

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

**Friday, 13th September, 2019**

**10.00 am**

**Darent Room, Sessions House, County Hall,  
Maidstone**





## **AGENDA**

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

**Friday, 13 September 2019 at 10.00 am**  
**Darent Room, Sessions House, County Hall,**  
**Maidstone**

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

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

#### **Membership (17)**

Conservative (14): 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 N J Collor, Mr A Cook, Mr J A Kite, MBE,  
Mr G Lymer, Mr S C Manion, Mr D D Monk and Mr J Wright

Liberal Democrat (2): Mr D S Daley and Mr I S Chittenden

Labour (1) Mr D Farrell

#### **Webcasting Notice**

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#### **UNRESTRICTED ITEMS**

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

- 1 Introduction/Webcast announcements
- 2 Membership
- 3 Apologies and Substitutes
- 4 Declarations of Interest by Members in items on the Agenda
- 5 Minutes of the meeting held on 26 June 2019 (Pages 7 - 20)
- 6 Verbal updates by Cabinet Members and Corporate Director
- 7 Libraries, Registration and Archives Performance 2018-2019 (Pages 21 - 58)

- 8 Inward Investment Services (Pages 59 - 66)
- 9 Visitor Economy Services (Pages 67 - 72)
- 10 Performance Dashboard (Pages 73 - 86)
- 11 Serious and Organised Crime (Pages 87 - 94)
- 12 District Visits Programme 2019 (Pages 95 - 108)
- 13 Work Programme 2019/20 (Pages 109 - 114)

### **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

**Thursday, 5 September 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

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

MINUTES of a meeting of the Growth, Economic Development and Communities Cabinet Committee held in the Darent Room - Sessions House on Wednesday, 26 June 2019.

PRESENT: Mr A M Ridgers (Chairman), Mr S Holden (Vice-Chairman), Mrs P M Beresford, Mrs R Binks, Mr A J Hook (Substitute for Mr D S Daley), Mr A Booth, Mr A H T Bowles, Mr D L Brazier, Mr N J Collor, Mr I S Chittenden, Mr D Farrell, Ms S Hamilton (Substitute for Mr S C Manion), Mr R A Marsh (Substitute for Mr A Cook) and Mr J Wright

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

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr D Smith (Director of Economic Development), Mrs S Holt-Castle (Interim Director of Environment, Planning and Enforcement) and Miss G Little (Democratic Services Officer)

#### **UNRESTRICTED ITEMS**

##### **156. Membership** (Item 2)

The Committee noted that Mr D Daley had replaced Mr A Hook on the Committee.

##### **157. Apologies and Substitutes** (Item 3)

Apologies were received from Mr S Manion, Mr A Cook and Mr D Daley.

Mrs S Hamilton, Mr A Marsh and Mr A Hook attended as substitutes respectively.

##### **158. Declarations of Interest by Members in items on the Agenda** (Item 4)

Mr A Hook declared an interest in Item 8 on the agenda due to his previous professional involvement in the prosecution of doorstep criminals.

##### **159. Minutes of the meeting held on 7 March 2019** (Item 5)

1. Benjamin Watts (General Counsel) addressed the Committee and provided clarity around the process of drafting minutes.
2. RESOLVED that the minutes of the meeting on 7 March are a correct record and that they be signed by the Chairman.

## **160. Minutes of the meeting held on 9 May 2019**

*(Item 6)*

RESOLVED that the minutes of the last meeting on 9 May 2019 are a correct record and that they be signed by the Chairman.

## **161. Verbal updates by Cabinet Members and Corporate Director**

*(Item 7)*

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) provided an update to Members on the following:
  - (a) The Kent school games which was held on 25<sup>th</sup> June 2019 was a Government led initiative designed to deliver competitive school sports for all young people. Mr Hill commended the success of the games with 700 participants and over 55 schools that took part.
  - (b) The three-week local engagement exercise for the library opening hours had finished and Mr Hill thanked all Members who had encouraged public participation. The level of response had enabled the Libraries, Registration and Archives (LRA) Service to produce an opening hours template that had been tailored to suit customer need and meet an extensive range of preferences. Mr Hill informed the Committee that a revised library opening hour framework would be implemented in the autumn.
  - (c) With regard to additional funding from Parish Councils to support libraries in their area, Mr Hill said that there were a number of complicated issues that needed to be addressed, and he had asked the cross-party Members Working Group to work in conjunction with officers to devise a policy on how funding contributions from Parish Councils could be utilised.
  - (d) Folkestone library was closed on 12<sup>th</sup> June due to structural concerns caused through the penetration of heavy rainfall. Mr Hill was pleased to announce that the ground floor of Folkestone library had been re-opened, however, extensive investigative work needed to be carried out to review the damage and work required to fully replenish the first floor of the library.
2. Mr M Dance, (Cabinet Member for Economic Development) provided an update to Members on the following:
  - (a) The Kent Excellence in Business Awards was held on 20<sup>th</sup> June 2019. The event marked its 11<sup>th</sup> anniversary with over 650 in attendance.
  - (b) The recent Business Advisory Board was well represented with a number of individuals in attendance from sectors around the county. Mr Dance said that the representatives provided an insightful synopsis of current affairs and the anticipated changes over the coming months leading up to Brexit.



- (c) Kent County Council was working with Pas De Calais, West Flanders and Zeeland on the European Straits Initiative to look at the multilateral cooperation of local and regional public bodies to enhance working relationships and share innovative technology around the importation and exportation of trade. Mr Dance welcomed Mr Smith (Director of Economic Development) to address the Committee and provide an explanation of how Kent County Council (KCC) was working with the European embassies.

Mr Smith said that the primary objective was to build good relations for the long-term between KCC and its European counterparts in France, Belgium and the Netherlands. He informed Members that KCC had received support from the National Embassies within the aforementioned countries who had also been in discussion with the Foreign Office to ensure that KCC's work did not hinder the discussions and negotiations that were taking place around Brexit. KCC continued to look at every opportunity to work with neighbouring countries where they were seen to support respective economies and improve the quality of lives for its residents; initiatives that fitted into the wider UK diplomatic effort. He assured the Committee that the Government was clear in its stance that the UK leaving the European Union was not the UK leaving Europe and that it remained a valued partner in tackling the shared challenges. In March 2019, the Leader of KCC wrote to the French Ambassador with the clear message that, regardless of the outcome of the UK's exit from the EU, Local Government should continue to enhance its relationship with European counterparts. All learning would be encapsulated in the Memorandum of Understanding. Mr Smith informed Members that a report would be presented to the Committee in the autumn with further explanation.

3. The Cabinet Members and Corporate Director for Growth, Environment and Transport respond to comments and questions as follows:

- (a) Mr Hill said that the Kent School games was a bi-annual event, however, the Government had launched its own sport games which was a separate event and this would be held at different intervals.
- (b) In response to the contribution from Parish Councils to support local libraries, Mr Hill said that the initial issue was around the funding gap, however, agreed to review the scope of the Members Working Group and whether their remit could be expanded to include the review of other forms of funding.
- (c) In response to concerns regarding KCC's preparation in advance of Brexit, Mrs Cooper said that the issue that posed a greater risk to Brexit was trader readiness. Both traders and freight couriers were not prepared to invest in purchasing the required documents due to the uncertainty of a deal/ no deal Brexit, however, in the instance of a 'worst case scenario' no deal Brexit, Kent traders who failed to show the correct paperwork would not be able to continue across the border and this would impact on freight fluidity. KCC continued to press Government for a national campaign around trader readiness. Mrs Cooper informed the Committee that France had already built the required infrastructure to manage the changes brought about by Brexit and had identified freight handling areas within all their ports. Excellent work

continued to be done by the communication officers within KCC, the blue light services and the Kent Resilience Forum to tackle trader readiness. In addition, discussions were underway around KCC hosting a seminar conference in September 2019 to help support local traders and ensure they received the guidance and support required ahead of Brexit in October 2019.

