to produce further savings. Mr Pearson assured the Committee that the reductions did not affect staffing, library materials or funding for books. Mrs Taylor-Smith said that the LRA service continued to work with its colleagues in asset utilisation to discover innovative ways of delivering a number of services under one roof.

6. Mr Hill paid tribute to all staff members within the Libraries, Registration and Archives service and their continued exemplary effort.
7. RESOLVED that the proposed decision (19/00012) to be taken by the Cabinet Member for Community and Regulatory Services to adopt the 3-year strategy for Libraries, Registration and Archives and implement the proposal to tier libraries and introduce a new opening hours model across the county, specifically to:
 - (a) adopt the 3-year LRA strategy subject to changes being included as outlined in this report,
 - (b) implement the library tiering model and progress to local engagement regarding the pattern of opening hours for each library,
 - (c) delegate the decision on the exact opening hours for each library to the Libraries, Registration & Archives Head of Service in consultation with the Cabinet Member for Community and Regulatory services; and
 - d) agree to a review of the tiering model on a 2-year cycle – with a report to this committee on any changes proposed.

be endorsed.

137. Supporting Kent Exporters *(Item 10)*

David Smith (Director for Economic Development) and Steve Samson (Trade Development Manager) were in attendance for this item.

1. Mr M Dance (Cabinet Member for Economic Development) introduced the report which provided an update on the state of play for supporting Kent businesses with exporting and outlined the proposal for a trade and export development framework for Kent.
2. Mr Samson said that Kent County Council had worked closely with business support organisations and strategic partners for a number of years to boost Kent export levels and support Kent exporters under the 'Kent International Business (KIB)' business programme. Core export services provided in Kent included those offered by the Department for International Trade (DIT), Kent Invicta Chamber of Commerce and Enterprise Europe Network as well as externally funded support programmes that provided micro-financing to help businesses with international trade. He informed the Committee that phase one of the SME internationalisation Exchange (SIE) project was due to be completed and that following a recent study of various export schemes, the KIB partners were looking to pilot 3 actions that were to be implemented during phase two of the Interreg project and drew members attention to annex 3 of the report.
3. The officer responded to comments and questions as follows:

- (a) Mr Samson said that one of the key objectives for Kent County Council was to streamline the current KIB support and provide a more staged journey to ensure that Kent businesses knew who they had to contact and at what stage this had to happen in their export journey. Queries into Kent County Council were often generated through businesses who had received an overseas enquiry and needed advice on how to proceed and who to contact.
- (b) In response to the proposed pilot actions in Kent, one of the interventions supported by the KIB partners was to provide greater internal resources for companies and this would be achieved through the Export Manager Scheme. The preferred option that Kent County Council had explored was to provide funding to companies that would then be used to appoint a trade and export specialist. This option would offer greater sustainability for companies in the future as it would allow them the option to appoint external or internal candidates with the latter ensuring that the specialist knowledge is contained in-house.
- (c) Mr Samson confirmed that companies used air freight to distribute products abroad but others used road haulage.
- (d) In response to EU Interreg funding, Mr Samson confirmed that funding for the SME Internationalisation Exchange (SIE) Project would expire at the end of December 2021 which would provide a 21-month period to test the proposed pilot actions. Supplementary to this, Mr Smith assured the Committee that SIE project covered 85% of the estimated costs of the proposed pilot support schemes and the remaining 15% was provided by Kent County Council through 'in-kind' staff time. Therefore, Kent County Council were effectively maximising impact primarily through organising businesses across Kent by providing them with a network data base of contacts to grow their export opportunities and not through financial expenditure. Mr Smith advised the Committee that the Government had promised further funding opportunities to support export-related opportunities, however details of this were pending following Brexit negotiations.
- (e) With regards to whether there would be increased demand on Kent County Council following the outcome of Brexit, Mr Samson said that that KIB partners were starting to prepare for the increased demand following Brexit, for example the Kent Invicta Chamber of Commerce were undertaking work to improve their process around customs paperwork which would compliment the export documentation work. Briefings were also due to be arranged for companies working with DIT. In terms of resources, Kent County Council's role would primarily be to sign post companies to the correct contact point and would heavily rely on the DIT to provide companies with the latest information. Kent County Council were in the process of exploring how best to communicate this message to key businesses.

4. RESOLVED that the report be noted.

138. District Visits Programme 2019

(Item 11)

David Smith (Director of Economic Development) and Rob Hancock (Programme Manager) were in attendance for this item.

1. Mr Smith introduced the report that provided an update to Members on the future visits to Kent districts in 2019 and informed them of the revised dates for the Ashford and Tunbridge Wells visits. Mr Smith advised Members that the next planned visit was to Ebbsfleet on 10 May 2019 and asked Members, by show of hands, to confirm their interest in attending and sought Members approval to extend the invite to Members of the Environment and Transport Cabinet Committee.
 - (a) In response to a Members inquiry regarding the anticipated visit to Thanet, Mr Hancock informed the Committee that the visit was scheduled for 6 September 2019.
2. RESOLVED that the report be endorsed.

139. Work Programme 2019/20

(Item 12)

RESOLVED that the work programme be noted.

140. Development of the Strategic Delivery Plan

(Item 13)

David Whittle (Director, Strategy, Policy, Relationships and Corporate Assurance) and Elizabeth Sanderson (Strategic Business Adviser (Corporate), Strategy, Policy, Relationships and Corporate Assurance) were in attendance for this item.

1. The Chairman agreed to take an urgent item to allow for the discussion of the draft Strategic Delivery Plan.
2. Mr Whittle introduced the report that set out the Strategic Delivery Plan for Kent County Council which supported the delivery of the outcomes in the Strategic Statement. The Strategic Delivery Plan set out the significant activity that Kent County Council would need to deliver over the medium term and connected the strategy with resources and capacity required to ensure effective delivery at pace. Mr Whittle referred Members to the appendix of the report which provided a summary of the Strategic Delivery Plan and the core pieces of activity. Mr Whittle confirmed that the final version of the plan would be published on KNet once approved at the beginning April 2019. Mr Whittle welcomed questions from the Committee and offered Members an opportunity to discuss the rationale and structure of the Strategic Delivery Plan in greater depth outside of the Committee meeting should they wish.
3. The officer and Corporate Director for Growth, Environment and Transport responded to comments and questions as follows:

- (a) Mrs B Cooper responded to Members queries regarding the lessons learned and the priorities going forward and said that the input from the Corporate Management Team and Corporate Directors had been integral to producing the suggested set of priorities for the GET Directorate and commended the new design of the business plan that managed to capture core business activity across the Council into one strategic document. Mrs Cooper said that the recent data collated from the staff survey evidenced that whilst staff enjoyed working within their roles, they were not aware of how their work fed into the bigger, organisational work of Kent County Council and the new Strategic Delivery Plan helped to address this.
 - (b) Mr Whittle informed the Committee that as a result of the Strategic Delivery Plan, discussions had taken place between the Leader and Cabinet Members to review the necessity of producing a revised Strategic Statement to; reflect the stronger set of priorities at the top of the organisation which would then help to inform the business planning process for future years.
4. RESOLVED that the draft Strategic Delivery Plan summary be noted.

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

To: Growth, Economic Development & Communities Cabinet Committee – 9 May 2019

Subject The Government’s response to the Thames Estuary 2050 Commission and generating “good growth” in the Thames Gateway

Classification Unrestricted

Electoral Division: Dartford, Gravesham, Swale Canterbury and Thanet

Summary

The Government’s response to the Thames Estuary 2050 Commission provides a new and highly important opportunity to deliver “good growth”¹ in the Thames Estuary, supporting new homes, jobs and communities.

This paper updates members on the response which was published on 25th March 2019, including the very successful campaigning undertaken with local partners to support the Crossrail to Ebbsfleet extension and to invest in a strategic communications campaign to promote opportunities within the Estuary. It outlines next steps in our drive to generate good growth in the Thames Estuary, working closely with local partners.

Recommendation

The Committee is asked to note the paper and opportunities including plans for a major launch with partners to promote and further unlock the potential of the Thames Estuary.

1. Introduction

1.1 The Thames Estuary 2050 Commission chaired by Sir John Armit identified the Thames Estuary as having a potential rate of growth greater than that of the Northern Powerhouse and Midlands Engine. In response to the Commission’s report, Secretary of State James Brokenshire re-confirmed the Estuary as a national geographical priority with “the potential to deliver growth to support the success of the whole of the UK economy” concluding that “the case for investment and collaborative working in the Estuary is clear”.

¹ See para 3.1.1 – Growth must be balanced and sustainable to support new jobs, homes, communities and high-quality living

- 1.2 The Government's much-anticipated response to the Armit Commission was published on 25th March, 2019 to provide an "ambitious vision for North Kent, South Essex and East London". It is supported by a series of commitments and investment to promote transport, environment and economic growth schemes running from the capital through to the Kent coast. The report also proposes cross-Whitehall structures to ensure that the Estuary's voice is heard across Government.
- 1.3 As Kent County Council, we strongly welcome the report and the Government's reinvigorated commitment to the Thames Estuary. The response follows significant local campaigning to raise the opportunities presented by the Commission both for improved transport infrastructure and for public and private investment to accelerate good growth.
- 1.4 It is our job with local partners now to capitalise on the Government's commitment and shape the type of growth we wish to see. This includes enhanced transport links through the Crossrail to Ebbsfleet extension, a strategic communications campaign to champion the area for inward investment and new local governance arrangements to embed the Government's support.
- 1.5 This short report details major commitments by Government, particularly those areas of specific interest to KCC and our partners in North and East Kent which we have campaigned for. It then outlines our next steps in generating good growth in the Estuary.
- 1.6 We remain extremely grateful to our local partners, particularly Bexley Council, Dartford, Gravesham and Swale Borough Councils and Medway Council in North Kent and Canterbury City and Thanet District Council in the East, together with the Thames Gateway Kent Partnership for highly effective joint working and campaigning.

2. Government Response to Thames Estuary Commission

- 2.1 In June 2018, Sir John Armit reported the findings of the Thames Estuary 2050 Growth Commission which envisaged the Estuary potentially creating 1.3 million new jobs, with a 213% increase in growth (GVA²) generating an additional £190 billion GVA for the national economy. Sir John considered the area able to accommodate at least 1 million new homes, defining it geographically as all those council areas along the River Thames from central London to the Kent and Essex coasts.
- 2.2 Reflecting our local campaigning for "good growth" and for investment into the Crossrail to Ebbsfleet rail link, the Government's response sets

² The measure of the value of goods and services produced in an area.

out its approach, supporting “*sustainable and inclusive growth*” in the Estuary with a strong focus on placemaking “*to make the Estuary a truly desirable place to work, live and do business*”.

2.3 The Government has committed to a series of actions and investments including:

- £1million to establish a new economic growth board
- A Cabinet-level Minister champion
- £4.85million to support local partners develop low cost transport proposals between Abbey Wood and Ebbsfleet
- Exploring the potential for at least two locally-led development corporations
- Launching a strategic communications campaign to promote the Estuary
- Funding for the creative sector in the Thames Estuary Production Corridor
- Collaboration on a Thames Estuary 2100 Plan to ensure growth is sustainable and resilient
- Development of options for a Great Thames Park (as signaled by the Chancellor in Budget 2018)

2.4 Supporting Sir John’s recommendations – and mirroring to a large extent our local priorities - the report includes sections on governance and delivery, sector growth and skills, place-making and the environment and housing and transport and housing.

3. Local action to “generate good growth” in the Thames Estuary

3.1 Projected growth to 2031 in North Kent is for 78,600 new homes with 186,800 more people and up to 80,000 new jobs³. But our argument locally has been that growth has got to be “good growth”. It can’t just be housing – a valid criticism of Sir John’s original Thames Estuary 2050 Commission report. Housing growth needs to be balanced with an increase in “good” jobs and significant infrastructure investment

3.2 Highlighted below are key commitments from Government made in the report supporting local programmes and initiatives.

3.1 Promoting the Estuary

3.1.1 Generating “good growth” has been at the heart of work spearheaded by KCC Leader Paul Carter, Leader of Bexley Teresa O’Neill and local leaders to promote the Thames Estuary as area ideally placed for new investment, jobs and high-quality living. Housing growth needs to be balanced with an increase in good jobs and significant infrastructure investment.

³ 2018, Kent & Medway Growth and Infrastructure Framework, KCC, Maidstone, https://www.kent.gov.uk/__data/assets/pdf_file/0018/80145/GIF-Framework-full-document.pdf

- 3.1.2 To elevate the case for the Estuary, KCC commissioned with Bexley Council a targeted piece of work to look at how we might promote and market the Estuary and make our case for inward investment, both public and private.
- 3.1.3 Positioned above individual projects and initiatives but encompassing all, it gained broad support from local leaders, with its emerging messages of international relevance, business opportunity, location and the quality of life and living within such close-proximity to London.
- 3.1.4 **The Government response commits to Promoting the Thames Estuary:** *We will launch a strategic communications campaign to promote the Thames Estuary as a great place to live, work and do business, supported by a “Year of the Thames” cultural programme. We are working with local partners to promote inward investment opportunities in the Estuary.*
- 3.1.5 It is now for local partners to shape the next steps for this work and to articulate the support needed from Government.

3.2 Linking Crossrail to Ebbsfleet (C2E)

- 3.2.1 Central to our work to promote the Thames Estuary for good growth is the stepping up our longstanding campaign with Bexley, Dartford and Gravesham to link Crossrail (which is currently to end at Abbey Wood) to Ebbsfleet and into HS1 and the wider Kent rail network. As well as supporting growth, improving this link would bring new train capacity, system resilience and destinations across London for long-suffering Kent commuters, together with new connections to support a shift from road to rail and to support growth in Ebbsfleet and new communities across the county.
- 3.2.2 By completing this missing link between Crossrail and HS1, vital new connections between Kent’s rail network and key London hubs like Canary Wharf will be established and, with the construction of HS2, destinations across the country.
- 3.2.3 When operational in the 2020s, C2E will strengthen transport and economic links into North and East Kent stretching from Kent’s coastal towns to the capital, Heathrow and beyond.
- 3.2.4 Working closely with Bexley Council, North Kent Districts and Medway we have continued to champion the link while undertaking technical work leading to the production of a strategic outline business case - the first step in the infrastructure planning process.
- 3.2.5 Reflecting this progress, C2E featured specifically in the draft London Plan and, subsequently, in Network Rail’s own long-term study for Kent. Partners are now developing detailed plans for the next stage of

this work and we continue to engage directly with officials across Whitehall to promote the scheme.

3.2.6 The Government response commits to funding further work on proposals for transport services from Abbey Wood to Ebbsfleet: *We are pleased to announce that we are supporting local partners to develop a business case for enhancing transport services between Abbey Wood and Ebbsfleet and MHCLG will provide £4.85m to support development of low-cost proposals, subject to suitable housing ambition.*

3.3 Devolving governance

3.3.1 Local partners have made the case strongly that a decentralised and localised approach to growth in the Thames Estuary does not need heavy handed governance. The existing partnerships are in many ways a defining feature of the political landscape within the Estuary.

3.3.2 The federated approach we have collectively presented to Sir John Armitt in response to his call aimed to put new delivery mechanisms in place where they are needed and to accelerate our delivery with enhanced Government support.