- (d) Mr Dance confirmed that the Straits Initiative included 12 European countries.
- (e) Mr Payne (Deputy Cabinet Member for Planning, Highways, Transport and Waste) was in attendance and informed the Committee that Environment, Planning and Enforcement hosted a joint KCC and Pas de Calais air quality event in Dover on 20 June 2019 which was attended by the Vice President du Department du Pas de Calais. Mr Payne commended the success of the event.
- (f) Mrs Cooper said that operation Brock was Highways England's response to tackle congestion created by queues at the border. In response to the metal barrier, Mrs Cooper said that it would not be possible for Highways England to disassemble and reassemble the barrier within a short period of time should a strike or blockade occur and therefore Highways England took the decision to keep it assembled permanently. KCC had made a request to Highways England to look at the accident record and enforcement procedures against drivers, and how the barrier could be better utilised to facilitate separate freight traffic to increase traffic fluidity on the M20.

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

## **162. An Update on the Prevalence and Impact of Doorstep Crime in Kent** (Item 8)

*Steve Rock (Head of Trading Standards) and Clive Phillips (Trading Standards, Complex Investigations Manager) were in attendance for this item*

1. Mr Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report that provided an update on the prevalence and impact of Doorstep Crime in Kent and the actions to be taken by Trading Standards to improve information sharing and data intelligence. Mr Hill informed the Committee that since publication of the report, Kent Trading Standards had secured funding for an Intelligence Analyst for an initial period of twelve months.
2. Mr Phillips presented a short nationally funded film which highlighted the significant impact of Doorstep Crime (on vulnerable adults) and said that the preliminary analysis of data related to Doorstep Crime in Kent had revealed the recurrent inconsistencies in crime recording and therefore the data captured to date could not be relied on. Mr Phillips informed the Committee that primary role of the Intelligence Analyst would be to work with District and Borough Councils as well as other enforcement agencies to instigate and implement the sharing of victim data to ensure consistent information between all partner agencies and create an agreed single reporting method that could be accessed by all partner agencies.

3. The officers responded to comments and questions as follows:

- (a) Mr Phillips assured the Committee that the units in the Public Protection group which included Wardens, Trading Standards, Intelligence and Community Safety, all worked very closely with Kent Police in pursuing criminals, safeguarding victims and raising public awareness through a number of educational campaigns. Mr Phillips said that all victims of Doorstep Crime in Kent had access to free telephone advice from the Citizens Advice Consumer Service and those who were deemed to be particularly vulnerable would be visited by a Warden, a Police Prevent Officer or Victim of Safeguarding Officer. He said that Wardens had attended a number of community groups to raise awareness of Doorstep Crime where the film had been well received.
- (b) In response to queries regarding the need for a single point of contact to report Doorstep Crime in Kent, Mr Phillips said that the reason why the emergency number '999' was referred to in the film was because if a crime were in progress, the Police could be deployed immediately to respond and arrest criminals on the scene, however, Trading Standards did not have the capacity or same legal powers to act on criminal activity. Trading Standards was working with the charitable sector, specifically Age UK, to look at how they could utilise their befriending services. The role of the Victim Safeguarding Officer also involved working with the charitable sectors to identify what services operated within specific areas and ensure that vulnerable victims had the correct support from those service once the Safeguarding Officer's role had ended. Supplementary to this, Mr Rock informed the Committee that all calls received by the Citizens Advice Consumer Service number were filtered through to Trading Services and then onto the Protection Intelligence Team who were then responsible for assessing the risk of the calls coming through. The Protection Intelligence Team would then produce an intelligence package that would be sent to the Complex Investigations Unit in Trading Standards and the case would be assigned. Mr Rock said that by using a single point of contact, it would allow the Trading Services team and other partner agencies to access shared data and make informed decisions as to where resources would be most effectively deployed.
- (c) Mr Phillips informed Members that there was a dedicated fraud team in Kent Police and that Kent and Essex Police were promoting prevention of fraud through educational programmes. Trading Standards did attend regular meetings with partner agencies to address the inherent challenges of dealing with reports of fraud such as capacity to respond.
- (d) In response to other forms of fraud, such as online abuse and telephone scams and whether the new data would be used to build a more detailed picture of other victims of fraud beyond Doorstep Crime, Mr Phillips said that out of the 212 visits carried out by the Safeguarding Officers, a survey revealed that a majority of victims did not have access to the internet or telephone and fell within the category of socially isolated victims. Mr Phillips acknowledged that fraud covered a range of criminal activities, however, the

report presented to the Growth, Economic Development and Communities Cabinet Committee was primarily focused on Doorstep Crime and vulnerable adults. Over the next 12 months, the role of the Intelligence Analyst would be to produce a system whereby every type of scam could be recorded.

- (e) Mr Rock informed the Committee that scams were a national issue, however work was being done in conjunction with the National Trading Standards Scam Team to identify all forms of fraud within the country and a scams conference was due to be held in Kent on 1 October 2019.
- (f) Mr Phillips confirmed that Trading Standards worked with HMRC and on one of the reported prosecutions worked closely with the National Crime Agency (NCA) to recoup money through tax invasion and said that all intelligence was shared with HM Revenue & Customs and Department for Work & Pensions as criminals often abused the benefit system. The in-house financial investigators recovered £200,000 from criminals in compensation. If there were no victims of fraud, the compensation money would be reinvested into the Financial Investigations team along with any fines recovered from criminal assets. Mr Phillips said that the £200,000 was the amount of assets available to the victims, the entire amount of money lost by the victim was not always recoverable. Where criminals had properties, Trading Standards could restrain the property so that it could not be sold until compensation was paid back to the victim.
- (g) With regard to telephone scams, Mr Phillips recommended that residents used the True Call Blockers which was a national system that blocked scam calls and monitored phone lines. Kent County Council had invested in a number of call blockers with the proceeds of crime money and have placed these in the homes of vulnerable people. Mr Phillips said that there were a number of telecommunication companies that offered blocker services, however, the key to tackling fraud was through preventative actions and ensuring that members of the public were receiving the regular communication updates published by Trading Standards.
- (h) Mr Phillips agreed to circulate the full-length film to the Committee.

4. RESOLVED that the report be noted.

### **163. Performance Dashboard** (Item 9)

*Helen Groombridge (Performance & Analytics Manager) was in attendance for this item.*

- 1. Mrs Groombridge introduced the Performance Dashboard which showed progress made against targets set for Key Performance Indicators (KPIs) up to the end of March 2019 and welcomed comments from the Committee.
- 2. RESOLVED that the report be noted.