3.3.3 A new body to replace the Thames Gateway Strategic Group (TGSG)⁴ including with an independent and high-profile chair remains welcome, but as a body championing the merits of the Estuary both domestically and internationally. It must not fall into the trap so correctly identified by Lord Adonis of becoming “consumed by attempting to coordinate a bureaucratic delivery apparatus for the entire area”⁵.

3.3.4 Estuary partners are working to ensure that the proposed “Estuary Envoy” is a joint appointment between local and central Government. The Thames Gateway Strategic Group agreed the fundamental principle for any Estuary-wide governance structure should be that common challenges are tackled collectively, in a way that does not confuse the role of existing, more local, structures.

3.3.5 The Government response commits to strengthening governance: *Creating a £1m strategic board, chaired by an independent Thames Estuary Envoy, which will support delivery of the vision and champion the Thames Estuary with key stakeholder, including local and central government.*

⁴ The Thames Gateway Strategic Group brings together representatives of the 18 local authorities in the area, the LEPs and private sector representatives.

⁵ Adonis, A et al., 2014, Go East, Centre for London, London, https://www.centreforlondon.org/wp-content/uploads/2016/08/CFL_GO-EAST-REPORT-optimised.pdf

3.4 Support for ongoing programmes

3.4.1 In addition, major ongoing programmes and initiatives are supported in the Government's response including the following commitments:

- *Government to award £4.3m from the Cultural Development Fund to support the Thames Estuary Production Corridor, recognising the significant economic impact of this work which could potentially bring an additional 55,000 jobs and £3.4b for the Estuary*
- *Government has made an additional 1,500 medical student places (nationally) available through the nation's largest ever medical training expansion, enabling Canterbury through Christ Church University and the University of Kent to open a new Kent and Medway Medical School.*

3.4.2 Reflecting strong partnership working to support critical infrastructure investment, we also welcome the Government's commitment for "a more strategic approach to decision-making on housing and infrastructure" and that they are "encouraged by early discussions with authorities in Kent and Medway on how Government can support this ambitious plan".

3.4.3 While it is recognised there would be local concern about the potential of new, centrally-imposed Development Corporations in the Thames Estuary, the reference to any proposals being "locally-led" indicates it is for local partners to shape what any such bodies may look like. Our response to the package of proposals therefore remains very positive and we look forward to working with Government to explore these ideas further.

4. Unlocking the potential of the Thames Estuary: next steps

4.1 Recognising the opportunity of the Government's response, KCC has committed to a major launch of the Thames Estuary programme with partners to promote and unlock the potential of the Estuary following the local elections in May. The Secretary of State has indicated his intention to participate.

4.2 This launch will outline our proposed programme with partners to generate good growth in the Thames Estuary by:

- **Refreshing local governance:** Establishing local governance arrangements in North Kent, South Essex and London that will drive local growth with local partners, building on existing successful partnerships and working closely with a light touch Thames Estuary Growth Board. We will continue to work closely with Thames Gateway Strategic Group partners to achieve this, enhancing governance across the Estuary.

- **Launching a Thames Estuary investment campaign:** Putting the Government's announcement into action, we will build on existing work to develop and implement a strategic communications campaign to promote private and public investment into the Thames Estuary.
- **Championing the Crossrail to Ebbsfleet link:** We will continue the development of the Crossrail to Ebbsfleet rail link with local MPs and partners, making the case for this critical infrastructure building further our evidence base and technical feasibility studies to demonstrate value for money, ambition and delivery.
- **Accelerating delivery of major projects:** Recognising the creative industries and healthcare as high priority sectors in the Thames Estuary, we will work with Government and partners to capitalise in particular on the support and investment given to the Thames Estuary Production Corridor and World Class Health Corridor from London to Canterbury to accelerate jobs, high quality health services and opportunities for local people.

4.3 In achieving the above, we note the strengthened working between Local London, Association of South Essex Local Authorities and the Thames Gateway Kent Partnership. We will continue to work closely with these partnerships and directly with Government and local partners to shape governance, define appropriate local development vehicles and build on existing strengths to deliver balanced and good growth in the Thames Estuary.

5. Legal Implications

5.1 None.

6. Financial Implications

6.1 Kent County Council is committed to continuing its support for the development of the Crossrail to Ebbsfleet (C2E) link and the Thames Estuary Production Corridor.

6.2 It is unclear at present how additional funding agreed in the Government response will flow.

6.3 Staff time linked to these initiatives should be considered an in-kind contribution.

7. Equalities Implications

7.1 EQIAs will be prepared for each individual project.

8. Data Protection Implications

8.1 None.

9. Conclusion

9.1 The Government's response to the Thames Estuary Commission provides a significant opportunity to shape growth and to attract new private and public investment into Kent. It is important that we work together with partners to unlock the huge potential of the Thames Estuary, shaping growth and investment to deliver our local ambitions.

Recommendation

The Committee is asked to note the paper and the opportunities for "good growth" including plans for a major launch with partners to promote and further unlock the potential of the Thames Estuary.

10. Contact details

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Appendices

1. HMG (2019): Government response to the Thames Estuary 2050 Growth Commission: <https://www.gov.uk/government/publications/thames-estuary-2050-growth-government-response-to-commission>

From: Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 9 May 2019

Subject: Thames Estuary Production Corridor

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: Dartford, Gravesham, Swale, Canterbury and Thanet

Summary:

The Thames Estuary Production Corridor was launched in 2017 with the ambition of making the Thames Estuary a world class leader for production in the creative and cultural industries.

Over 100,000 creative industry workers live in the Estuary, half of these work elsewhere: the Production Corridor initiative aims to build on this strength. Over £200m investment has already been delivered over the last decade into large scale creative production facilities, with 150 creative and cultural focussed projects currently planned or underway. Connecting 21 higher and further education institutes with a creative industries specialism will provide a globally relevant laboratory for R&D and innovation in the creative sector. By 2030 investment will deliver 50,000 jobs and + £3.7bn GVA, creating the UK's densest concentration of creative production activity.

A successful £4.3m bid to the DCMS Cultural Development Fund will deliver Phase 1 of the Thames Estuary Production Corridor in Kent and Essex. The bid was one of only five successful bids nationally, and the only successful bid from the South East.

The Production Corridor was highlighted in the Government's response to the Thames Estuary 2050 report and the University of the Arts London's successful Strength in Places Expression of Interest to increase productivity in the screen, stage and the performing arts in the Estuary, will lead to a full bid for £25m this September. The inclusion of the Thames Estuary Production Corridor narrative was cited as a 'significant factor' in success at EO1 stage.

Recommendation: The Cabinet Committee is asked to note the report.

1. Background

1.1 The Thames Estuary Production Corridor Partnership was established by the South East Creative Economy Network (SECEN) and the Greater London Authority (GLA), supported by Kent County Council and Thurrock Council, who together in 2017 launched the Thames Estuary Production Corridor.

1.2 The Thames Estuary Production Corridor is a partnership that has been collaborating flexibly across the Thames Estuary geography for over three years. Its membership has

grown and, having established significant momentum, it will be formalised with a governance and management structure to bring capacity to the next stage of delivery.

- 1.3 The partnership is currently steered by a Partnership Board co-chaired by SELEP and the GLA, and its members compromise South East Creative Economy Network, Kent and Essex County Councils, local authorities represented by Thames Gateway Kent Partnership and Opportunity South Essex, the Royal Docks, Universities of Kent and Essex and the cultural organisation, Metal.
- 1.4 The Thames Estuary Production Corridor geography mirrors the Thames Estuary 2050 Commission boundary, covering an area that borders the north and south banks of the River Thames from East London to Thanet and Southend.
- 1.5 Kent County Council and Thurrock Council, with financial support from Arts Council England, appointed Emma Wilcox & Associates to identify specific Thames Estuary Production Corridor projects and enablers in the Kent and Essex Estuary areas. This included extensive consultation with local authorities and the sector and resulted in a Thames Estuary Production Corridor Framework for North Kent and South Essex. (see Appendix A).
- 1.6 To support the economic case for investment, consultants Hatch Regeneris were appointed in 2018 funded by the GLA, SELEP, three London Boroughs and the Royal Docks. The report identifies the Estuary as 'A Region of Creation, Innovation and Talent', a global super-cluster of cultural and creative production, with the potential to drive innovation, growth and the competitiveness of the UK creative economy for the next generation. These emerging findings helped convince the Secretary of State to refer to the Production Corridor when announcing the Government's support for investment in the Thames Estuary.

2. Progress to date

2.1 The Case for Investment

- 2.1.1 The Estuary is home to 16,300 creative and cultural production businesses which have increased in number by 37% over the last 5 years; 100,000 creative industry workers live in the Estuary; there is a dense network of education institutes, 21 with creative industries specialisms, that are already coalescing to form a powerful academic curriculum and programme for skills development and knowledge exchange. Place-based cultural clusters, Margate for example, are a critical breeding ground for new cultural production. Growth is underpinned by investment of over £200 million in the last decade in production facilities and with an additional 150+ cultural and creative projects currently in the pipeline.
- 2.1.2 The Estuary's geographic proximity to London – a global creative super power, the availability of space, the fine grain of the industrial landscape, the mobilisation of creative networks, the continued growth of its excellent cultural offer, all make the Estuary a compelling location to invest in the growth of the UK's creative industries.
- 2.1.3 To deliver on this national opportunity, the Thames Estuary Production Corridor will transform the scale and visibility of the creative infrastructure and activities across the Estuary under three enabler actions:

Identity: building a shared cultural identity for the Thames Estuary, developing brand and shared economic and cultural narrative to galvanise connectivity and attract inward investment.

Space and Places: nurturing long term investment to secure new types of sustainable work and production space; developing accessible, affordable and transformational infrastructure to support growth.

Talent: build on existing strengths to champion a new generation of innovators and leaders; develop and nurture talent to release the potential of the Estuary's young people, freelancers, start-ups and SMEs.

2.2 Thames Estuary 2050 Commission

2.2.1 The Thames Estuary 2050 Commission Report, chaired by Sir John Armitt, recognises the power of the creative industries to contribute to the economic revival of the Thames Estuary: it acknowledged the Production Corridor's ambition to deliver growth, playing a role in delivering new jobs, cross-sector innovation and supply chain activity that is already delivering an estimated £128 million spend per annum.

2.2.2 In March 2019, the Government's response to the Thames Estuary 2050 Commission prioritised financial support of £350,000 for the Thames Estuary Production Corridor, positioning the Production Corridor as a clear part of the case making narrative for the Estuary. This funding secures project management resource and investment in site development, presenting a more coherent and investment-ready story to investors.

2.2.3 Negotiations are due to take place with MHCLG on the detail of delivery. The Partnership has requested that funding secures project management capacity and investment in site development, presenting a more coherent and investment-ready story to investors.

2.2.4 The Thames Estuary Production Corridor Partnership is due to be formally constituted. It is proposed that one partner, probably the GLA, takes on the role of accountable body, as University of Kent has for the DCMS Cultural Development Fund.

2.3 DCMS Cultural Development Fund

2.3.1 Kent and Essex partners of the Thames Estuary Production Corridor have been successful in securing a DCMS Cultural Development Fund Grant of £4.3 million: with match funding the project has a budget of £6.7m.¹ University of Kent is the accountable body for managing the grant; the Accountability Board is composed of University of Kent and SECEN; KCC is a member of the Project Steering Group and convenor for one of the workstreams (see 2.3.3 and 2.3.4 below). The Project Steering Group reports into the Thames Estuary Production Corridor Partnership Board. KCC was instrumental in the bid submission, working across the partnership to coordinate ideas and funding bid development. Other partners were Thames Gateway Kent Partnership, Opportunity South Essex, SECEN and Universities of Kent and Essex. The bid development presented an opportunity to test relationships, develop understanding of roles and evidenced need for investment in capacity.

2.3.2 London is not included in the DCMS Cultural Development Fund but its participation is

¹ See paragraph 4.1 below

secured through the Production Corridor Partnership. The fund enables delivery of Phase 1 of the Thames Estuary Production Corridor in North Kent and South Essex..

2.3.3 The fund will deliver seven workstreams, badged as ‘sparks’, which directly contribute to the Thames Estuary Production Corridor narrative and delivery. Each spark is managed by a convenor who reports to the project steering group. KCC is convening Spark 5 ‘Cultural Co-Location’ in partnership with Ebbsfleet DC. The cultural co-location model is being developed by Ebbsfleet DC as part of its cultural strategy and will deliver a transferable model of national significance. It provides a sustainable model for embedding cultural activity into new residential developments to create culturally vibrant places. An open learning approach is being adopted to the R&D phase of the model, involving partners from Essex, planning authorities and critical thinking in planning and culture. A series of pilot projects will test the model and see new spaces for culture generated across the Estuary’s new places and communities.

2.3.4

	Description	KCC Role
Spark 1 Estuary Festival 2020	International showcase for the Estuary’s cultural activity. Increased commissioning in North Kent, led by Whitstable Biennale. Convenor: Metal Southend.	Funder £30,000
Spark 2 Cultural Commissioning	New cultural commissions to encourage collaboration increasing quality, diversity and visibility of production activities; support production labs and testbeds. Convenor: University of Kent.	Funder £20,000
Spark 3 Place Promotion	Pan-estuary branding to empower places to put creative and cultural production at the heart of their external inward investment and visitor offer. Working with existing inward investment agencies and DMOs, including Locate in Kent. Convenor: Thames Gateway Kent Partnership	Partner
Spark 4 Assets for Production	Developing a collective, strategic model to identify and pool publicly owned property assets to provide creative production space. Currently convened by Opportunity South Essex, due to be transferred to either Southend Council or Thames Gateway Kent Partnership who offering more capacity and resources.	Funder/partner £20,000
Spark 5 Cultural Co-Location	Cultural Co-Location responds to the Estuary’s residential development and regeneration areas, embedding cultural vibrancy into the heart of new places. The focus in Kent is Ebbsfleet. Convenor: KCC	Convenor / funder £30,000
Spark 6 Generation 2030	Remodelling creative apprenticeships to support a freelance and SME economy; upskilling local young people into the cultural and creative jobs Convenor: University of Kent	Partner
Spark 7 Innovation labs and leaders	Bring together entrepreneurs, technologists, academics & leading professionals: each lab will focus on a specific cross-sector action research Question and prototype new solutions to contemporary Estuary issues. Showcase via a	

	series of Sector Summits. Convenor: University of Essex.	
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3. Next steps

- 3.1** The Case for Investment evidence produced by Hatch Regeneris will be launched early this summer at a high-profile event, with the planned participation of Government Ministers.
- 3.2** Delivery of the DCMS Cultural Development Fund over the next three years will raise the national and international profile and momentum to the Thames Estuary Production Corridor in Kent and Essex, and provide the opportunity to showcase the area, re-align the narrative and perceptions of the Estuary, develop new production spaces and enhance the offer of the area to the sector by presenting a skilled workforce.
- 3.3** SELEP, via SECEN, and with the Greater London Authority are working to align local industrial strategies to support continued development of the creative industry sector in the Thames Estuary.
- 3.4** The Partnership is starting to review its management structure and consider the best way to bring in capacity. Work required to manage the Partnership and drive forward delivery has currently relied on a small number of people, including KCC staff, working on the project on a part-time basis. There is the opportunity to utilise the MHCLG funding for the Thames Estuary to bring leadership, project management and project momentum into the partnership.
- 3.5** Thames Estuary Production Corridor Partnership governance will be designed with the new governance for the wider Thames Estuary emerging from the Thames Estuary 2050 Commission. This will ensure the Production Corridor contributes to the wider Thames Estuary strategy and plans.