**164. 19/00046 - No Use Empty (NUE) update and continuation of the initiative**  
(Item 10)

*David Smith (Director of Economic Development) and Steve Grimshaw (Strategic Programme Manager) were in attendance for this item.*

1. Mr Dance (Cabinet Member for Economic Development) introduced the report that set out the No Use Empty (NUE) initiative and commended the scheme on its success.
2. Mr Grimshaw provided Members with an update on the initiative, its future plans and sought the Committee's support for the continuation of the scheme, including the authority to bid for additional sources of funding which would help contribute to the delivery of good quality housing in the county; and that the authority be delegated to the Director of Economic Development to ensure appropriate governance was applied when entering into legal agreements. Mr Grimshaw addressed the achievements of the NUE initiative and said that 5,911 properties had reverted back into use and that there had been a 40% reduction in empty homes since the launch of the scheme.
3. The officer responded to comments and questions as follows:
  - (a) Mr Grimshaw said that Kent County Council (KCC) took every opportunity to provide funding across the entire county, however the highest concentration of empty properties remained within the East. He assured the Committee that the NUE initiative had a proven track record and had been recognised nationally for its contribution in bringing long term empty properties back into use through other projects and funding opportunities that offered different loan products. This included interventions such as the Affordable Homes Project whereby the Homes and Communities Agency awarded £ 750,100 to KCC for the NUE initiative to deliver an affordable homes scheme and Live Margate whereby the NUE was allocated £2m in 2018 from the Live Margate Project to bring long term empty properties back into use.
  - (b) With regard to the renovation cost of commercial properties, Mr Grimshaw said that the average cost of renovation projects was between £50k to £60k per unit. He informed Members that the money from the growing places fund offered greater flexibility than the parameters set out within the main residential scheme.
  - (c) In response to queries regarding the delegation of authority for spend, Mr Grimshaw said that the current delegation arrangements in place for Economic Development was that Mr Smith (Director of Economic Development) was permitted to approve spend up to £1m, Mr Grimshaw as the officer could approve up to £500k, however in terms of the loans themselves, Mr Grimshaw said that most of the loans were significantly smaller and would be managed within the parameters and regulations imposed by KCC Finance. Mr Grimshaw assured Members that there was a process for assessment and approval, all of which required sign off by the

appropriate delegated officer, the Head of Service or Director to ensure full control over spend.

- (d) In terms of the ability to provide funding for empty sites, Mr Grimshaw said that if a building had been demolished and that site was vacant, providing it had the relevant approval to create a commercial or residential property then Kent County Council would welcome the project. Mr Grimshaw reminded Members that whilst Kent County Council offered a range of loan products, funding was limited, and approval of such projects were reliant on outstanding loans being repaid and recycled.
- (e) Mr Grimshaw said that regardless of whether the loan was issued by KCC or other District Councils, the loan would be treated as one application under the name of KCC and only one charge would be applied to that property. Mr Grimshaw said that KCC had a service level agreement with the three district councils (Tunbridge Wells, Dover and Folkestone & Hythe) which provided money to KCC to cover risk should any loan fail to be repaid.
- (f) With regard to defaulted Top Up Loans, Mr Grimshaw said that there had only been two cases to date, with a combined loss of £143k which represented 0.6% of the £27m that had been awarded, but because the same loans charged interest and there were charges for delayed repayments, sufficient income had been generated to eradicate the bad debt.
- (g) In response to queries regarding EU funding, Mr Grimshaw said that discussions around potential EU projects had ceased. Whilst the UK Government had provided assurance that an EU funded project would continue to receive funding for the duration of that project's lifespan, European counterparts had received the misinformation that funding would no longer be provided and therefore KCC could not progress any further.
- (h) With regard to Top Up Loans, Mr Grimshaw assured Members that other district and borough councils had put money into the scheme. Thanet District Council offered a different loan product that KCC administered on their behalf which was the Thanet Owner Occupiers Loan Scheme which had been established to encourage people to move into specific wards in Margate (primarily Margate Central and Cliftonville) in an attempt to lift that area's profile. The terms and conditions of the scheme was that a £20k interest free loan could be made available to be repaid on a monthly basis and secured as a first or second charge with a repayment time of seven to ten years (depending on the type of application). Mr Grimshaw said that several similar projects had been taken forward and discussions were currently underway with Thanet District Council to review whether additional money was available to broaden the scheme across Thanet. In terms of other district councils, Mr Grimshaw assured the Committee that every opportunity continued to be taken to seek further money from other district councils to expand the scheme, but due to limited budgets and conflicting priorities, further funding was not always possible. Mr Grimshaw welcomed further funding and said that there was an opportunity to attract business rates money that may not have been

identified for future use to deliver new homes, shops and create new council tax to benefit the future economy.

- (i) Members commended the scheme and the work of the officers involved in helping to deliver it.
4. RESOLVED that the proposed decision (19/00046) to be taken by the Leader and Cabinet Member for Health reform to:
- (a) agree to the continuation of the NUE initiative as approved in the Budget Book 2019-20 to at least 2021-22 with a further update to be provided at that time; and
  - (b) agree that authority be delegated to the Director of Economic Development for the NUE initiative to take appropriate actions including, but not limited to, KCC entering into legal agreements (loan agreements, legal charges, personal guarantees, equity loans, joint ventures, deed of priority, deed of postponement), consider and approve requests which may require KCC consent and discharge of legal charges, recovery of loans through legal action, as necessary to implement this decision,
- be endorsed.

## **165. Regional Growth Fund (RGF) Programmes Monitoring Report** (Item 11)

*David Smith (Director of Economic Development) and Martyn Riley (Programme Manager (Business Investment)) was in attendance for this item.*

1. Mr Smith introduced the report that set out the results of Kent County Council's (KCCs) monitoring returns that had been obtained in the period of January to March 2019, from companies that had received loans from the three Regional Growth Fund Programmes: Expansion East Kent, Tiger and Escalate. Mr Smith reminded Members that the schemes were funded through money that had been allocated by Central Government and therefore KCC were subject to the conditions imposed by the Department for Business, Energy and Industrial Strategy (BEIS) in terms of its management.
2. The officers responded to comments and questions as follows:
  - (a) With regard to the recovery rate of bad debts, Mr Riley and Mr Smith informed the Committee that there was a recurrent issue whereby companies continued to argue their inability to repay KCC, however, a considerable amount of time continued to be devoted in recovering funds before issuing new loans. Mr Smith said that 80% of the original loans had been repaid in full and that KCC were in a position to reoffer the recycled money back into the market. Mr Riley assured Members that KCC had taken a flexible approach to re-payments and engaged with companies as much as practically possible to support them in their re-payments rather than issue legal action. In previous years there had

been a number of Government funded initiatives that operated on a local level which offered support to companies and KCC had worked closely with those services. However, the change in economic circumstance meant that the Government stopped offering support and KCC took on the responsibility of all expenses. Mr Riley informed the Committee that there were very few schemes available that KCC could tap into; the Kent and Medway Growth Hub was established in an attempt to support companies who were in financial difficulty, however, with limited resources there was very little that KCC were able to do. Mr Smith provided assurance that the debt recovery rate within the last quarter had not deteriorated and that there had been no increase in red ratings within the debt recovery category.

- (b) Mr Smith informed the Committee that the current economic climate and future climate was significantly different to that seven years ago when the scheme was first launched. Mr Smith said that the recent evidence revealed a freeze on investment from a number of Medium enterprises and said that fewer applicant companies were approaching KCC with investment proposals that were compliant with the basic criteria of the scheme (i.e. was the company solvent, would the company produce new jobs, was the business plan deliverable and manageable). Mr Smith said that work was being done to refresh the offer in an attempt to attract more companies and that KCC were looking at opportunities to engage with Leaders, elected Members and officers from the District and Borough Councils to review ways in which companies in those areas could be encouraged to re-engage with the scheme.
- (c) In response to queries as to whether the number of jobs created had been included or deducted from the figures, Mr Riley said that the Government had issued funding which entailed a number of conditions, one of those was that jobs created would be for a minimum of three years. If a business was to go into liquidation after four years, then that figure would still be reported to ensure that consistent information was being shared with Government and other bodies. Mr Riley was unable to provide the 'job lost' figure, however, informed Members that this information could be circulated upon request outside of the Committee meeting.
- (d) With regard to whether KCC could better utilise the money elsewhere, Mr Riley informed the Committee that the money was not KCC's to give away and that it was contracted money from central government with a strict set of terms and conditions imposed by BEIS that KCC had to abide by. Mr Riley agreed that every opportunity had to be taken to review the scheme, however, highlighted to Members the difficulty in implementing change when operating under contractually restrained procedures as an authority. Both BEIS and the Ministry of Housing, Communities & Local Government were pleased with the management of the scheme in terms of the level of performance and governance that KCC had demonstrated. Mr Riley informed Members that should KCC change the way in which it allocates central government funding, Government would need to be involved in that process as it would require a number of contractual changes. KCC would also retain responsibility for all expenditure and contractual obligations until the last repayment was received.