4. Financial implications

- 4.1** Kent County Council's financial support for the Cultural Development Fund Phase 1 programme is match funding of £100,000 from the Culture and Creative Economy budget over three years as follows: £40,000 2019/20, £30,000 2020/21 and £30,000 2021/22.

5. Legal implications

- 5.1** University of Kent is the accountable body for the Cultural Development Fund. Kent County Council will be issued with a Partnership Agreement which will be subject to our legal scrutiny.

6. Equalities implications

- 6.1** The Thames Estuary Production Corridor Partnership is currently formulating its governance and management structures and processes which will comply with the equalities policies and standards of all partners.

6.2 Governance of the Cultural Development Fund adopts the standards of the University of Kent which are consistent with those of the County Council.

7. Conclusion

7.1 The Thames Estuary Production Corridor has established a momentum for the Thames Estuary to become Europe's most productive creative corridor. A unique partnership with London and across the Estuary will deliver the Case for Investment which shows that the Estuary region is already home to a vibrant creative and cultural sector and presents a platform for economic growth. The Thames Estuary Production Corridor has gained significant traction and local and central government support, and as it moves into delivery stage long -term investment can deliver an estimated 50,000 jobs and in excess of £3.7bn GVA.

8. Recommendation:

8.1 The Cabinet Committee is asked to note the report.

Background Documents

Thames Estuary Production Corridor A framework for North Kent & South Essex: Emma Wilcox Associates 2019

<https://democracy.kent.gov.uk/documents/s90213/Thames%20Estuary%20Production%20Corridor%20-%20Final%20Report.pdf>

Contact Details

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

To: Growth, Economic Development and Communities Cabinet Committee – 9 May 2019

Subject: Developer Contributions

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All Divisions

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

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

1. Context

- 1.1 The Growth and Infrastructure Framework (GIF) has projected that by 2031 (2011 - 2031) Kent will be home to 178,600 new homes and nearly 400,000 new people. The infrastructure required to support this growth is forecast (2017 – 2031) to cost over £16bn with £2.8bn attributed to infrastructure to be delivered by KCC. With regards to KCC's investment and based on total funding identified, £1.6bn is expected to be delivered by developer contributions although there remains a significant risk that such funding may not materialise to the amount or timescales required.
- 1.2 Since 2014 KCC has secured a total of £214,838,528 in contributions for our service providers from developers with a cumulative achievement rate of 98% against asks for total contributions. However, this is not achieved without significant challenges as outlined later in this report.

2. Introduction to Developer Contributions

- 2.1. When considering whether to grant planning permission for new housing Local Planning Authorities are required to weigh up the effects the development would have on the physical environment as well as assessing the impact on service provision and public infrastructure.

2.2. Where there is not sufficient capacity in local infrastructure to accommodate the additional demand and a planning authority decides that without adequate capacity it would not grant planning permission the development can mitigate this through a planning obligation, also known as a s106 agreement.

2.3. The common uses of s106 agreements are to secure affordable housing and to secure financial contributions from the developer to provide infrastructure. The s106 agreement is a formal document, a deed, which states that it is an obligation for planning purposes, identifies the relevant land, the person entering the obligation; it also becomes a land charge and the relevant local authority can enforce against it as a legal contract. A s106 obligation can:

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

2.4 There are three legal tests for determining when a s106 agreement can be used, the s106 must be:

- Necessary to make the development acceptable in planning terms
- Directly related to the development; and
- Fairly and reasonably related in scale and kind

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

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

3. How the impact of development is calculated

3.1. Since 2006 a total of 1,368 S106 agreements relating to KCC services have been completed as part of planning permissions for housing development across the County. Contributions cannot be sought from applications of 10 dwellings or fewer because of the existing regulations but for all other

applications an assessment of the increased demand on each individual service is undertaken.

3.2. S106 contributions can only be used towards capital costs and must be used towards a project geographically close to the housing development specifically to increase capacity for that particular service. In areas where new build, physical expansion or refurbishment of an existing facility, which will

provide additional capacity is envisaged, developers are requested to contribute proportionately to the cost (often the whole cost) of the capital scheme e.g. a school. These schemes may incorporate other services through co- location e.g. a 'community hub'.

3.3 In some cases contributions are also sought towards capital costs for non-property related items such as book stock or equipment to increase digital access for libraries, or equipment such as IT for CYPE in areas where physical expansion of existing facilities is not planned or the existing services can, with change, serve more people within existing facilities.

3.4. Contributions for KCC services to provide additional capacity are calculated by multiplying 1) the number of proposed housing units by the 2) the cost/contribution per unit - which is a) the estimated user demand for a particular service arising per unit (in the case of Education the pupil product ratio (PPR) multiplied by b) the capital cost per user.

3.5. For example, in the case of education, the Commissioning Plan for Education Provision in Kent 2019 – 2023 determines the demand for school places within a specific area. Primary and secondary costs per pupil are based on the average cost of building or extending schools in Kent. So, for new build of a primary school:

contribution per house = capital cost per pupil (£16,198) x relevant pupil product ratio (0.28).

Therefore, for a development of 1500 units with a cost per house of £4,535 (£16,198 x 0.28) the contribution for primary education will equate to £6,802,500.

3.6. In the case of Library contributions (book stock for example) the average number of people living in a home is 2.4; with 13.28% of residents being active borrowers a development of 1000 homes is calculated to result in 320 potential new borrowers. The annual number of issues per borrower is 28.8: using these statistics it can be determined that the cost of providing

adequate stock for every new dwelling is £48.02.

4. Community Infrastructure Levy (CIL)

4.1. The Community Infrastructure Levy (CIL) is a tariff-based system introduced by Government in 2010 intended to largely replace the existing s106 regime. Under CIL the Local Planning Authority sets a contribution rate per m² which developers are obliged to pay without negotiation. The tariff is administered by the district authority which can choose to allocate the receipts to related infrastructure; under CIL the County Council will bid for funding from the district CIL funds rather than seeking contributions from individual planning

applications. The districts which have adopted CIL are Dartford, Sevenoaks, Folkstone and Hythe and Maidstone, although even where CIL has been introduced s106 agreements are still sometimes used for larger sites. The Government announced a review of how CIL operates in the Autumn budget of last year with consultation closing 31st January this year. Further announcement as to the outcome is expected later this year. See also under 7. 'Challenges to securing development contributions'.

5. Highways s278 agreements

5.1 Highways s278 agreements allow developers to enter into a legal agreement to make alterations or improvements to a public highway as part of a planning application. Therefore, Highways works associated with new development are largely subject to s278 agreements and provided as direct works by the developer rather than funded through s106 agreements. Therefore, whilst they provide for the delivery of essential highways infrastructure, the figures are exclusive of s278 agreements (see below).

6. Success to date

6.1. KCC Performance Indicator ED08 '*Developer Contributions Secured Against Total Contributions Sought*' for the financial year ending March 2019 shows an achievement rate of 98% against asks for total contributions. The total cumulative achievement rate since 2014 is also 98% (see appendix 1 - £ agreed / sought by District). Since 2014, the County Council has secured a total of £214,838,528 in contributions for our service providers from developers (see appendices 2 - £ agreed by District & 3 - £ agreed by service). In addition to these financial contributions S106 agreements have also secured the ability for KCC services to occupy or use facilities provided in some of Kent's largest new communities, including for example Chilmington Green in Ashford. These figures are exclusive of the value of

land (school sites for example) which have been transferred to the County Council at nil consideration. Also, the figures are exclusive of Highways s278 agreements (see above) and services for which the County Council does not currently seek to secure contributions such as waste management.

- 6.2. Because the County Council is not the Local Planning Authority for residential development it does not have the power to obligate developments to contribute financially; this rests with the district authorities. In order to secure contributions, the County Council must set out evidence of their need and make a clear case that the development should not proceed without mitigation.
- 6.3. Contributions are secured at the point that planning permission is granted, but the contribution payment is tied to the occupation of the development; typically, a larger development will have multiple payment points within its build-out programme, known as trigger points. The lag between when planning permission is granted and the time it takes for new homes to be built and occupied means that contributions secured today may not be paid for several years. This also means that there is little control over when this funding is received; this is dependent upon the housing market. In this respect we work closely with Finance to forecast cash flows and with Infrastructure regarding school build and delivery.
- 6.4. During the financial year ending March 2019 contributions of £36.27m were secured which will become payable in the future.

7. Challenges to securing developer contributions

- 7.1. A fundamental requirement of s106 contributions is that they are used towards capital projects and cannot be applied as revenue. For many services this means that the true impact of additional demand from development can never be fully recovered through s106, which is also particularly important as some services providers move increasingly towards revenue-based service delivery models. Additionally, s106 monies cannot be used towards replacement or maintenance of existing assets, running costs or staffing. All projects where s106 monies are applied must demonstrate that they are providing additional capacity.
- 7.2. Development viability is the most common reason that the full amount requested by the County Council is not secured, this is when the developer makes a case to the Planning Authority that they cannot afford all of the requests being made of them, planning regulations allow a prioritisation of requests to then take place by the Planning Authority. In such cases and where appropriate KCC will seek to mitigate impact through a number of potential measures including: requesting viability assessments and/or development appraisals be undertaken to assess viability, considering

deferred or overage payments and, where appropriate, shared use of space (community hub for example).

- 7.3. Regulations relating to s106 agreements have become more complex in recent years; regulation 123 of the Community Infrastructure Levy Regulations came into force in April 2015; the effect of this regulation is to limit to just 5 the number of s106 agreements which can be pooled together to finance an individual project.
- 7.4. Previously the County Council was able to secure contributions when it demonstrated they were required and then fund the infrastructure when it was received. For expensive projects such as secondary schools (£20m+) or those which have a wider geographical spread such as a library project, several contributions would be pooled together.
- 7.5. Now the County Council must explicitly state where the money will be spent before a S106 can be signed and only five developments can contribute to a project. If there are ten developments in one town where a new school is planned, the effect of the regulations mean that the County Council can only seek contributions from five of the developments.
- 7.6. This regulation was introduced by Government to encourage districts to move towards charging the Community Infrastructure Levy; however, it has had a significant impact on authorities such as County Councils that deliver strategic infrastructure. The County Council has successfully limited the impact of the pooling restriction through delivering projects in multiple phases.

8. Looking Ahead

- 8.1 Kent has an increasingly growing population and service providers continue to pursue projects to meet future demand across the whole of the county, including funding and provision at major development projects such as Ebbsfleet, Chilmington Green and Otterpool Park. In this respect a priority will be to work to maximise use of KCC's assets and explore all opportunities to maximise outcomes for the people and communities of Kent - including exploring more innovative approaches to meet this future need, mitigate additional revenue pressures and ensure sustainability in the future.
- 8.2 However, the system remains imperfect currently and presents a number of significant challenges, as outlined above, including viability and the restrictions of the current Community Infrastructure Levy Regulations. We are and will continue to make representations and lobby Central Government in this respect towards implementing changes to current funding arrangements in the future. We are in the process of revising KCC's 'Guide to Developer Contributions' which outlines our approach and sets out the methodologies for calculating contributions. We are currently awaiting the latest announcement

from Central Government (expected later this year) regarding revisions of the existing CIL regulations and the revised guide will be prepared for consultation shortly thereafter.

9. Recommendation

Recommendation: Cabinet Committee is asked to note the details of this report
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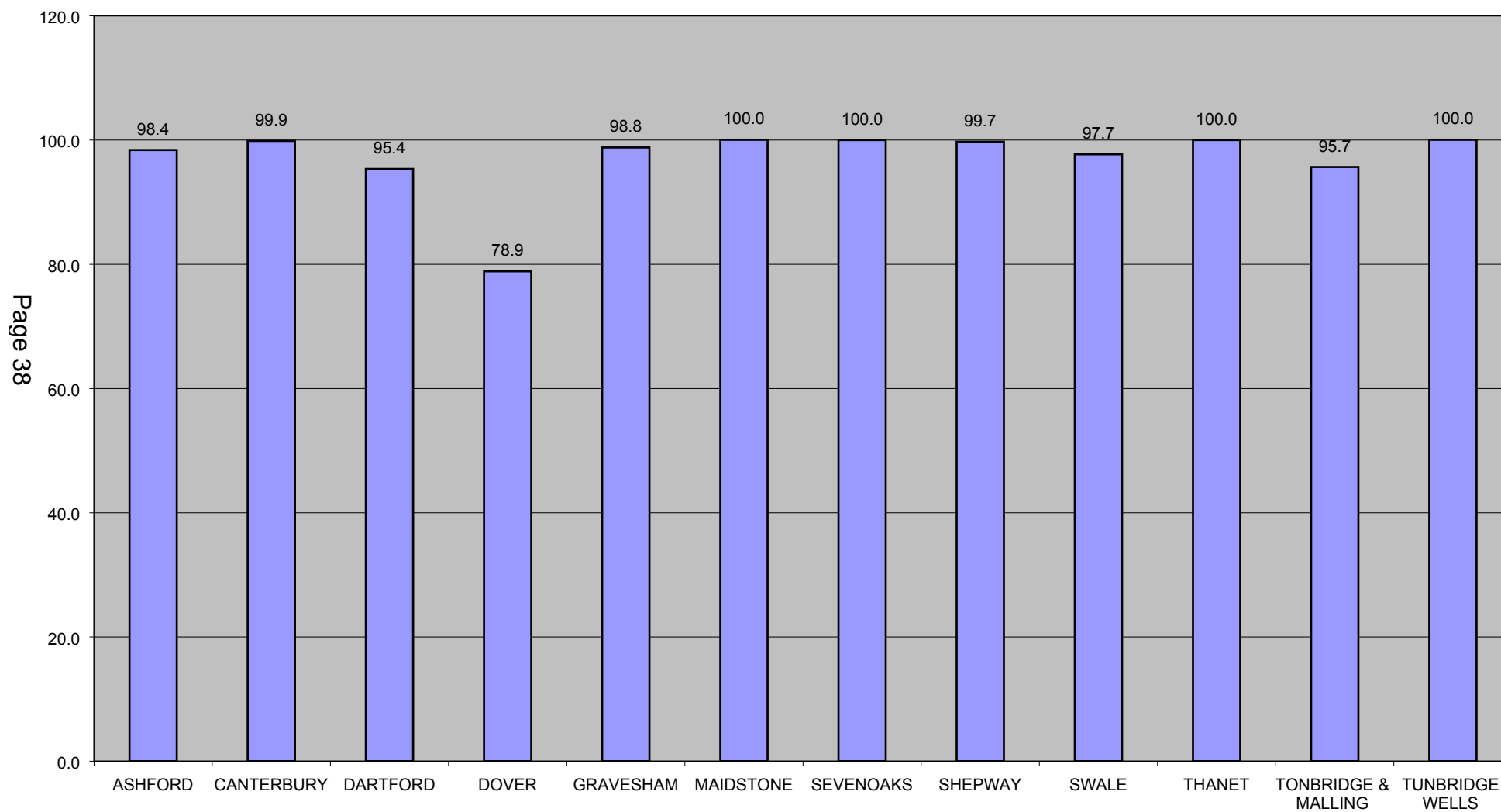
10. Appendices and Background Documents:

Appendix 1: Graph to show ratio agreed/sought by District.
Appendix 2: Graph to show contributions secured by District.
Appendix 3: Graph to show amount secured by service.