- (e) Mr Riley acknowledged Members concerns regarding the terminology used in the report and agreed to revise this for future reports. He confirmed that the £4,027,000 was included within the monitoring period January to March 2019.
- (f) Mr Smith said that the Council had always taken security against a loan and assured the Committee that the security was always valued. KCC had not taken shares as a form of security as these were not tangible assets. The reason as to why KCC had deployed significant effort into recouping money was primarily due to the difficulty in liquidating tangible assets at a value that KCC had originally obtained them at when the loan was first issued. KCC had used Invicta Law and the Invicta Law appointed agents to recover outstanding loans, however, some debts were unrecoverable. This would often occur when a company ceased to exist, and the legal process meant that KCC could no longer make any attempt to retrieve the repayment of the loan.
- (g) In response to comments regarding discrepancies within the figures, Mr Smith said that the report did not include the equity investments that are briefly referred to which would be the difference in the total amount made. Mr Smith informed the Committee that the scheme had created jobs and placed additional investment in businesses, all of which was entirely dependent on the intervention of KCC. Mr Smith invited Members to address him directly outside of the Committee meeting with any further queries or comments regarding individual companies as officers would be able to provide greater detail on specific schemes.
- (h) Mrs Cooper (Corporate Director for Growth, environment and Transport) assured Members that KCC pursued all its bad debts regardless of where the funding had come from. All money managed by the Council was public money and pursued using rigorous measures.
- (i) Members thanked the officers for the scope and breadth of their responses and commended the scheme in generating recycled money which improved economic growth, however, a significant amount of work needed to be done to encourage greater interest in the scheme.

3. RESOLVED that the report be noted.

## **166. 2018/19 Growth, Environment and Transport Directorate Equality Review (Item 12)**

*Sarah Bedingfield (Service Manager - Innovation, Digital & Libraries) was in attendance for this item.*

1. Mrs Bedingfield introduced the report that set out the position statement for the Growth, Environment and Transport (GET) Directorate for 2018/19 regarding the embedment of equality and diversity within work programmes and organisational development. Mrs Bedingfield informed the Committee that the evidence for each project identified had been captured through the Members of the Equality and Diversity group having reviewed one another's division. The GET directorate continued to take a firm approach to equality and diversity as it was integral to

KCCs customer service programme and continued to improve the ways in which it understood and responded to customers and non-customers' needs using customer data across all ten protected characteristics. Mrs Bedingfield highlighted to Members the key areas that had been addressed throughout the report which included: GET progress made against KCC equality and diversity objectives, the approach taken by GET to address equality and diversity, additional projects delivered in 2018/19 that were aligned to the Equality and Human Rights Commission (EHRC); and the promotion of equality and diversity awareness through the use of sensory equipment (Dementia Alliance Ageing Suit) to help the GET directorate to further understand the needs of its customers.

2. RESOLVED that the report be noted, and that the Committee would continue to receive an annual report in order to comply with the Public Sector Equality Duty 2010.

## **167. Kent & Medway Energy and Low Emissions Strategy - Draft for public Consultation** *(Item 13)*

*Carolyn McKenzie (Head of Sustainable Business and Communities) was in attendance for this item.*

1. Mr M Payne introduced the report that set out the final draft of the Kent and Medway Energy and Low Emissions Strategy which was due to go out for public consultation on 1 July 2019 for a period of twelve weeks. The draft strategy had been developed in consultation with officers across Kent and Medway districts and had been shaped by the Cross-Party Member Group whom Mr Payne thanked for their ongoing contribution. The report highlighted the specific opportunities and actions that needed to be undertaken for the economy, business and communities and identified the need for an evidenced-based pathway to deliver clean growth for Kent and Medway.
2. Mrs McKenzie informed Members that the Kent and Medway Energy and Low Emissions Strategy was a sub strategy of the Kent Environment Strategy and reiterated that it had been delivered in partnership with district colleagues and stakeholders. Mrs McKenzie highlighted the keys areas for consideration which included the work that needed to be done with regard to the Kent Design Refresh, the emerging Enterprise and Productivity Strategy which looked to support the growth of low carbon goods and environmental services sector as demand for new technologies increased; Strategic Planning policies in relation to district heating systems and sustainable travel infrastructure, the importance of Community Wardens and the role they played in identifying vulnerable residents who could benefit from schemes and alerting Trading Standards to scams that they may be a victim of (specifically around solar panel installation/heating etc.); and finally the green space and Public Rights of Way hedge schemes to reduce carbon emissions. Mrs McKenzie informed Members that the Strategy did not highlight specific projects as these would be examined as they come forward via the appropriate business case and governance route. Mrs McKenzie said that the

consultation was due to start on 1 July 2019 and welcomed Members suggestions as to where they felt the document should be presented.

3. The officer responded to comments and questions as follows:

- (a) Mrs McKenzie assured Members that the National Grid was a key issue and said that there were a number of projects within the strategy that referred to energy investments, in particular, work was being done with the Tri-LEP Strategy that was linked to the South East Local Enterprise Partnership to look at where further funding could be encouraged to facilitate energy investment and infrastructure. Mrs McKenzie said that the primary challenge was around funding and who would be responsible for driving and delivering those projects.
- (b) With regard to electric vehicles, the Government offered grants to support the wider use of electric and hybrid vehicles via the Office of Low Emissions Vehicles (OLEV).
- (c) In response to queries regarding the insulation of homes, Mrs McKenzie acknowledged the impossibilities and expensive nature of insulating homes and said that the policy market around domestic sector retrofit needed to be reviewed. There was a Warm Homes Scheme that helped those living in gas operated homes to convert to oil, however, Kent County Council continued in its efforts to lobby to Government and sought guidance on how to approach the housing sector. Mrs McKenzie informed Members that the housing technology was rapidly changing and that responsibility for addressing those issues fell within the remit of the District Councils. The work undertaken on the Kent Design re-fresh would address those issues and assurance had been provided by the Business, Energy and Industrial Strategy (BEIS) and the Department for Communities and Local Government (DCLG) that they would be carrying out a review of the building regulations for housing in the near future.
- (d) Mrs McKenzie confirmed that work was being undertaken in conjunction with Sharon Thompson (Head of Planning Applications Group) to look at how KCC could incorporate solar panels on new builds and utilise existing government funding to facilitate that. A business case has also been prepared to look at whether existing schools could benefit from the solar scheme.
- (e) Mrs McKenzie assured the Committee that lighting had been installed in Public Rights of Way for those who travelled by foot or used cycle paths; safety was a priority for KCC and Mrs McKenzie recognised the importance of safety for Kent's residents when looking at minimising emission levels.
- (f) In response to queries regarding whether carbon emissions were monitored by outside bodies, Mrs McKenzie agreed to liaise with partner agencies regarding the enforcement of planning conditions and would report back to the Member directly.