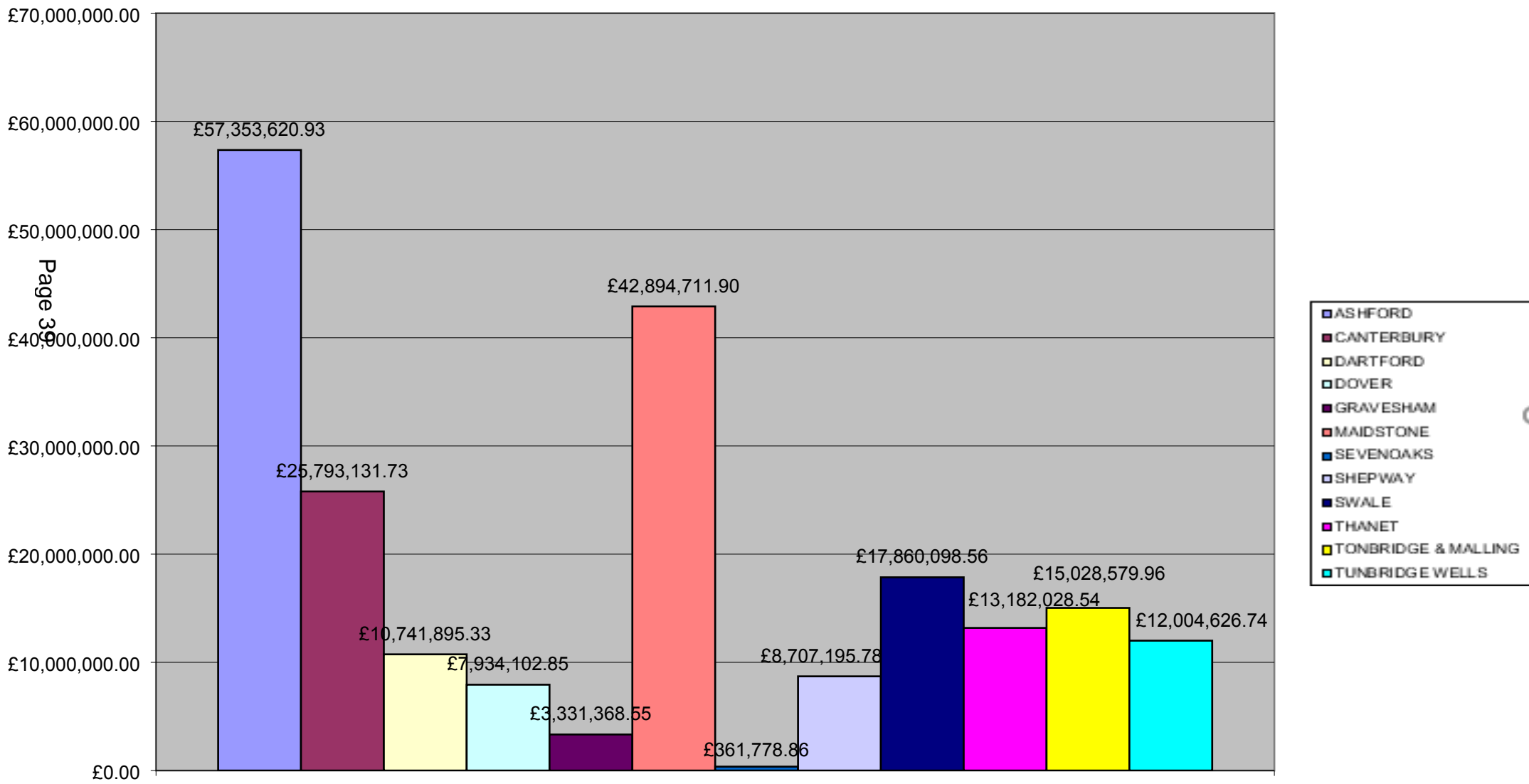
11. Report Author

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

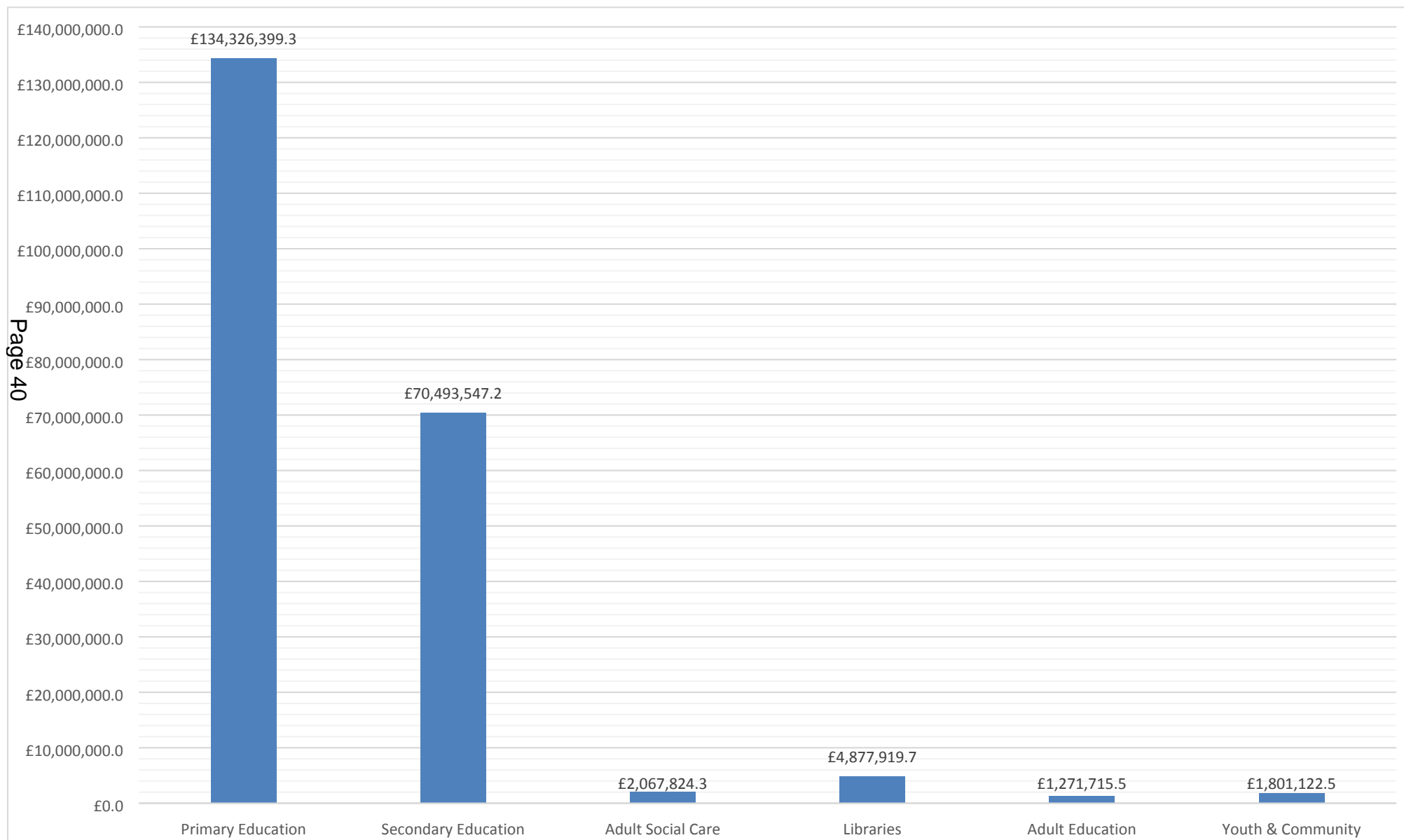
Ratio: £Agreed/Sought, by District 2014 - 2019



Development Contributions, £ Agreed by District 2014 -2019



Amount agreed per service 2014 - 2019



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

To: Growth, Economic Development and Communities Cabinet
Committee – 9 May

Subject: Growth, Environment and Transport Performance KPIs 2019/20

Classification: Unrestricted

Summary:

This paper provides for consideration and comment by the Cabinet Committee the proposed indicators which will be reported within the Growth, Environment and Transport Dashboard for 2019/20.

Recommendation(s):

The Committee is asked to note and comment on the proposed indicators and associated Targets.

1. Introduction

- 1.1 Directorate Dashboards are reported to Cabinet Committees on a regular basis to provide updates on progress against targets for Key Performance Indicators (KPIs) and activity indicators for each directorate.
- 1.2 As part of the annual business planning cycle, Cabinet Members and Corporate Directors consider which KPIs and associated targets should be included within Directorate Dashboards for the forthcoming financial year.
- 1.3 In previous years the KPI targets have been presented to Committees within Directorate Business Plans. This year Directorate Business Plans have been replaced by a council-wide Strategic Delivery Plan, which has a focus on significant change programmes and major Commissioning activity.
- 1.4 The KPIs included in directorate dashboards are focussed on Business as Usual service delivery which is quite separate from the change activity included in the Strategic Delivery Plan. Proposals for the process for monitoring of progress for the Strategic Delivery Plan are currently being developed by the Strategy, Policy, Relationships and Corporate Assurance team.
- 1.5 This paper provides within Appendix 1 for consideration and comment by the Cabinet Committee the proposed KPIs and activity indicators to be reported within the Growth, Environment and Transport Dashboard for 2019/20.

2. Directorate Dashboards

- 2.1. Directorate Dashboards include both Key Performance Indicators (KPIs) and activity indicators.
- 2.2. Key Performance Indicators (KPIs) have associated Targets and Floors which are used to generate performance RAG (Red/Amber/Green) ratings. Activity indicators are provided to give context to performance and are usually compared to expected levels expressed as a range with Upper and Lower thresholds.
- 2.3. All Performance Indicators reported within Directorate Dashboards are supported by technical specification documents known as Performance Indicator Definitions (PIDs). Copies of PIDs are available to members of the Committee on request.
- 2.4. The Council's performance reporting arrangements, including Directorate Dashboards and the underlying quality of data included within the Dashboards, are subject to regular Internal Audit investigation, with the last report providing Substantial Assurance.
- 2.5. The criteria for selection of indicators for inclusion within Directorate Dashboards includes:
 - indicators must reflect agreed corporate or service priorities, and any known risks to delivery,
 - the selection of indicators should be based on a solid understanding of the business and ensure balance between process and quality of outcomes.
- 2.6. Targets for KPIs are set based on reviewing past performance, available budget, known pressures from increased demand and other relevant information to arrive at a judgement at what is realistically achievable. Targets should represent some level of challenge and should neither be too easy or too hard.
- 2.7. It is proposed that the majority of indicators reported for 2018/19 are retained for 2019/20, with Targets and Floors also remaining constant. Where it is proposed to change indicators or Targets this is highlighted in the attached Appendix.
- 2.8. Once agreed the selection of indicators for the financial year and the associated targets will not be changed without consultation with the Cabinet Committee.

3. Recommendation(s):

The Committee is asked to note and comment on the proposed indicators and associated Targets.

4. Contact details

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

Proposed KPIs and Activity indicators for 2019/20

Economic Development

Key Performance Indicators

Ref	Indicator description	2018/19 Latest (Q3)	2019/20 Floor	2019/20 Target	Comment
ED05	Number of homes brought back to market through No Use Empty	350	350	400	
ED08	Developer contributions secured against total contributions sought	97%	85%	93%	Increased target
ED10	Businesses assisted via Kent and Medway Growth Hub contract (light and medium touch)	N/a	3,000	3,300	New Contract - revised definition
ED11	Businesses assisted through intensive support provided via Growth Hub contract (high intensity)	N/a	25	28	

Indicators removed

Ref	Indicator description	
ED04b	Jobs created through inward investment services contract	EU funding element of contract comes to an end in the year
ED07	External investment secured through European funding to deliver Kent-wide priorities	Expected to significantly decrease in the future
ED09	Successful projects achieved through inward investment services contract	EU funding element of contract comes to an end in the year

Activity Indicators

Indicator description	Comment
Committed FTE jobs to be created or safeguarded through new RGF loan fund schemes using recycled funds	To track
Percentage of population aged 16 to 64 in employment	Tracked against national and south-east averages
Percentage of population aged 16 to 64 claiming JSA	
New build energy performance certificates issued (proxy for new dwelling completions)	Actuals reported only

Environment, Planning and Enforcement

Key Performance Indicators

Ref	Indicator description	2018/19 Latest	2019/20 Floor	2019/20 Target	Comment
EPE04	Number of businesses supported by Trading Standards & Sustainable Business Team	629	378	420	
EPE15	Income generated by EPE services (charged services)	£3.3m	£3.2m	£3.5m	
EPE18	Investment secured by EPE services (Grants/EU funding)	£3.3m	£6.07m	£6.75m	
EPE19	Number of volunteer hours contributing to delivery of EPE services	34,235	49,200	54,660	

Activity Indicators

Ref	Indicator description	Comment
EPE02	Value of Criminal Activity investigated by Trading Standards	Compare to previous year
EPE03	Value of items prevented from entering or removed from the market by Trading Standards	Compare to previous year

Indicators removed

Ref	Indicator description
EPE16	Median number of days to resolve priority Public Right of Way faults (Rolling 12 months)
DT14	PROW faults reported by the public online

Libraries Registration and Archives

Key Performance Indicators

Ref	Indicator description	2018/19 Latest	2019/20 Floor	2019/20 Target	Comment
LRA06	Customer satisfaction with Registration services	95%	90%	96%	Revised
LRA12	Customer satisfaction with Libraries	92%	85%	90%	Reduced from 95%
LRA13	Customer satisfaction with Archives	95%	85%	92%	
	Customer satisfaction with PCs and Wi-fi	45%	45%	55%	New
	Customer satisfaction with Libraries Direct services	N/a	90%	95%	New
LRA15	Total number of customers attending events Libraries and Archives	176,720	195,000	227,900	Latest is for 9 months only
LRA17	Number of volunteer hours adding extra value to the LRA service	33,455	40,500	45,000	
	Percentage of total issues as e-issues	13%	14%	17%	New
	% of registration appointments available within statutory time targets	N/a	93%	95%	New

Indicators removed

Ref	Indicator description
DT11	Percentage of automated book renewals (online, self-service, automated phone)
DT12	Birth Registration appointments booked online

Activity indicators

Indicator description	Threshold	Q1	Q2	Q3	Q4
Number of visits to Kent libraries including mobiles	Upper	1,164,600	1,224,400	1,049,800	936,600
	Lower	1,053,700	1,107,800	949,800	847,400
Number of issues from Kent libraries	Upper	1,329,900	1,479,000	1,183,800	1,093,900
	Lower	1,203,200	1,338,100	1,071,100	989,700
Number of online contacts for Kent and Registration libraries	Upper	650,400	795,900	708,300	696,100
	Lower	588,500	720,100	640,800	629,800
Number of online contacts for Kent archives	Upper	35,500	30,800	31,500	34,400
	Lower	32,100	27,900	28,500	31,100
Number of archive enquiries answered	Upper	2,900	3,900	3,200	3,100
	Lower	2,650	3,600	2,930	2,860

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

To: Growth, Economic Development and Communities Cabinet Committee – 9 May 2019

Subject: Regional Growth Fund – Transfer of Funds to Thurrock Council

Key Decision: 19/00041

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member Decision

Summary: Kent County Council (KCC) administers the grant of loans to companies under the terms of the Regional Growth Fund (RGF) and receives the repayments of those loans. Under the “Tiger” RGF programme, companies in North Kent (Dartford, Gravesham and Swale districts), Medway and Thurrock were eligible to receive loans. The County Council is now proposing to transfer recovered Tiger loan repayments obtained from Thurrock companies to Thurrock Council (TC), which will then oversee the use of these funds to support local small and medium sized enterprises in its local authority area.

Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to comment and endorse, or make recommendations to, the Cabinet Member for Economic Development to agree;

- (a) that administration of and funding-decision authority for the monies previously recovered from companies based in Thurrock and handled via the Tiger Scheme, be transferred to Thurrock Council for management via their own new business loan scheme; and
- (b) that authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision.

The proposed record of decision is shown at Appendix A.

1. Background Information

- 1.1 The RGF funded Tiger Programme covered North Kent, Medway and Thurrock (Dartford, Gravesham, Medway, Swale and Thurrock local authority areas). The scheme was managed by the County Council and provided loans for companies with investment plans that would lead to job creation. All companies received 0% interest loans with repayment terms of between 5 and 7 years. Tiger was launched in March 2013 and was closed to applicants in March 2015. In total £14,490,000 was committed to 49 companies.

1.2 As part of this allocation, 4 Thurrock companies have received loans and equity investments worth a total of £1,241,700.

2. Update on Tiger Programme

2.1 Since the close of the Tiger programme, KCC has to date received £212,456 in loan repayments from Thurrock based loan recipients. One of the loans to Thurrock companies is designated as a bad debt, with the debt only partially recovered. In addition, in the case of one Thurrock company, its loan repayments have been ring-fenced by the County Council pending on-going investigations.

Tiger Programme: Funding allocated in Thurrock					
	Funding per Local Authority £	Loan Repayments Recovered £	No of companies who have fully repaid loan	No of companies Bad Debts funds partially recovered	Loan Repayments Still to be Recovered £ (2)
Thurrock	1,121,700	212,456 (1)	2	1 (2)	100,290 (3)

(1) £139,710 loan repayments have been ring-fenced

(2) A further company has had their loan repayments ring-fenced by KCC

(3) £250,000 equity investment has yet to realise a positive return.

2.2 During the consultation and partnership engagement undertaken before KCC launched the new Kent and Medway Business Fund in January 2017, there was no demand expressed either by companies, or by KCC and Thurrock Council, to operate a joint KCC-managed loan fund operated outside the geographical boundaries of the Kent and Medway area. Through discussions with Thurrock Council, KCC officers established that the preferred and most practical option would be for the County Council to transfer the recovered loan repayments from Thurrock-based loan recipients to Thurrock Council to enable it to reinvest in local companies in its local authority area.

3. Proposal to transfer funds to Thurrock Council

3.1 KCC officers have sought agreement from the Department for Business, Energy and Industrial Strategy (BEIS), which oversees and monitors the former RGF programmes, to transfer to Thurrock Council the recovered loan funds. Subject to agreement by BEIS, KCC would then monitor Thurrock Council on its management of future expenditure and job outcomes in-line with our existing RGF rules and procedures.

3.2 Thurrock Council will distribute the recovered Tiger loan repayments via a new business loan scheme offering loans up to £20,000 to companies in the Thurrock area.

3.3 KCC will continue to have on-going responsibility for monitoring any future expenditure of the repatriated loan repayments by Thurrock Council. In addition, it would remain KCC's responsibility to recover the contracted loan repayments,

as it does on an on-going basis with other existing loan recipients, and then transfer these funds bi-annually to Thurrock Council. Should these companies subsequently move into administration, the County Council would not be liable to Thurrock Council for any outstanding unrecovered loan repayments.

4. Financial Implications

4.1 Subject to agreement by BEIS, the County Council would transfer the value of loan repayments from Thurrock based recipients to Thurrock Council. Responsibility for monitoring repayments and reporting to BEIS would remain with the County Council: this would incur minor staff costs.

5. Legal Implications

5.1 A legal agreement will need to be drawn up between the County Council and Thurrock Council to effect the transfer of funds. The County Council would retain responsibility to BEIS for monitoring repayments from Thurrock based businesses.

6. Equalities Implications

6.1 There are no equalities implications arising from the proposal to transfer funds to Thurrock Council.

7. Recommendation

Recommendation:

The Growth, Economic Development and Communities Cabinet Committee is asked to comment and endorse, or make recommendations to, the Cabinet Member for Economic Development to agree;

- (a) that administration of and funding-decision authority for the monies previously recovered from companies based in Thurrock and handled via the Tiger Scheme, be transferred to Thurrock Council for management via their own new business loan scheme; and
- (b) that authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision.

The proposed record of decision is shown at Appendix A.

8. Contact details

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Relevant Director: David Smith
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY

Mark Dance Cabinet Member for Economic Development

DECISION NO:

19/00041

For publication

Non-Key decision

Subject: RGF – Transfer of Funds to Thurrock

Decision:

As Cabinet Member for Economic Development, I propose, to agree that:

- (a) administration of and funding-decision authority for the monies previously recovered from companies based in Thurrock and handled via the Tiger Scheme, be transferred to Thurrock Council for management via their own new business loan scheme; and
- (b) that authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision.

Financial Implications: Subject to agreement by BEIS, the County Council would transfer the value of loan repayments from Thurrock based recipients to Thurrock Council. Responsibility for monitoring repayments and reporting to BEIS would remain with the County Council: this would incur minor staff costs.

KCC does not currently have the legal authority or administrative procedures in place to spend the recovered loan repayments obtained from Thurrock companies who received loan funds via the former RGF Tiger programme. Without transferring these funds to Thurrock Council they would remain ring-fenced within KCC finances potentially until our funding agreement with the government ends.

Legal Implications

A legal agreement will need to be drawn up between the County Council and Thurrock Council to effect the transfer of funds. The County Council would retain responsibility to BEIS for monitoring repayments from Thurrock based businesses.

Equality Implications

There are no equalities implications arising from the proposal to transfer funds to Thurrock Council.

Reason(s) for decision:

The decision is required to allow for the transfer of these funds to increase investment in small and medium sized enterprises to create jobs and increase productivity.

Cabinet Committee recommendations and other consultation: The proposed decision will be discussed at the Growth, Economic Development and Communities Cabinet Committee on the 9 May 2019.

Any alternatives considered:

The main alternative would be to operate a joint Thurrock and Kent investment programme managed by KCC. The analysis of the former Tiger scheme highlighted the problems of managing a

scheme across the same geographical area (marketing, administrative and logistical issues). There is no evidence that this would be a more effective in achieving the outcomes of improving investment in small and medium sized enterprises, creating jobs and increasing productivity.

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

.....
Signed

.....
date

Name:

Kent County Council
Equality Analysis / Impact Assessment (EqIA)
for decisions, policies, procedures, projects or services
Growth, Environment and Transport Directorate (GET).

- Please complete this cover sheet, including the Document Control Section, and Part 1 initially.
- Part 1 will inform your decision on whether you need to complete Part 2
- Part 2 will inform your decision on whether you need to complete Part 3

Further guidance is available [here](#)

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

RGF – Transfer of Funds to Thurrock

Brief description of policy, procedure, project or service

Kent County Council (KCC) administers the grant of loans to companies under the terms of the Regional Growth Fund (RGF) and receives the repayments of those loans. Under the “Tiger” RGF programme companies in Thurrock were eligible to receive loans. KCC is now seeking to transfer recovered loan repayments obtained from Thurrock companies.

These recovered loan repayments collected by KCC and sourced from Thurrock businesses will then be transferred to Thurrock Council which will then oversee the use of these funds to support local small and medium sized enterprises in their local authority area.

Aims and Objectives

The preferred option is for Thurrock Council to manage its own business loan scheme, having received repaid Tiger funds from the County Council. KCC would retain responsibility for monitoring future repayments and reporting back to BEIS.

Document Control

Revision History

Version	Date	Authors	Comment
V0.1	26/04/2019	Jody Catterall	First draft
V1 (this should be assigned to the version the Director signs off)			

Page 54

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
		Head of Service	
		Director	

Date Document Updated 30/04/2019

This document is available in other formats. Please contact diversityinfo@Kent.gov.uk or telephone on 03000 415 762

Part 1 - Screening

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

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

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

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

Protected Group	Please provide a brief commentary as to your findings			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age				N/a – relates to transfer of funds from KCC to Thurrock. No impact on loan recipients, except approval board will sit with Thurrock Council instead of KCC.
Disability				As above
Gender				As above
Gender identity/ Transgender				As above

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Race				As above
Religion and Belief				As above
Sexual Orientation				As above
Pregnancy and Maternity				As above
Marriage and Civil Partnerships				As above
Carer's Responsibilities				As above

Next Steps

1. Having completed the screening, if you have identified **High and / or Medium** Non Favourable (Negative) Impacts on one or more of the Protected Groups, then move to Part 2
2. Having completed the screening, if you have identified a **Low** Non Favourable (Negative) Impact on all of the Protected Groups, then please provide the form to diversityinfo@kent.gov.uk . They will provide any comments which will need to be considered and implemented.
3. The Head of Service and Director must then approve this document
4. Once the document has been formally approved and signed please send to GETcsp@kent.gov.uk. It will then be logged and published on the KCC Intranet as well as available to external customers upon request.
5. Please note that the EqIA must be reviewed within three years or at a time of significant change to the decision, policy, procedure, project or service, whichever is sooner. If the decision, policy, procedure, project or service is closed then GETcsp@kent.gov.uk should be advised immediately.

Date Document Updated 30/04/2019

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- 6. If the activity will be subject to a Cabinet decision, the EqlA must be submitted to Democratic Services democratic.services@kent.gov.uk along with the relevant Cabinet report.**
- 7. The original signed hard copy and electronic copy should be kept with your team for audit purposes.**

Part 2 - Full Equality Analysis /Impact Assessment

Brief description of policy, procedure, project or service

Context

(What we do now)

Aims and Objectives

(What we are planning to do and why?)

Protected groups

(Who will be affected by the changes?)

Information and Data used to carry out your assessment

(Please list your data source and if you have it provide a link to source. Please highlight any gaps)

Who have you involved consulted and engaged with?

(Please list stakeholders)

Analysis

(What have you found out and what does it tell you about protected groups)

Adverse Impact,

(What is the effect on the protected group? Please state mitigation in the action plan provided in Part 3, if an action is intended)

Positive Impact:

(Please highlight any positive impacts in relation to protected groups)

JUDGEMENT

Set out below the implications you have found from your assessment for the relevant Protected groups. If any negative impacts can be justified please clearly explain why. Your judgement should explicitly articulate whether you intend

Date Document Updated 30/04/2019

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- **No major change** - no potential for discrimination and all opportunities to promote equality have been taken
- **Adjust and continue** - adjust to remove barriers or better promote equality
- **Continue the policy** - despite potential for adverse impact or missed opportunity. Set out the justifications: there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements.
- **Stop and remove the policy** – policy shows actual or potential unlawful discrimination it must be stopped and removed or changed

Next Steps

1. Having completed Part 2, if you have identified potential for adverse impact on particular groups and **have found scope to improve the proposal**, then move to Part 3
2. Having completed Part 2, if you have identified potential for adverse impact on particular groups but **no scope to improve the proposal** (remembering that there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements) then please provide the form to diversityinfo@kent.gov.uk who will provide any comments which require to be considered and implemented.
3. The Head of Service and Director must then sign this document off and it be finally sent to GETcsp@kent.gov.uk. It will then be logged and published on the KCC Intranet as well as available to external customers upon request.
4. Please note that the EqIA will need to be repeated within three years or at a time of significant change to the decision, policy, procedure, project or service, whichever is sooner. If the decision, policy, procedure, project or service is closed then GETcsp@kent.gov.uk should be advised immediately.
5. If the activity will be subject to a Cabinet decision, the EqIA must be submitted to Democratic Services democratic.services@kent.gov.uk along with the relevant Cabinet report.
6. The original signed hard copy and electronic copy should be kept with your team for audit purposes

Date Document Updated 30/04/2019

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Part 3 - Action Plan

Document the range of options and identify the effects of each. Identify the option(s) chosen and document the reasons for this.

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications

Have the actions been included in your business/ service plan? (If no please state how the actions will be monitored)
Yes/No

Appendix

Please include relevant data

Next Steps

1. Having completed Part 3, then please provide the form to diversityinfo@kent.gov.uk who will provide any comments which require to be considered and implemented.
2. The Head of Service and Director must then sign this document off and it be finally sent to GETcsp@kent.gov.uk. It will then be logged and published on the KCC Intranet as well as available to external customers upon request.
3. Please note that the EqIA will need to be repeated within three years or at a time of significant change to the decision, policy, procedure, project or service, whichever is sooner. If the decision, policy, procedure, project or service is closed then GETcsp@kent.gov.uk should be advised immediately.⁴ Please also forward a final signed electronic copy to the Equality Team by emailing diversityinfo@kent.gov.uk
4. If the activity will be subject to a Cabinet decision, the EqIA must be submitted to Democratic Services democratic.services@kent.gov.uk along with the relevant Cabinet report.
5. The original signed hard copy and electronic copy should be kept with your team for audit purposes.



Date Document Updated 30/04/2019

This document is available in other formats. Please contact diversityinfo@Kent.gov.uk or telephone on 03000 415 762

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

To: Growth, Economic Development and Communities Cabinet Committee - 9 May 2019

Subject: Kent County Council Acting as Enforcement Body for Local Planning Authorities

Key Decision no: 19/00042

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: Countywide

Summary

Where districts and boroughs act as developer of their own land, they are in the potential position of being applicant, landowner and Local Planning Authority (LPA). These multiple roles create the dilemma where they may be required to enforce s106 planning obligations as LPA against themselves as developer. One option to resolve the district's potential conflict of interest is for the County Council, as the upper tier authority to become the enforcement body against the district.

This paper summarises the process for agreeing for KCC to act as the enforcement body.

Recommendation

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision to:

- approve the principle of delegating the authority to act as the enforcement body for District and Borough S106 obligations subject to a range of conditions, to the appropriate officer; the Director of Economic Development. Examples of relevant S106 obligations may include those relating to community development, sports provision and open space.

as shown at Appendix A.

1. Introduction

1.1 There have been recent examples in both Tunbridge Wells Borough and Folkestone & Hythe District where the councils were developing schemes on land

within their ownership. This created a potential conflict for both authorities where they were potentially party to the planning obligations in more than one capacity.

- 1.2 Districts are keen to avoid this conflict and have sought legal advice to determine options to resolve it. Recent advice has suggested there are a range of options open to the District. These may include seeking a way of the district only entering into the planning obligation as planning authority not as landowner and leasing their land interest to a third party. There may also be instances where the district's land need not be not bound by the planning obligation.
- 1.3 However, some of these options are not always preferable particularly where the council wishes to retain control of land within its ownership. An alternative option is for the County Council to take on the enforcing role on behalf of the LPA. KCC would be party to the planning obligation and identified as the local authority by whom the planning obligations are enforceable for the purposes of the s106 agreement.