- (g) With regard to electric vehicles, Mrs McKenzie informed Members that industries were being encouraged to join the Distributer Takeback Scheme (DTS) and other companies were also looking at how electric vehicle batteries could be used to power homes as battery life for domestic usage superseded the battery life when used in electric vehicles. However, issues remained around the metals used in batteries and how these would be decomposed.
4. RESOLVED that specific opportunities and actions for economy, business and communities be recognised and that any further avenues of engagement that should be undertaken during the public consultation phase be noted.

**168. Members' Recent Visit to Ebbsfleet Development Corporation (EDC)**  
(Item 14)

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

1. Mr Hancock introduced the report that provided an update to Members on the recent visit to Ebbsfleet Development Corporation and outlined the programme of future visits to Kent districts in 2019/20. Mr Hancock informed the Committee that the Member visit to Folkestone & Hythe on 14 June 2019 and the visit to Tunbridge Wells on 12 July would be presented at the September meeting.

The following visits had been confirmed:

- Thanet – September 2019
  - Ashford – October 2019
  - Canterbury – December 2019
  - Maidstone – February 2020
  - Sevenoaks – May 2020
2. The Chairman thanked Mr Hancock and all those involved for the hospitality and breadth of information that had been provided to Members who had attended the district visits.
3. RESOLVED that the report be endorsed.

**169. Work Programme 2019/20**  
(Item 15)

1. RESOLVED that the work programme be noted subject to the inclusion of an item on 'Financial Relations with the EU' to be brought back to the Cabinet Committee in October 2019.

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

**To:** Growth, Economic Development and Communities Cabinet Committee - 13<sup>th</sup> September 2019

**Subject:** Libraries, Registration and Archives Performance 2018-2019

**Classification:** Unrestricted

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

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

**Electoral Division:** All

**Summary:** This report outlines Libraries, Registration and Archives (LRA) performance against its outcome-based specification for 2018-2019.

**Recommendation:** The Cabinet Committee is asked to comment and note the progress LRA has made over the financial year 2018-19

## 1. Introduction and background

1.1 LRA is one of the pioneer KCC services to be internally commissioned against the KCC 'outcomes' framework. LRA has reported on its performance to the Growth, Economic Development and Communities Cabinet Committee (GEDC) against this framework every year since this approach started.

## 2. Commissioning LRA against key performance indicators and outcomes 2018-19

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

- **Outcomes:** Outcomes allow a focus on the quality of the experience/services for the customer which is at the heart of what we do. This enables LRA to better demonstrate the positive difference LRA can make to the people of Kent.
- **Key Performance Indicators:** These are mainly volume outputs; numbers that indicate level of use, for example, the number of people who visit our buildings. This is the traditional way that LRA has been measured and is still an important benchmark of performance. We have reviewed these for 2019/20.

- 2.3 This report is based on the outputs and outcomes LRA has achieved for the full year 2018/19. Development of the outcome evaluation framework/toolkit has enabled staff to more easily collect outcome information, ensuring evaluation is considered upfront to allow LRA to better record this feedback. Work has focused on promoting the tool to staff and evolving our recording approach, we now categorise our outcome stories against the KCC outcomes framework. Collection of the outcome evidence has gradually improved and in 2017/18 we collected 243 outcome impact stories whereas in 2018/19 this has increased to 670. The framework has been shared nationally and internationally with other interested authorities and we are using this evidence to raise awareness of the impact our service has on our customers with other providers such as Public Health. Further information on this approach is included in Appendix 1.

### **3. LRA performance 2018-2019: key highlights:**

- 3.1 Appendix 2 provides the full report and detail about performance. The key highlights are shown below:

- This year saw the completion of a new 3-year strategy for all Libraries, Registration and Archives. This work included development of the LRA ambitions, drafting of the strategy and then a full ten-week public consultation exercise to which over 5,500 people responded. The responses informed the final version of the strategy that was endorsed by this Cabinet Committee and a Cabinet Member decision taken to adopt the strategy in March 2019.

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

- Summer Reading Challenge. This year saw 'Mischievous Makers' as the theme for this annual children's reading challenge. The challenge is all about reading 6 books over the summer with activities across the county designed to encourage reading over the summer to boost children's reading skills. 2020/19 saw over 17,000 children take part and we saw increased completion rate of the challenge to 57%. The following comments highlight the impact of this initiative:

*"I think the mischief makers were fun and got me reading"*

*"My son had done this for the last 3 years and loves reading. This is the first year he read all the book himself. Brilliant idea".*

*"It has encouraged my daughter to continue to read through the summer holidays".*

- Libraries: a place to study. Libraries across the county have welcomed many young people to study over the course of the year and particularly in the run up to the exam periods, highlighting the importance of our spaces to people;

*"I come to the library to use the computers as I do not have internet access at home. I find the library is a good place to concentrate and get my work done while also looking for a part time job"*

*"I came to the library to study for my medical degree, I find that the library environment suits my study needs and the staff helped me source a medical book which enhances my studies. I am grateful for the help and the environment in which I can study at my own pace"*

- Autism Friendly libraries. All Ashford district staff have completed the Association of Senior Children's and Education Librarians training on being an Autism Friendly library and Ashford library has Autism Friendly status having implemented a number of changes to make it a suitable environment for people with autism. The status recognises the efforts these libraries have made to ensure those users with Autism feel confident to enjoy our spaces and join our events and activities, evidenced by the following comments;

*"My son has Asperger's. He has thrived in this environment."*

*"Your sessions primarily have allowed me to do something with my son that he wouldn't ordinarily do with me (that sounds like schoolwork, so I'm not doing it!) so it's been great!"*

*"My son has Autism and ADHD so finds it hard mixing with people and socially not great, but he loves this club!"*

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

- For Archives, this year saw two significant achievements;
- The digitisation of over 2,500 Parish Registers was undertaken by the team at KHLC and published by our commercial partners 'Find My Past'.
- The award of Archive accreditation from the National Archive. The award followed a full review of our service against the standards. Accreditation defines good practice and agreed standards for archive services across the UK and the service is very proud of the achievement.
- This year saw the refurbishment of one of our Register Offices, Wellington House, Canterbury, to ensure our ceremony rooms are fitted out to the best standard possible for couples spending their special day with us. Since the completion of the works ceremonies have increased by 23% (43 additional ceremonies).

*"the ceremony was so lovely, and the staff were amazing. The newly decorated room was a lovely bonus too".*

*"I booked the ceremony last year based on the images on the website and was told the room was being redecorated but never expected anything like this. Really made our day".*

- Ceremonies in special circumstances. Every day our team are ready to deliver ceremonies in special circumstances. For example, for people with a terminal illness where our staff go to the hospital or hospice to conduct a ceremony which can mean so much to couples at a very difficult time.

*As a member of staff describes: A couple had already given their notice but before the ceremony could take place the groom had been diagnosed with cancer and was deteriorating rapidly. The ceremonies team quickly made arrangements to enable the ceremony to take place prior to some urgent surgery that the groom was to have. Despite needing to have oxygen during the ceremony, all went well, and the couple were married with a couple of nurses and one of the doctors in attendance. It was a lovely ceremony and after the groom could not stop telling us how much it meant and how "it would not have happened without you (the staff at KCC)". It was an incredibly rewarding ceremony and the couple (and even the staff at the hospital) really did appreciate all of the work that we had put in to make the wedding possible.*

- This year has also seen further modernisation of our spaces with Faversham library and Tonbridge Library. Bockhanger has also moved to be part of the children's centre and local school.