2 Process

- 2.1 The process for KCC to become the enforcement body would be:
 - the Leader takes the decision in principle whether the County Council can enter into these enforcement arrangements when requested to do so by the District or Borough Council, in specific circumstances; and subject to a range of conditions and;
 - in each specific instance, the delegated officer takes the decision to enter into a specific arrangement with a District or Borough Council when the conditions detailed in the original Leader decision are met
 - the delegated officer enters into the s106 agreement itself according to the existing process.
- 2.2 Once the decision was taken to enter in principle into a joint arrangement with another council to take on one of their functions, KCC would follow its usual procedures for entering into a s106 agreement and would seek legal advice as normal.

3 Risks

- 3.1 Most schemes promoted and delivered by districts on their own land have a regeneration focus. By helping to bring these complex schemes forward, KCC would be delivering wider economic benefits to the county.
- 3.2 To avoid the risk of challenge, KCC needs to be transparent in making this decision. All the associated risks must be detailed within the decision. KCC needs to consider how it ensures it does not compromise its independence, for example by acting as both highway authority and enforcement authority.
- 3.3 Each request would be considered on its own merits.

4 Conditions

4.1 There would need to be a range of conditions agreed to mitigate any potential risks to KCC taking on this role including:

- District to fully indemnify KCC against any liabilities that may be incurred
- Full cooperation and funding of KCC resources involved (including legal and officer time)
- KCC's role would fall away as and when the District's land is sold
- Continued joint enforcement role against any land not within District ownership
- Other conditions on a site-specific basis

5 Financial Implications

5.1 As mentioned above, the district and borough would have to cover any financial costs to the County Council of taking on the enforcement role, for example liability insurance, legal costs incurred and officer time. These costs would need to be detailed as part of the decision-making process.

6 Legal Implications

6.1 There are legal implications for any KCC decision to enter into a joint arrangement with another council to take on one of their functions. Invicta Law has advised that the proposal for KCC to act as enforcement body for local planning authorities is legally compliant. Legal advice would be sought in each specific instance.

7 Equalities Implications

7.1 If appropriate, any specific request relating to a development site in Kent would be accompanied by an equalities impact assessment.

8 Data Protection Impacts

8.1 A Data Protection Impact Assessment has been carried out. No processing of personal data has been identified.

9 Conclusion

9.1 The ability to enable development which benefits Kent residents and helps Districts and Boroughs achieve their strategic priorities provides a case for KCC to consider acting as enforcement body. This will only arise in a limited number of sites and whilst there are risks associated with this role, there are a range of measures available to the County Council to mitigate against these risks. Each request by the District or Borough Council to act as enforcement body must be determined alongside legal, financial; and democratic services' advice as well as other relevant professional guidance.

Recommendation

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic development on the proposed decision to:

- approve the principle of delegating the authority to act as the enforcement body for District and Borough S106 obligations subject to a range of conditions, to the appropriate officer; the Director of Economic Development. Examples of relevant S106 obligations may include those relating to community development, sports provision and open space.

Background Documents

- Appendix A: Proposed Record of Decision
- EqlA

Contact Details

Report author: Nigel Smith
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Relevant director: David Smith
Director of Economic Development
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY

Mark Dance

Cabinet Member for Economic Development

DECISION NO:

19/00042

For publication

Key decision*

Yes –

Subject: KCC Acting as the Enforcement Body for Local Planning Authorities

Decision:

As Cabinet Member for Economic Development, I agree to approve the principle of delegating the authority to act as the enforcement body for District and Borough S106 obligations subject to a range of conditions, to the appropriate officer; the Director of Economic Development. Examples of relevant S106 obligations may include those relating to community development, sports provision and open space.

Reason(s) for decision:

Where districts and boroughs act as developer of their own land, they are in the potential position of being applicant, landowner and Local Planning Authority (LPA). These multiple roles create the dilemma where they may be required to enforce s106 planning obligations as LPA against themselves as developer

Cabinet Committee recommendations and other consultation:

Any alternatives considered:

- The district only entering into the planning obligation as planning authority not as landowner and leasing their land interest to a third party.
- There may also be instances where the district's land need not be not bound by the planning obligation.

However, these options are not always preferable particularly where the council wishes to retain control of land within its ownership

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

.....
signed

.....
date

Name:

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Kent County Council
Equality Analysis / Impact Assessment (EqIA)
for decisions, policies, procedures, projects or services
Growth, Environment and Transport Directorate (GET).

- Please complete this cover sheet, including the Document Control Section, and Part 1 initially.
- Part 1 will inform your decision on whether you need to complete Part 2
- Part 2 will inform your decision on whether you need to complete Part 3

Further guidance is available [here](#)

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

Whether KCC become the enforcement authority for planning obligations on behalf of the Local Planning Authority in relation to development sites where the District is acting as both LPA, landowner and developer.

Brief description of policy, procedure, project or service

Where districts act as developer of their own land, they are in the potential position of being applicant, landowner and Local Planning Authority (LPA). These multiple roles create the dilemma where they may be required to enforce s106 planning obligations as LPA against themselves as developer.

Aims and Objectives

One option to resolve the district's potential conflict of interest is for the County Council, as the upper tier authority to become the enforcement body against the district. The attached report asks Members to:

- consider that entering into these enforcement arrangements is an appropriate role for the County Council in specific circumstances, subject to a range of conditions and when it is appropriate;
- delegate entering into and managing these arrangements to the appropriate KCC officer, Director of Economic Development.

Date Document Updated 29/04/2019

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Document Control

Revision History

Version	Date	Authors	Comment
V0.1	11/04/19	K Chantler	First draft
V0.2	12/04/19	Akua Agyepong Corporate Lead for Equality & Diversity	Comments
V0.3	17/04/19	K Chantler	Second draft
V1 (this should be assigned to the version the Director signs off)	17/04/2019	Director (Economic Development)	

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.

Date Document Updated 29/04/2019

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Name	Signature	Title	Date of Issue
N Smith	Nigel Smith	Head of Service	17.04.19
D Smith	David Smith	Director	17.04.19

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	Please provide a brief commentary as to your findings			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age			Unable to determine the impact at this stage. The key decision relates to the principle of KCC acting as enforcing authority. A detailed	Unable to determine the impact at this stage. The key decision relates to the principle of KCC acting as enforcing authority. A detailed

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			screening will be undertaken in relation to specific requests for individual sites at the relevant time.	screening will be undertaken in relation to specific requests for individual sites at the relevant time. There may be opportunity for favourable impact on a protected group/s. This will depend on the nature of the residential development and accompanying community infrastructure.
Disability			As above.	As above.
Gender			As above.	As above.
Gender identity/ Transgender			As above.	As above.
Race			As above.	As above.
Religion and Belief			As above.	As above.
Sexual Orientation			As above.	As above.
Pregnancy and			As above.	As above.

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Maternity				
Marriage and Civil Partnerships			N/A	N/A
Carer's Responsibilities			As above.	As above.

Next Steps

1. Having completed the screening, if you have identified **High and / or Medium** Non Favourable (Negative) Impacts on one or more of the Protected Groups, then move to Part 2
2. Having completed the screening, if you have identified a **Low** Non Favourable (Negative) Impact on all of the Protected Groups, then please provide the form to diversityinfo@kent.gov.uk . They will provide any comments which will need to be considered and implemented.
3. The Head of Service and Director must then approve this document
4. Once the document has been formally approved and signed please send to GETcsp@kent.gov.uk. It will then be logged and published on the KCC Intranet as well as available to external customers upon request.
5. Please note that the EqIA must be reviewed within three years or at a time of significant change to the decision, policy, procedure, project or service, whichever is sooner. If the decision, policy, procedure, project or service is closed then GETcsp@kent.gov.uk should be advised immediately.
6. If the activity will be subject to a Cabinet decision, the EqIA must be submitted to Democratic Services democratic.services@kent.gov.uk along with the relevant Cabinet report.
7. The original signed hard copy and electronic copy should be kept with your team for audit purposes.

Date Document Updated 29/04/2019

This document is available in other formats. Please contact diversityinfo@Kent.gov.uk or telephone on 03000 415 762

Part 2 - Full Equality Analysis /Impact Assessment

Brief description of policy, procedure, project or service

Context

(What we do now)

Aims and Objectives

(What we are planning to do and why?)

Protected groups

(Who will be affected by the changes?)

Information and Data used to carry out your assessment

(Please list your data source and if you have it provide a link to source. Please highlight any gaps)

Who have you involved consulted and engaged with?

(Please list stakeholders)

Analysis

(What have you found out and what does it tell you about protected groups)

Adverse Impact,

(What is the effect on the protected group? Please state mitigation in the action plan provided in Part 3, if an action is intended)

Positive Impact:

(Please highlight any positive impacts in relation to protected groups)

JUDGEMENT

Set out below the implications you have found from your assessment for the relevant Protected groups. If any negative impacts can be justified please clearly explain why. Your judgement should explicitly articulate whether you intend

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- **No major change** - no potential for discrimination and all opportunities to promote equality have been taken
- **Adjust and continue** - adjust to remove barriers or better promote equality
- **Continue the policy** - despite potential for adverse impact or missed opportunity. Set out the justifications: there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements.
- **Stop and remove the policy** – policy shows actual or potential unlawful discrimination it must be stopped and removed or changed

Next Steps

1. Having completed Part 2, if you have identified potential for adverse impact on particular groups and **have found scope to improve the proposal**, then move to Part 3
2. Having completed Part 2, if you have identified potential for adverse impact on particular groups but **no scope to improve the proposal** (remembering that there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements) then please provide the form to diversityinfo@kent.gov.uk who will provide any comments which require to be considered and implemented.
3. The Head of Service and Director must then sign this document off and it be finally sent to GETcsp@kent.gov.uk. It will then be logged and published on the KCC Intranet as well as available to external customers upon request.
4. Please note that the EqIA will need to be repeated within three years or at a time of significant change to the decision, policy, procedure, project or service, whichever is sooner. If the decision, policy, procedure, project or service is closed then GETcsp@kent.gov.uk should be advised immediately.
5. If the activity will be subject to a Cabinet decision, the EqIA must be submitted to Democratic Services democratic.services@kent.gov.uk along with the relevant Cabinet report.
6. The original signed hard copy and electronic copy should be kept with your team for audit purposes

Date Document Updated 29/04/2019

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Part 3 - Action Plan

Document the range of options and identify the effects of each. Identify the option(s) chosen and document the reasons for this.

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications

Have the actions been included in your business/ service plan? (If no please state how the actions will be monitored)

Yes/No

Appendix

Please include relevant data

Next Steps

1. Having completed Part 3, then please provide the form to diversityinfo@kent.gov.uk who will provide any comments which require to be considered and implemented.
2. The Head of Service and Director must then sign this document off and it be finally sent to GETcsp@kent.gov.uk. It will then be logged and published on the KCC Intranet as well as available to external customers upon request.
3. Please note that the EqIA will need to be repeated within three years or at a time of significant change to the decision, policy, procedure, project or service, whichever is sooner. If the decision, policy, procedure, project or service is closed then GETcsp@kent.gov.uk should be advised immediately.⁴ Please also forward a final signed electronic copy to the Equality Team by emailing diversityinfo@kent.gov.uk
4. If the activity will be subject to a Cabinet decision, the EqIA must be submitted to Democratic Services democratic.services@kent.gov.uk along with the relevant Cabinet report.
5. The original signed hard copy and electronic copy should be kept with your team for audit purposes.



Date Document Updated 29/04/2019

This document is available in other formats. Please contact diversityinfo@Kent.gov.uk or telephone on 03000 415 762

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

To: Growth, Economic Development and Communities Cabinet Committee
– 9 May 2019

Subject: Kent and Medway Enterprise and Productivity strategy progress update

Classification: Unrestricted

Summary

This paper provides Members with a further update on the development of a Kent and Medway 2050 Enterprise and Productivity Strategy. It summarises our programme of work, progress made by our consultants (Arup) with the evidence gathering, and the early outputs of our engagement with businesses, and key local / regional public service providers.

Recommendation

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

1. Introduction

- 1.1 As we have set out previously, Kent County Council, Medway Council, and the 12 Kent districts and boroughs are working in partnership to develop a Kent and Medway Enterprise and Productivity Strategy. This strategy and the evidence we gather will form the basis of our contribution to the Local Industrial Strategy which South East Local Enterprise Partnership (SELEP) has been tasked by Government Ministers to prepare.

2. Gathering the Evidence

- 2.1 At its November meeting, the Cabinet Committee received a briefing on a commission we tendered, inviting consultancies to demonstrate how they could support KCC to understand better the underlying causes of the county's comparatively low productivity.
- 2.2 Since that Committee meeting, we can now report that we have appointed Arup and have an agreed programme of work in place, which began in December and runs through to June. Key aspects of that programme of work include:
- sectoral and spatial socio-economic analysis to identify Kent and Medway's comparative strengths and weaknesses, using a variety of statistical techniques to provide greater insight;

- analysis of 'what works', drawing on the evaluation material from the What Works Centre for Economic Development, to inform our response to the evidence;
- preparation of indicators/ metrics to monitor progress of the strategy over time;
- foresight drivers – identifying the potential impact of key drivers of change (i.e. ageing population, automation, climate change) on our economy in the future;
- engagement – series of 1:1 discussions with key stakeholders supported by KCC, and a workshop held on 7th May, with a cross section of business, civic and public leaders to ensure strong bottom up input into Arup findings.

2.3 Arup's programme of work is well underway and is due to conclude at the end of June. The workshop on the 7 May was an important stage in this work and was used to play back the evidence gathered to date, and build consensus around the following:

- reflections on the evidence analysis, the work on future scenarios, and the identification of opportunities for the Enterprise & Productivity Strategy and, in turn, the Local Industrial Strategy;
- economic issues and priorities that the strategy should focus on;
- potential areas for intervention, and views on existing project proposals.

3. Engagement and stakeholder input

3.1 In parallel to the Arup programme of work, the KCC economic development team have brought together key local and regional organisations with delivery and financial responsibilities around four themes – skills and employability, innovation, business sectors and the support environment, and infrastructure. The purpose of these discussions has been to gather early views and build consensus around the principle issues and local context against which the strategy should respond, current interventions and their effectiveness, and ideas on the actions that the strategy could take in the short, medium and longer term.

3.2 The strategy also needs to set a clear direction on what we collectively want Kent and Medway to look like as a place to live, work, invest and learn in the medium/ longer term, with clear goals/ objectives that we work towards. Local authority members and leaders will want to shape that direction. To that end, we have started to engage Chief Executives and Leaders but are at the beginning of a conversation we need to iterate over the next few months.

4. Next Steps

4.1 The 7 May workshop provided an opportunity to take stock of the evidence gathered to date, the issues and questions that raises, the direction that the

strategy should set, and how we start to respond to that. We intend to bring the outputs of that workshop to the next meeting of this Cabinet Committee for discussion.

5. Financial Implications

- 5.1 We have identified a budget of £49,000 for this piece of work which was funded from the Economic Development budget in 2018-19.

6. Equalities Implications

- 6.1 An equalities impact assessment is being developed in consultation with the equality and diversity team.

7. Recommendation

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

8. Contact details

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Director of Economic Development
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From: Mike Hill, Cabinet Member for Community and Regulatory Services

Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 9 May 2019

Decision No: N/A

Subject: Turner Prize 2019 and Open Golf 2020 - Legacy Programmes

Classification: Unrestricted

Past Pathway of Paper: None, but GEDC Cabinet Committee has previously considered Turner Prize in November 2018, and Open Golf in March 2017 and July 2018.

Future Pathway of Paper: Not Applicable

Electoral Division: Although delivered in Margate and Sandwich divisions respectively, the impact of both programmes will be countywide

Summary:

Turner Prize 2019 and Open Golf 2020 each contribute to KCC's strategic outcome "Kent residents feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life"

Both are high profile events of international reputation which will attract significant media interest and draw large numbers of additional visitors into Kent as well as engaging communities locally. KCC is working with partners on a county wide basis to maximise the opportunities afforded by both events by coordinating an approach to marketing and communications, presenting a coherent visitor offer and delivering additional activity which will raise the profile of the county as an attractive place to live, work and visit beyond the direct impact of both events.

Recommendations:

Cabinet Committee Members are asked to note:

- a) the impact of the County Council's investment and role in securing and delivering these two internationally prestigious events; and
- b) the planned-for wider community impact from both events.

1. Background – both events

- 1.1 The Turner Prize seeks to encourage wider interest in contemporary art and support the careers of British artists. The Turner Prize presents a unique

opportunity to capitalise on media interest in arguably the world's best known annual contemporary visual art competition. Alternating between Tate Modern and a regional UK host each year, 2019 was secured for Margate by Turner Contemporary supported by the County Council. The main focus will be Turner Contemporary itself where four shortlisted artists will exhibit their work from October 2019 through to January 2020. The shortlist of the four artists will be announced on May 1st, 2019. In December 2019, the winning artist will be announced on News at Ten from a dinner in Dreamland, Margate.

- 1.2 The Turner Prize is awarded to a British artist for an outstanding exhibition or other presentation of their work in the preceding year as determined by an independent jury.
- 1.3 The Open Golf Championship (The Open) is the oldest of the four major international championships in professional golf. This prestigious event is administered by The R&A (the international governing body of sport for Golf, and the owner of the rights to stage the Open Golf Championship). It is the only 'major' outside the United States. It is a 72-hole tournament held annually at one of nine designated links (coastal) golf courses across the UK. The courses used are all in Scotland and the north west of England, bar Portrush in Northern Ireland which joins the rota this summer. The only eligible host course near London or indeed south of Merseyside is Sandwich (Royal St George's).
- 1.4 The R&A has agreed to an unprecedented three Open Golf Championship agreement with the County Council, spanning no more than 16 years from 2020, thus maximising the economic impact of the event in the medium term for Kent, and enabling with some certainty medium-term visitor destination planning. The Championship was last staged in Kent in 2011.
- 1.5 Within our capital budget, the County Council has already identified £250,000 to improve Sandwich Station, which is essential if the town is to be able to host an international event of the magnitude and prestige of the Open Golf Championship. KCC is underwriting a further £243,000 contingency of associated costs for the station improvements. Other investors including the five East Kent District Councils and the South East LEP are contributing a further £3.4 million.

2. Turner Prize legacy programme

- 2.1 Supporting Turner Prize will be 'Margate Now', a curated local events programme led by Margate Festival which will animate the town through a range of events and installations including focused elements at the railway station (for visitors arriving from across Kent, London and further afield) and the gallery.
- 2.2 The exhibition is estimated to attract 250,000 visitors which is a 48% increase on the 130,000 normally expected during that period.
- 2.3 Bolton Quinn, an international PR agency specialising in art and culture and whom frequently work with Tate have been engaged by Turner Contemporary

to bring to Kent the benefit of their experience of marketing the Turner Prize. Gallery staff are working with the BBC as the official media partner and the KM Group to plan a series of initiatives to promote Turner Prize in Kent.

- 2.4 Branding agency Lukecharles has created a brand specific to Turner Prize in Margate which will create a high-profile national presence for the competition and emphasise the unique position of Turner Prize being presented in the home town of artist JMW Turner. Lukecharles has also created a '+ Margate' sister brand which will be available for use by partners, including Kent businesses and the creative sector, wishing to link their own events to Turner Prize. A high level of organisations have expressed interest in using the brand which will ensure that it will create an increased profile for Turner Prize and showcase Kent as a visitor location to increase visitor numbers and the amount of time they spend in the county.
- 2.5 A working group of the Kent Cultural Transformation Board is well advanced in planning a wider programme of activity and is developing a programme using the rail network between St Pancras and Margate as a means to attract London visitors to Margate. By highlighting history and heritage at stopping points along the journey, this arts intervention looks to encourage visitors to stop off at other Kent destinations or make repeat visits to Kent. The cultural programme will raise the profile of Kent as a visitor attraction and create a momentum which will carry through Turner Prize and into the run up to the Open Golf, too, given both events' focus on railways as a key access route for international, national and London visitors.
- 2.6 The activity is planned to include contemporary dance and samples of Kentish produce on board trains, displays of artwork inside railway stations, performances in different locations along the railway line and an extensive programme of community engagement and a photography project which will culminate in the production of a guidebook which will showcase different towns and villages along the railway line. Grant funding is being sought from Arts Council England to contribute to the cost of the project.
- 2.7 England's Creative Coast, an ambitious arts and tourism project led by Turner Contemporary and Visit Kent is developing a number of activities to attract tourists into Kent and the wider south east and will deliver a series of high-profile artworks along the coast starting with a signature piece in Margate in early 2020 to maintain visitor interest and cultural profile in the wake of Turner Prize.
- 2.8 KCC has established a Turner Prize Readiness Group chaired by David Smith to support the delivery of Turner Prize and Margate Now and ensure that all aspects combine to make the Turner Prize a success.
- 2.9 The remit of the Readiness Group also includes marketing and communications which is coordinated by a sub group chaired by Visit Kent and attended by Christina Starte, Head of Communications. The sub group has responsibility for coordinating press and marketing opportunities and is taking the following approach;

- Compiling an events calendar to publicise visitor focused events and cultural activity during 2019
- Coordinating press and marketing activity throughout the year so that coverage of campaigns (Summer in Kent, Kent Big Weekend etc) is maximised and links to Turner Prize, creating a sustained momentum across the year rather than a series of isolated events
- Coordinating use of marketing collateral including print, digital and other media to maximise opportunities for joint marketing
- Coordinating press opportunities across the year, in particular Turner Prize milestones which are anticipated to attract significant press interest

3. Open Golf legacy programme

- 3.1. The Open Golf Championship has a complex governance structure, as you would expect for an international annual sports championship of its size. Those groups to which KCC directly contributes are Silver (in other words the Executive/Tactical Board from the gold-silver-bronze major operations hierarchy used by the emergency services), Sport, Transport, Rail, Marketing and Communications, Inward Investment, Tourism and Safety Advisory. With the station improvements now planned, funding secured and design underway, and therefore with the Open Golf Championship secured, Dover District Council has become the lead local authority for the event.
- 3.2. DDC is therefore working with The R&A to invest the Championship's 'legacy fund' into its priority Sandwich Guildhall Market Square redesign, intended to "make the medieval town more suitable for 21st century living and attract more tourists" through new lighting, resurfacing, improved lighting and shared space.
- 3.3 Supported by KCC, Visit Kent's 'Summer in Kent' campaign - aimed directly at the London market including national and international visitors – will in 2019 include a strong Turner Prize focus with Thanet destinations, but will also include Dover destinations as part of the build up to the Open Golf. The Championship, and Kent's wider Golf in Kent Partnership will then form a key part of the 2020 Summer Campaign, with both projects underpinning Kent being part of the Government's existing GREAT Britain international investment efforts.
- 3.4 Building on the events approach identified in 2.4 and 2.8 above, as well as the (by then) success of Turner Prize, Visit Kent are additionally developing a 'Kent is Calling' campaign for 2020, focusing on the enormous array of internationally and nationally high profile events the county is staging and/or hosting next year: 150 years since Charles Dickens' death (June); Open Golf Championship (July); Junior Open Golf (July); Lambeth Conference (July and August); and the Folkestone Triennial (September to November).
- 3.5 Kent as a golfing destination will be promoted by Visit Kent and the Golf in Kent Partnership as part of the Royal Portrush 2019 Open Golf Championship, as well as in the run up to and during the Sandwich 2020 Open Golf Championship itself. Owing to the three-Championship series that

the County Council has secured, it is possible to create a much longer-term approach to further growing Kent's share of the lucrative golf tourism market, worth £1.3bn to the English economy annually.

- 3.6 Sporting legacy is currently being programmed through a working group chaired by KCC Sport and Physical Activity Group and will include an Open Golf Championship theme to the Kent School Games academic year 19/20; greater roll out of Street Golf (a form of golf played without a traditional golf course); and a cross-generational golf competition. An associated marketing and social media campaign is being developed to support these.
- 3.7 The Open Golf Championship will deliver an estimated economic impact of greater than £85m of which at least 26.8m is forecast to be direct, additional spend during the ten days of the Championship in July 2020. An estimated 200,000 spectators will attend of which 80% will be visitors to the county.

4. Financial implications

- 4.1 KCC are contributing the £40,000 prize money in 2019; £25,000 for the winner and £5,000 for each of the three runners up. The prize money is intended to support the development of the artists at a key point in their career. In addition, KCC will invest £40,000 to lever Arts Council funding of £279,000 for additional programming to encourage wider engagement in Margate and across Kent. This total of £80,000 investment will come from the Creative and Cultural Economy Service budget in 2018/19 and 2019/20
- 4.2 KCC is re-prioritising existing budgets to meet the Open Golf Championship Legacy Programme costs. These are almost wholly existing staff time and are therefore considered a contribution in kind. Other partners contributing to the Legacy Programme costs are additionally contributing in kind and against certain project streams. These projects and sums are not yet finalised.

5. Legal considerations

- 5.1 There are no legal considerations to either Legacy Programme

6. Equality considerations

- 6.1 An Equality Impact Assessment for the Turner Prize is attached
- 6.2 An Equality Impact Screening Grid to inform Dover District Council's role as lead local authority as well as the County Council's input into the Open Golf Legacy Programme is attached

7. GDPR considerations

- 7.1 A Data Protection Impact Assessment has not been completed by KCC for either project as it is not required. Neither Turner Prize nor Open Golf's Legacy Programming require KCC to process personal data.

8. Recommendation:

Cabinet Committee Members are asked to note:

- a) the impact of the County Council's investment and role in securing and delivering these two internationally prestigious events; and
- b) the planned-for wider community impact from both events.

9. Contact details

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**KCC - Growth, Environment and Transport Directorate (GET).
Equality Analysis / Impact Assessment (EqIA) template**

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

Open Golf 2020 Legacy

Brief description of policy, procedure, project or service

Delivering the wider (NON transport) programming, community engagement and impact of The Open, Sandwich, 2020. Dover District Council is the lead authority and therefore will own the Equality Impact Assessment for Open Golf 2020 Legacy. This KCC Equality Screening Grid has been written to inform Dover District Council's, and to support KCC Members in their consideration of the Open Golf 2020 Legacy Programme. It will additionally inform KCC's own planning and contributions to the groups identified in the May 2019 Growth, Economic Development and Communities Cabinet Committee report.

Aims and Objectives

To maximise the benefits that the county of Kent enjoys from hosting the 2020 Open Golf.

JUDGEMENT

Judgement is reserved until Golf England's data is received. It is anticipated that KCC will elect to

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

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

Date Document Updated 29/04/2019

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Date Document Updated 29/04/2019

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GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	05.04.19	S Holt-Castle	To inform DDC's EqIA in their capacity as lead local authority for The Open
V0.2	12.04.19	S Holt-Castle	Finalised, pending Golf England's data. To then inform KCC's representatives on the Open Golf working groups to which KCC contributes
V1 (this should be assigned to the version the Director signs off)			

Page 91

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
05/04/19		Director	12.04.19

Date Document Updated 29/04/2019

This document is available in other formats. Please contact diversityinfo@Kent.gov.uk or telephone on 03000 415 762

Part 1 - Screening

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

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

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

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

Protected Group	You MUST provide a brief commentary as to your findings, or this EqlA will be returned to you unsigned			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age			No anticipated negative impact	High – children 16 and under will be admitted free of charge to the Championship (based on 2019 Open ticketing, and R&A's indicative ticketing for 2020) Young people 16 – 24 will be able to purchase Youth Tickets which are significantly

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				discounted from Adult ticket prices Littlestone Golf Course in Kent has also been chosen to host the Junior Open in July. Sport Legacy Group is working to deliver related programmes within Kent School Games, and around inter-generational golf
Disability			No anticipated negative impact	High. DDC is, with the event owners, to invest the Championship's 'legacy fund' into its priority Sandwich Guildhall Market Square redesign, intended to "make the medieval town more suitable for 21 st century living and attract more tourists" through new lighting, resurfacing, improved lighting and shared space." The accessibility elements of these designs are

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				integrated as core.
Sex			No anticipated negative impact	Golf still attracts largely a male participating and spectating audience. R&A is proactively challenging this through its marketing, which Golf in Kent Partnership (supported by Visit Kent) has the opportunity to build on. The Golf in Kent Partnership is currently finalising its plans.
Gender identity/ Transgender			No anticipated negative impact	The project is awaiting Golf England's data on participation broken down by Protected Characteristic. Further actions may be identified at that point.
Race			No anticipated negative impact	The project is awaiting Golf England's data on participation broken down by Protected Characteristic. Further actions may be

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				identified at that point.
Religion and Belief			No anticipated negative impact	The project is awaiting Golf England's data on participation broken down by Protected Characteristic. Further actions may be identified at that point.
Sexual Orientation			No anticipated negative impact	The project is awaiting Golf England's data on participation broken down by Protected Characteristic. Further actions may be identified at that point.
Pregnancy and Maternity			No anticipated negative impact	The project is awaiting Golf England's data on participation broken down by Protected Characteristic. Further actions may be identified at that point.
Marriage and Civil Partnerships			No anticipated negative impact	The project is awaiting Golf England's data on participation broken down by Protected Characteristic. Further actions may be identified at that point.
Carer's			No anticipated	The project is awaiting

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Responsibilities			negative impact	Golf England's data on participation broken down by Protected Characteristic. Further actions may be identified at that point.
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By: Mark Dance, Cabinet Member for Economic Development
Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste
Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee
– 9 May 2019

Subject: The EXPERIENCE project

Key Decision No

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: Countywide

Summary

The EXPERIENCE project involves 14 partners across the UK and France, including Visit Kent and the Kent Downs AONB Partnership, and provides the opportunity to drive prosperity and create jobs in the Kent and Medway visitor economy.

Recommendation: The Cabinet Committee is asked to note the report.

1. Introduction

- 1.1 The visitor economy creates jobs and drives prosperity, and in 2017 it was worth some £3.87bn to the Kent and Medway economy and supported over 76,000 jobs¹. However, while the county continues to be one of the most popular visitor destinations in the UK, as with many other parts of the country it experiences concentrations of visitor flows to a limited number of destinations over a restricted summer season. This is commonly known as tourism seasonality.
- 1.2 'Experiential tourism' is a relatively recent and growing trend in the modern tourism industry, where there is increasing demand for high-quality and personalised ways to enjoy destinations. There is substantial evidence that tourists increasingly want active participation in daily life and involvement in host cultures and environments,

¹ Economic Impact of Tourism in Kent – 2017; Report commissioned by Visit Kent and produced by Destination Research (November 2018).

experiencing local foods, social events and arts to create vivid and lasting memories².