*"Elderly customer came in on Friday afternoon- told me how the library gets her out and talking to staff as is isolated and does not talk to anyone during the week. The library and staff are a lifeline for her, an event in her week and an opportunity to get some exercise walking to the library. She likes the new stock as it encourages her to try new genres and to advance her reading as well".*

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

- We continue to have over 1100 volunteers working across LRA adding real value to the services we deliver. We are extremely grateful to the volunteers for the time they give us and as the following quote highlights it is really positive to read the difference the volunteering makes to them;

*"My confidence and communication skills have grown since becoming a volunteer and I really enjoy every session I attend".*

*"Volunteering has given me more confidence and has helped me to meet new people after moving here two years ago. I really feel like part of the community."*



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

- Libraries, Registration and Archives continues to deliver a range of events and activities that have a positive impact on older and vulnerable people. They contribute to people's wellbeing and help to prevent people having to use more costly health interventions;

*"It helped me an awful lot after my husband died and I was very depressed so meeting and talking to people got me out of the house and I really looked forward to the Wednesday morning meetings"*

*"I host the adult colouring club at Birchington, and we have had a number of ladies who have recently been widowed. They have formed friendships with one another, and they see the club as a lifeline."*

*"I come to the library once a week as my wife attends a reading group meeting at the church opposite. Since coming to the library on a regular basis I really enjoy watching and joining in on the Baby Singing group, as I find that it is an amazing way for young ones to learn rhythm. It gives me joy seeing the huge number of parents and babies joining each week."*

A customer explained that she is now a widow and most of her friends had died or moved away so she is now living alone. All 3 banks in the village had gone and the post office had closed last year. She felt the library was now the flagship and heart of the community. She knew if she was having a "bad day" she could always go in and get a warm welcome. Even just walking past and seeing the lights on and people inside cheered her up knowing we were there, just in case.

- Dementia Friendly libraries. A number of libraries across the county have now achieved Dementia Friendly status. This has meant that we have adapted the spaces to be better for people with dementia to use and we have several groups of people with dementia that meet in the library to share experiences and support each other.

One of the Hythe Dementia Forum members, Shirley, was talking to a gentleman in the group last Tuesday, and together they were observing the rest of the group. The gentleman commented "Look, all the women are chatting away and us men are sat back listening and watching." Shirley noted that one man they observed had even nodded off. Shirley said "Everyone is having a good day, though. I bet he's had a good day." Referring to the sleeping man. The gentleman said "Oh yes, I don't mind it. Something special happens here, when we meet in this room. I don't know what it is, but when I leave here, I forget that there is anything wrong with me."

## d) Key Performance Indicators –

	Type of KPI	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year-end target	18/19 Outturn	17/18 Outturn	Direction of travel
KPI 1a	Visits to libraries and Archives venues	1,178,865	1,239,794	1,129,879	1,113,675	5,180,000 4,700,000	4,662,213	4,980,000	↓
KPI 1b	Visits to the Archive search room	1,032	1,871	1,356	1,256	n/a	5,515	4,447	↑
KPI 2	Library Issues	1,150,137	1,299,459	1,132,006	1,150,504	4,860,000 4,420,000	4,732,106	4,667,000	↑
KPI 3a	Events across LRA venues	5,754	5,167	5,721	6,378	n/a	23,085	21,890	↑
KPI 3b	Attendees at LRA Events	57,168	65,725	55,622	61,655	215,000	240,483	216,000	↑
KPI 4	Active Library and Archive Borrowers (rolling year)	153,977	151,954	148,448	148,580	n/a	148,580	156,500	↓
KPI 5a	Customer Satisfaction – Libraries	n/a	n/a	n/a	92%	95%	92%	97%	↓
KPI 5b	Customer Satisfaction – Archives	n/a	n/a	n/a	95%	90%	95%	91%	↑
KPI 5c	Customer Satisfaction – Births and Deaths	96%	95%	94%	95%	95%	95%	94%	↑
KPI 5d	Customer Satisfaction – Wedding Ceremonies	97%	96%	96%	96%	95%	96%	96%	↔
KPI 5e	Customer Satisfaction – Citizenship Ceremonies – NEW	n/a	98%	98%	98%	95%	98%	93%	↑
KPI 6a	% of Registration appointments booked online	35%	37%	39%	32%	n/a	35%	35%	↔
KPI 6b	% of birth appointments booked online	72%	73%	76%	77%	77%	74%	74%	↔
KPI 6c	% of death appointments booked online	36%	36%	39%	41%	n/a	38%	40%	↓
KPI 7	PC hours used in Libraries	108,535	109,566	105,252	101,864	n/a	425,216	467,200	↓
KPI 8	Library Community Outreach (rolling year)	1,308	1,323	1,300	1,330	1,500	1,330	1,322	↔

**Key**

Green- performing within specification or above

Amber/Yellow- Performing just below target.

Red- Under target

To put this into some context nationally, evidence shows that the usage of libraries has been in decline for many years. The 2017/18 CIPFA figures show that nationally issues and visits dropped by 6% and 5% respectively on the previous year. This year Kent issues have gone up by 1% and visits are down by -6% but in addition to the factors above we did have 5 large libraries and 3 smaller libraries closed for various periods during the year.

We did see increases of 108% in our e-issues which as well as books includes our new offer of e-newspapers/magazines and have received positive feedback as this comment illustrates;

*"I finally got around to joining my local library after five years of living in Kent, recently. I would just like to place on record how FANTASTIC the online magazine and newspaper access is... I can't believe I get access to so many papers and magazines, of such high quality for free, in my house... I think this is a superb addition...it makes me feel that I get better value for my council tax, since to pay for these sorts of magazines would be hundreds of pounds a year. This is an example of libraries adapting for the Kindle and iPad age and providing a value for a younger generation - long may it continue."*

We did not meet our target for library community outreach which relates to our Home library service customers. We will continue to look at how we promote and develop this service. As part of our strategy work in 2019/20 we are focussing our KPI's around customer satisfaction with the service.

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

#### **4. Conclusion**

- 4.1 The service continues to deliver activities and services that have a positive impact on people of all ages across the three outcome priorities for KCC. Performance across the KPIs was on or close to target across the majority of areas.
- 4.2 This year also saw a number of key developments particularly the achievement of Archive Accreditation, achieving the Customer Service Excellence award and significantly the development, public consultation and agreement of a new LRA strategy which has set a clear direction for the service for the next three years.

#### **5. Recommendation**

**Recommendation:** The Cabinet Committee is asked to comment and note the progress LRA has made in 2018-19

## **6. Attachments**

Appendix 1- Outcomes framework approach

Appendix 2- LRA performance report to date

## **7. Contact details**

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## **Appendix 1- Libraries Registration and Archives (LRA) Outcome framework**

LRA has moved towards reporting outcomes in the last four years which was in line with KCC moving to an outcome based approach. LRA was one of the early adopters of this but in so doing there was a considerable culture change for the service which has, in the past, concentrated on recording and reporting wholly on numerical data. To achieve this, we needed to implement a systematic approach to collecting qualitative data and to embed this throughout the service.

Frontline staff collect outcome stories through active listening to identify the opportunity and then use non-leading, open questions to extract the details. A [short webinar](#) has been produced to show staff exactly what we need and what we do with the data that we collect. We also regularly share stories in our Staff Briefing and to the Growth, Economic Development and Communities Cabinet Committee to maintain their profile and highlight the positive impact they and the service is having.

We have also devised a framework that is used to collate the data in a format that satisfies our reporting requirements. The framework records where the data has come from and categorises it against KCC Outcomes, Libraries Ambitions and local topics. It also contains a link to the original evidence. A panel of 3 members of staff meet regularly to categorise the stories against the criteria in order to ensure quality and consistency. This approach and framework has been shared with over 40 other local authorities in the UK.

During 2018/19 we have analysed and categorised 673 stories, most of them include multiple impacts.

201 include an impact on social isolation

157 include an impact on mental health

31 include an impact on general health

24 include an impact on intergenerational interactions

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# Libraries, Registration and Archives

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**End of Year Report (April 2018 to March 2019)**

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**Report author:**

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

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## Introduction

Following the extensive public consultation which received over 5,500 responses, the LRA Strategy was approved by the Cabinet Member for Community and Regulatory Services following consultation at the Growth, Economic Development and Communities Cabinet Committee on 7 March. Following its approval, we have been working with staff to develop proposals for the new library opening hours. We launched a 3 week public engagement on 7 May when customers were able to express their preference on the options developed.

Following the consultation, work has been completed to update the strategy document, together with starting the work on the new branding and marketing, new mobile library vehicle specification, and a refresh of the public PCs to Windows 10.

The major projects at Tunbridge Wells and Southborough continue to progress. Work now continues on the preparations for the move into the temporary premises in Tunbridge Wells. Southborough hub continues to develop, planning permission has been granted and there are now layout plans for the new look library that will be in a key prime position in the front of the hub. The other projects being planned in 2018/19 included Herne Bay library, Dover Discovery Centre and the future move of the county register office from Archbishops Palace to Oakwood House.

There have been major refurbishments of Tonbridge library, Faversham library and Wellington House register office, Bockhanger library moved into the local Children's Centre and Herne Bay library closed for 3 weeks for urgent repairs.

This year saw the start of the new Library Extra pilot in 3 libraries and usage continues to grow with 444 customers having registered for the enhanced ticket that enables them to access these libraries out of hours. There have been 1,843 swiped Library Extra sessions since September 2019.

Digital Dens have developed across the County; they are now taking place in 9 locations. We have also developed specific sessions for those users with autism as this service offer continues to evolve.



# Executive Summary

Nationally, evidence shows that the usage of libraries has been in decline for many years. The 2017/18 CIPFA figures show that nationally issues and visits dropped by 6% and 5% respectively on the previous year. The 2017/18 Taking Part survey results show that 32.7% of adults, who had taken part in the survey, had used a public library service in the 12 months prior to interview compared to 48.2% in 2005/6 (34.0%, 2016/17). The survey also shows that 3.2% of adults had visited an archive or record office in the last 12 months compared to 5.9% in 2005/06 (3.3%, 2016/17). The same survey shows that more adults visit archive or record office websites (6.7%) than actually visited an archive or record office and that 13.5% of adults had visited a library website and 17.7% had used library services online. As illustrated by the figures below there are more customers using our services online.

Figures below relate to 2018/19 and are compared to the previous year unless stated otherwise. (Figures in brackets relate to quarter 4)

**Visits and issues** - compared to last year visits are down **-6.4%** (Q4 1,113,675 **-5.2%**) and issues are up **+1.4%** (Q4 **+6.9%** 1,150,504) with e-issues showing an increase of **+108%** (Q4 **+85%** 190,693).

**Online contacts** - as is being found nationally these contacts are growing with an increase of **+36%** this year. Social media shows the greatest increase with a **+43%** increase and web hits are also **+31%**. We have encouraged our district libraries to own and update their local social media pages which is a key factor in their growth.

**Wi-Fi usage** – is still growing although it is slowing down with a **+7%** increase this year averaging over 10,000 sessions per month. Through the year we put on over 23,000 events and activities which were attended by over 240,000 participants, an increase of **+11%** on the previous year.

Visits to **the archive search room** are up **+24%** with a marked increase following the change in hours. During the year the service answered 3,649 remote enquires, an increase of **+8%**

In terms of **active borrowers** there was a **-5% reduction at the year end** with 148,448 borrowers. However, we have seen an increase of 8% in new borrowers across the year, with an influx after the consultation. Our Strategy and the 2019/20 service plan have actions to promote the service which will be in the first phase of the implementation work.

**Community outreach**—at year end there were 1,330 outreach customers compared to 1,322 in 2017/18. The service has been stable throughout the year with customer satisfaction at 98%.

Year end customer satisfaction results are detailed at the end of this report with all achieving the target, or above, with the exception of the library survey. With a result of 92% it is still above the floor but some customers were unhappy with the change to fees and charges and with the review of opening hours so a reduction on the previous year's results was expected.

## The Service Plan traffic light - activity at a glance

### Some highlights for the year ...

- Tunbridge Wells and Southborough developments progressing well
- Sevenoaks children's library extended
- Delivering training to doctors and hospitals to improve the registration of deaths within the 5-day target
- Ashford library recognised as Autism Friendly
- 50 community fun days held across the county
- Intergenerational events held at Broadstairs and Sevenoaks
- Public consultation on LRA Strategy completed, followed by public engagement process to decide allocation of new opening hours
- Series of poetry workshops for improving mental health
- Summer reading challenge – improved number of completers
- Library Extra launched at Deal, Higham and Paddock Wood
- Bockhanger library moved to Children's Centre
- Further Code Clubs set up in Cheriton and Folkestone together with Autism friendly club in Gravesend and Coderdojo groups introduced in Gravesend and Canterbury
- Swalecliffe library, Tonbridge library, Faversham library and Wellington House register office re-opened after refurbishments
- Digitisation of Parish Records completed as part of the Find My Past project
- Reconfiguration of Sheerness library completed
- New merchandising products introduced to generate income
- Playground project launched at Hive House, Newington, Sheerness and Showfields
- Business continuity exercises held including Brexit scenario
- Developed Dementia Forum at Hythe Library
- Open air cinema and Christmas Carols at Danson House as income generators
- New fee structure implemented
- LRA offer to schools implemented

### Actions

### Outcomes

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Development of archive collections management collection system</li> <li>• Review of financial procedures</li> <li>• Review of Access Services</li> <li>• Income target for Archives</li> </ul> | <p>Testing of payment system underway. Rolled over to 2019/20 with reader registration Delayed—now expected to be completed in May 2019</p> <p>Now part of the LRA Strategy work</p> <p>Target not met. Savings made elsewhere in LRA budget to cover. Target reviewed to achievable level for 2019/20</p> |
| <ul style="list-style-type: none"> <li>• Public Record Survey</li> <li>• Website phase 2</li> <li>• Launch Archive customer liaison group</li> </ul>   | <p>Not completed due to time restraints, will roll over into 2019/20</p> <p>Work ongoing. Rolled over into 2019/20</p> <p>Progressing. Rolled over to 2019/20</p>  |
| <ul style="list-style-type: none"> <li>• Reading the South activities in Aylesham</li> <li>• Dartford Young Roots project</li> </ul>   | <p>Bid for external funding unsuccessful and has now been cancelled</p> <p>Bid for external funding unsuccessful and has now been cancelled</p>  |

**81 Activities in the Service Plan — 72 Green, 7 Amber, 2 Red**



## Accreditations and Awards

### Archives Accreditation

In the summer the Archive service received national recognition for the way it stores and preserves evidence of the county's heritage and history. The service has been awarded Archive Service Accreditation, the UK quality standard which recognises good performance.

### Customer Service Award

In September 2018 LRA successfully renewed its Customer Service Excellence Award. This year we achieved 4 new Compliance Plus criteria. We have held this award continuously since 2011.



### Dementia Friendly Awards

Libraries in the Gravesham, Dartford, Folkestone and Hythe districts and Broadstairs library have all achieved Dementia Friendly status. This means they have adapted the environment in the library. This includes having no reflective surfaces, traditional looking furniture, clearly defined entrances and exits and signage using symbols as well as words.