2. What is the EXPERIENCE project?

2.1 The EXPERIENCE project aims to provide the tools and infrastructure that project partners need to capitalise on the emerging trend for personalised and local tourism experiences which provide the all-important reasons to visit at any time of the year – this is described as “experiential tourism” and is seen by many tourism promotion and destination management organisations in the UK as an effective means of addressing the problems of seasonality in the visitor economy. Therefore, the EXPERIENCE project aims to:

- Extend the tourism season and increase visitor spend by focusing growth on overnight stays and high value tourism, increasing jobs and economic impact; and
- Improve local tourism transport and links to improve the sustainability of tourism and reduce the social and environmental impacts by better managing the dispersal of visitors.

2.2 EXPERIENCE will be a four-year project (1 September 2019 to 30 August 2023), potentially worth some €23.3 million and involving 14 partners across the UK and northern France. The project, the application for which was formally submitted to the INTERREG Channel Programme during the first week of April, is being led by Norfolk County Council as the accountable body. In Kent, Visit Kent and the Kent Downs Area of Outstanding Natural Beauty (AONB) Partnership are core partners. In northern France, partners include tourism agencies in Pas de Calais, Somme and Seine Maritime, all of whom already have close working relationships with Visit Kent.

2.3 The table below shows which partners are involved, with their respective project costs and funding:

Partner	INTERREG contribution (€)	Partner contribution (€)	Total funding (€)
Norfolk County Council (UK)	3,994,040	1,794,424	5,788,463
Kent Downs AONB (UK)	2,140,653	961,743	3,102,396
Visit Kent (UK)	1,160,453	521,363	1,681,816
Pas de Calais Tourisme (FR)	541,633	243,342	784,975
Department du Pas de Calais (FR)	1,390,782	624,844	2,015,626
ARC Compiègne (FR)	1,253,647	563,233	1,816,880
Cotes d’Armor Destination (FR)	503,514	226,216	729,730
Baie de Morlaix Tourisme	126,339	56,761	183,100

² Trekksoft Travel Trend Report, 2018.

(FR)			
University of Surrey (UK)	367,966	165,318	533,283
Cornwall Council (UK)	1,923,060	863,983	2,787,043
Cycling UK (UK)	740,381	332,635	1,073,016
Office National Des Forets	446,759	200,718	647,477
(FR)			
Morlaix Communauté (FR)	701,730	315,270	1,017,000
Brittany Ferries (FR)	776,512	348,868	1,125,380
	<u>16,067,469</u>	<u>7,218,718</u>	<u>23,286,186</u>

2.4 As project lead for the EXPERIENCE project, Norfolk County Council will be submitting a large-scale project application for the final round of European funding under the INTERREG Channel Programme. Although the Programme will close in December 2020, projects approved before that date will be able to draw down INTERREG funding (at a rate of 69%) until early 2023.

3. How will the EXPERIENCE project benefit Kent?

3.1 With two Kent partners, Visit Kent and Kent Downs AONB, having been directly involved in shaping the project, at the countywide level it is expected that EXPERIENCE will:

- Support continued cross Channel partnership working post-Brexit;
- Be the final opportunity to benefit from European funding and provide a transition period into potentially new funding frameworks that will be made available through the UK government;
- Provide opportunities for collaborative working between Visit Kent and the Kent Downs AONB Partnership to deliver shared objectives for the county;
- Provide the resources and training to help small and medium sized businesses (SMEs) in the visitor economy build capacity to become more competitive;
- Create and develop stronger links between tourism, cultural and heritage attractions;
- Spread and increase the economic benefits of tourism across the year by developing new products and targeted activities; and
- Deliver a more even distribution of tourists to create more year-round jobs, reduce demands on infrastructure, improve residents' quality of life, and limit overcrowding, pollution and environmental impact.

3.2 The Kent Downs AONB unit will be working closely with the North Downs Way National Trail, KCC's Public Rights of Way team, Explore Kent, Country Parks and Countryside Management Partnerships to deliver rural tourism improvements across Kent and Medway. The AONB unit will also work with Visit Kent to coordinate the delivery of walking, cycling and equine itineraries, route improvements, infrastructure improvements, business development, international and European targeted tourism products, rail to trail itineraries and smart wi-fi tourism infrastructure, as well as events, festivals and promotional campaigns.

3.3 There are five core work packages for the project, which will deliver the following target outcomes in Kent and Medway over a four-year period between September

2019 and August 2023:

Work Package 1: Networks and New Skills

This will involve increasing collaboration and learning through digital and physical SME networks, business support and skills programmes:

- Connect 100+ SMEs with experiential tourism industry leaders in learning and delivery networks;
- 1 detailed skills audit based on the needs of tourism businesses;
- 30 Sector specific training materials and resources covering skills gaps;
- 1 bilingual digital boot-camp providing online access to capacity-building training materials; and
- Train 200+ SMEs to develop off-season marketing and new products to meet visitor expectations.

Work Package 2: New Products and Services

This aims to develop high quality experiential products, new events and content to target specific high-value markets and business events across the county:

- 120+ new off-season tourism products and services developed;
- Products curated into 25+ new thematic and market/audience specific packages;
- 20+ products adapted for the business events market;
- 1 new welcome/ambassador pilot scheme developed for local businesses and frontline staff (to support Open 2020 delivery with wider roll-out);
- 1 business hub developed to encourage the development of 30+ events and themed activity around major anniversaries and events in 2020 at partner businesses to spread the benefit throughout the year; and
- Event delivery for enhanced destination presence at the Open 2020.

Work Package 3: Missing Links – Infrastructure and Information

This will deliver improvements to remove the barriers to experiential tourism in the off-season. The Kent Downs AONB Unit will coordinate this work package and focus delivery on:

- Improved physical infrastructure – signage, bicycle racks, wi-fi, interpretation, sculpture, visitor furniture;
- Off season adaptation – shelters, surface upgrades for walking, cycling and equine trails for winter use, disability access and changing spaces; and
- Enhanced visitor services from businesses – welcome walkers, baggage transfer services, improved and diversified accommodation provision, business active tourism networks.

Work Package 4: Digital Innovation – Technology and Marketing

This will deliver targeted trade and consumer campaigns to increase visits from high-value audiences during off-peak periods, building on existing digital platforms and a visitor first strategy:

- 25+ curated products market-tested with travel trade and consumer focus

- groups;
- New photography and video content of 120+ new experiential products;
- 1 hub developed for businesses to access shared content;
- 3 targeted consumer campaigns developed featuring new experiential products;
- 6 specific trade events attended and 50+ key buyer relationships formed;
- 1 consumer-facing inspirational platform developed, containing a range of different curated content for each of the partners;
- 27 travel trade events attended and new experiential products distributed for sale in key markets; and
- Training tools developed and 40+ key travel trade contacts trained.

Work Package 5: Economy, Efficiency and Effectiveness

This will involve developing forecasting and monitoring tools to measure the economic, social and environmental impact of the project to ensure maximum contribution to sustainable growth, job creation and competitiveness.

4. Financial implications

- 4.1 The expected total cost of the EXPERIENCE project is some €23.3 million of which, if it is approved by the INTERREG Channel Joint Secretariat (a decision is expected in the summer), 69% would be funded by INTERREG and the remainder (31%) by the 14 UK and French partners involved. The table in paragraph 2.3 above sets out the respective contributions by partners and the INTERREG Channel Programme.
- 4.2 The budget for the Kent Downs AONB involvement in the four-year project is €3.1 million. This comprises €961,743 in cash and in-kind contributions from local Kent partners, AONB-led projects and financial contributions from Kent district councils (Ashford, Canterbury, Dover and Gravesham), and €2,140,653 from the INTERREG Channel Programme. Medway Council will decide whether to provide financial support for this element of the project should the INTERREG project be approved.
- 4.3 In addition to providing in-kind match funding through its ongoing support for local Kent partners involved in the project (including Kent Downs AONB, Explore Kent, Kent Country Parks and North Downs Way), the KCC Environment, Planning and Enforcement (EPE) Division will provide a revenue contribution of €32,729. This will be subject to approval of the INTERREG bid, and a Member decision in July 2019.
- 4.4 Visit Kent has confirmed that its budget for its involvement in the four-year project will be €1.68 million. This includes cash match funding of €521,363 from Kent and Medway partners. This comprises €224,750 from KCC (Economic Development), €124,000 from Medway Council and €24,659 from each of seven Kent district councils (Gravesham, Tunbridge Wells, Thanet, Folkestone and Hythe, Dover, Ashford and Canterbury). The remaining funding of €1,160,453 will be from the INTERREG Channel Programme.
- 4.5 The table below summarises the range of cash and in-kind support for the Kent

Downs AONB and Visit Kent elements of the EXPERIENCE project:

Match funding source	Kent Downs AONB	Visit Kent	Total (€)
Ashford BC	32,727 ¹	24,659 ¹	57,386
Canterbury CC	32,727 ¹	24,659 ¹	57,386
Dover DC	32,727 ¹	24,659 ¹	57,386
Folkestone and Hythe DC		24,659 ¹	24,659
Gravesham BC	32,727 ¹	24,659 ¹	57,386
Thanet DC		24,659 ¹	24,659
Tunbridge Wells BC		24,659 ¹	24,659
Medway Council		124,000 ¹	124,000
KCC (ED)		224,750 ¹	224,000
KCC (EPE)	32,727 ¹		32,727
Kent Downs AONB	252,041 ²		
North Downs Way	267,424 ²		
Other local partners ³	278,643 ²		
	<u>961,743</u>	<u>521,363</u>	<u>1,483,106</u>
INTERREG	<u>2,140,653¹</u>	<u>1,160,453¹</u>	<u>3,301,106</u>
Total	3,102,396	1,681,816	2,784,212

(1) Cash match funding; (2) In-kind support; (3) Includes Explore Kent, Public Rights of Way Team, Kent Country Parks

4.6 The €3.1m budget for the Kent AONB Partnership's involvement in the project will be managed by KCC and claimed from the INTERREG Channel Programme retrospectively every six months according to the project spending plan. Norfolk County Council, as lead partner and accountable body for the EXPERIENCE project, is responsible for ensuring that expenditure is in accordance with the spending plan. KCC will be responsible for ensuring that spend by the Kent Downs AONB Partnership is in accordance with the spending plan and with EU procurement rules.

4.7 The €1.68m budget for Visit Kent's involvement in the project will be managed by Visit Kent, which will be responsible both for ensuring that spend is in accordance with the spending plan and with EU procurement and for submitting claims to the INTERREG Channel Programme.

5. Legal implications

5.1 It is not expected that there would be any legal implications for the County Council arising from its financial and in-kind support for Visit Kent and Kent Downs AONB Partnership as core partners in the project.

6. Equalities implications

6.1 If the EXPERIENCE project application is approved by the INTERREG Channel Programme, the grant funding agreement that would be drawn up between Norfolk County Council, as lead partner, and the INTERREG Programme Joint Secretariat would contain provisions for ensuring that EU equalities and diversity regulations

are adhered to my partner organisations. This would include Visit Kent and the Kent Downs AONB Partnership, both of whom have their own equalities and diversity standards which are consistent with EU regulations and those of the County Council.

- 6.2 To date, neither Visit Kent nor Kent Downs AONB Partnership have undertaken a Data Protection Impact Assessment (DPIA) relating to their participation in the EXPERIENCE project. Both organisations would be expected to provide DPIAs as a condition of County Council in-kind and financial support, subject to the project being approved for INTERREG funding.

7. Conclusion

- 7.1 The EXPERIENCE project provides an exciting opportunity to drive prosperity and create employment in the county's visitor economy. It is intended to report annually on project progress to this Cabinet Committee.

8. Recommendation

The Cabinet Committee is asked to note the report.

Background Documents - None

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From: Benjamin Watts, General Counsel

To: Growth, Economic Development and Communities Cabinet Committee
– 9 May 2019

Subject: Work Programme 2019 -2020

Classification: Unrestricted

Past and Future Pathway of Paper: Standard agenda item

Summary: This report gives details of the proposed work programme for the Growth, Economic Development and Communities Cabinet Committee.

Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2019/20.

1. Introduction

- 1.1 The proposed Work Programme, appended to the report, has been compiled from items in the Future Executive Decision List and from actions identified during the meetings and at agenda setting meetings, in accordance with the Constitution.
- 1.2 Whilst the Chairman, in consultation with the Cabinet Members, is responsible for the programme's fine tuning, this item gives all Members of this Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Work Programme 2019 - 2020

- 2.1 The proposed Work Programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions of this Cabinet Committee, identified at the agenda setting meetings [Agenda setting meetings are held 6 weeks before a Cabinet Committee meeting, in accordance with the Constitution.
- 2.2 The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings, where appropriate.
- 2.3 The schedule of commissioning activity which falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance.
- 2.4 When selecting future items, the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' items will be sent to Members of the Cabinet Committee separately to the agenda and will not be discussed at the Cabinet Committee meetings.

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

3. Conclusion

3.1 It is vital for the Cabinet Committee process that the Committee takes ownership of its work programme to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings, for consideration.

5. Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2019/20.

6. Background Documents: None

7. Contact details

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**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 2019/20**

(Members agreed that the number of jobs being created through the work being undertaken in the reports presented to the Cabinet Committee should appear at the top of each report where appropriate)

Item	Cabinet Committee to receive item
Portfolio Dashboard	At each meeting
Final Draft Budget	Annually (January)
Annual Equality and Diversity Report	Annually (June/July)
Risk Register – Strategic Risk Register	Annually (March)
Work Programme	At each meeting
Programme of Visits to Districts	At each meeting
Regional Growth Fund Monitoring	Bi-annual reporting (6 monthly) – may & Nov Cabinet Committees

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26 June 2019				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Archaeology Report and Presentation	NO	28/03/2019	Deferred from May to June
7	Performance Dashboard (Standing Item)	NO		
8	RGF Monitoring report	NO	N/A	
9	Annual Equality and Diversity Report	NO		
10	District Visits Programme 2019 (Standing Item)	NO		Deferred from March and May due to postponed Ashford Visit
11	Work Programme (Standing Item)	NO		

13 September 2019				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	District Visits Programme 2019 (Standing Item)	NO		
8	Work Programme (Standing Item)	NO		

28 November 2019				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	District Visit Programme (Update on Ashford Visit)	NO	28/03/2019	
8	Work Programme (Standing Item)	NO		

17 January 2020				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	District Visits Programme 2019 (Standing Item)	NO		
8	Work Programme (Standing Item)	NO		

10 March 2020				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	District Visits Programme 2019 (Standing Item)	NO		
8	Work Programme (Standing Item)	NO		

8 May 2020				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	District Visits Programme 2019 (Standing Item)	NO		
8	Work Programme (Standing Item)	NO		

Items for Consideration that have not yet been allocated to a meeting	
Presentations	
	18/00048 - Turner Contemporary (TBC)
	Otterpool Garden Town
	Theme Park project on Swanscombe Peninsula – regular updates (The London Resort Company Holdings (LRCH) regeneration project)
	Ebbsfleet Development Corporation
	18/00048 – Turner Contemporary
	17/00047 Faversham Creek Swing Bridge
	Enterprise and Productivity Strategy (on-going)
	Apprenticeships and update on the Carillion Apprenticeship adoption grant
	South East Local Enterprise Partnership (SELEP's) Strategic economic plan