### Hythe Town Council Dementia Awareness Forum

Building on the work to achieve Dementia Friendly status, Hythe Library has been working with Hythe Town Council to deliver sessions in the library for those with Dementia and their carers. The customers share their experiences and knowledge with each other and support each other. We recently filmed the group and interviewed some of the carers, a volunteer and one of the town councillors to find out how this group is beneficial. [Link to film](#)

# Accreditations and Awards

One parent whose son was 13 years old and recently diagnosed with Asperger's and memory problems, said that she is finding it hard to find events that her son feels confident enough to go along too and it has been lovely to see him interested in something and come out of his comfort zone (his bedroom). Parent of Code club participant

## Autism Friendly Awards

Ashford library is now autism friendly. To gain this recognition all staff took part in training, and the environment has been adapted. They now have special sessions where they dim the lights, keep the library as quiet as possible, have pastel coloured furniture and special calming sensory aids such as a bubble tent where customers can sit to read (see below). They have developed a map of the children's library and a social story that explains how you use a library. Gravesend has Autism friendly code clubs and at Ashford they have found that their sessions attract quite a few children with autism. Gravesend is also investigating an autism friendly garden.

## This library is autism friendly

Some of our visitors might make noises.

This helps them cope with stress.

Talk to a member of staff to find out more.



*"He has loved the club, to the point of being in tears when he has not been able to come along. He hates school and struggles with social interaction there, but his friends are at Code Club so he has really enjoyed it."*  
Parent of Code Club participant





## Library Extra

In September we launched “Library Extra”, a new pilot at three of our libraries; Paddock Wood, Higham and Deal.

The pilot gives customers the opportunity to access the library outside of normal opening hours using assisted opening technology. There are no staff present at these times but customers are able to access services as they would normally.

Library Extra enables customers to come into the library using a door entry system with a specially enabled swipe card. The Library Extra system controls the lights, CCTV, alarms and PA system to maximise safety and security.

Customers who choose to sign up will be able to use the self-service machines to issue and discharge books and other items, pay charges, and access the public desktop computers and Wi-Fi. Community groups such as reading groups and local history groups are able to meet in the library during Library Extra opening hours.

The pilot provides an opportunity to open these libraries earlier in the morning and later in the evening and at Higham and Paddock Wood during periods throughout the day that they are currently closed.

A mother who is home tutoring her children has said that Library Extra has worked for her as she can use the space to undertake the tutoring for them all in an open space rather than around a kitchen table. Deal library



444 customers have signed up for the enhanced card that enables them to access the Library Extra service points out of hours and have “swiped in” 1,843 times

One parent commented that her son had autism and liked coming to the library during Library Extra hours as it is quieter. Paddock Wood library

A young person has been coming in early before school to undertake their homework. Deal library

## Ceremonies in special circumstances

We offer ceremonies in our Register Offices and in over 200 approved premises. In special circumstances we can carry out wedding ceremonies in other locations including hospitals, hospices and prisons.

It may be that one of the couple is in prison, or is housebound and cannot leave their home. This service is also something that we offer to couples where one party is nearing the end of their life. Very often we get requests at very short notice because a couple want to get married and there is not enough time to go through the usual process. With reference to the Registrar General we have the authority to carry out a marriage at very short notice so it can happen quickly. Dealing with the couple can be very emotional and stressful, but it means so much to the couple and it is very much appreciated at such a difficult time.

In October 2018 we were contacted by a customer who wanted to organise a wedding ceremony so that they could marry their dying partner. First contact was at 8.40am on a Saturday. By 11 am they were married. The husband died very shortly afterwards. We were also involved with the registration of the death and staff were made aware in advance of the circumstances of the death.

In 2018/19 we conducted 75 such ceremonies across our service.

In February we were contacted by the son of a couple who wished to get married. The father was very ill in a hospice in Ashford. As the mother did not want to leave his side for long it was arranged that the documentation could be dealt with locally. Within 2 hours of the Notice of Marriage being taken the couple were married at the Hospice. The ceremony staff felt that they had managed to bring a little happiness into their lives at such a sad time in the family's life.

*"This has been an especially difficult situation that has been dealt with brilliantly. The couple have both at different times expressed their gratitude to the team for all their help and guidance they have provided. The bride spoke to me on New Years Eve and was very thankful for everyone's compassion and professionalism in dealing with the booking. Comment from member of staff dealing with the ceremony"*

Outcome 2  
Kent Communities feel the benefits of economic growth by being in work, healthy & enjoying a good quality of life

# Digital Dens

In 2017 we received Arts Council funding to introduce Digital Dens into Kent libraries. Initially we had 5 Digital Dens that were targeted to areas of high deprivation. These have been very successful and have continued past the end of the project. They have now expanded and we offer Code Clubs and Coderdojo sessions as well. These sessions are offered to children (usually aged 8 - 11) so they can learn new digital skills and work on fun projects. Each Digital Den has some of the latest educational technology available for the children to experiment with.

Children can also learn how to code in Scratch, Python and HTML. This supplements what they are taught at school, as these are all part of the curriculum. The clubs are a mix of lessons and free sessions to encourage learning and creativity.

Page 40

"I want to be a Coder when I grow up!" - Phoebe

"This is so hard my brain is going to explode!" - Vincent

Children who attended Cheriton Code Club



Clockwise from top right Raspberry Pi, LittleBits, Ozobots and Micro:bits



Parent said that "her son really enjoyed the Code Club, and that it proved really good for his independent learning, which then impacted positively on his performance at school as he was more self-motivated 😊" Ashford parent

At the Digital Dens, children experiment with some of the latest technology to learn about coding, programming, building computers and robots. This includes BBC micro: bits, Raspberry Pi, LittleBits and Ozobots. The sessions are usually led by volunteers.

In 2018/19 3,059 children attended 269 events across the county. We now have sessions in Ashford, Canterbury, Cheriton, Folkestone, Gravesend, Newington, Sevenoaks, Sheerness and Swanley. Some locations are offering special autism friendly sessions.



# Summer Reading Challenge

9,686 children completed the challenge by reading 6 books over the summer period. Our target was to increase the % of children who completed the challenge. 54% completed in 2017 and 57% completed in 2018

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



## Proven benefits of reading over the summer

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

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

<https://readingagency.org.uk/children/Overall%20Evaluation%20Results%20-%2014%20Nov%2013.pdf>

This year's theme was Mischief Makers which featured Dennis the Menace and his friends

# Summer Reading Challenge

We issued 51,702 children's books whilst the challenge was on.



**Kent Libraries, Registration & Archives** shared a post.

3 September · 🌐



**Swale Libraries** is 🐶 feeling energised.

3 September · 🌐

The summer holidays are over but Gnasher has been spotted in Swale Libraries catching up on his reading to finish the Summer Reading Challenge and earn his meda

...

[See more](#)

👍 Like Page

Staff spoke at 92 school assemblies to promote the challenge to teachers and pupils



**Kent Libraries, Registration & Archives**

7 September · 🌐

Come and take a walk with C.S Clifford, who will take you on a journey through his books, at Tonbridge Library on Saturday 15 September 2018 at 10am.

It's the Finale of the Summer Reading Challenge.

<https://bit.ly/1kRVRH1>



**Canterbury Libraries**

21 August · 🌐

Mischief Makers Comic Creators at Canterbury Library

Celebrate the Summer Reading Challenge by coming to our FREE comic making workshop, led by Jim Lockey from ...

[See more](#)

👍 Like Page

👍 Like

💬 Comment

➦ Share

# Summer Reading Challenge

In 2018 17,026 children registered for the Summer Reading Challenge compared to 18,129 in 2017 – 6% down.

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

*"My son has done this for the last 3 years and loves reading. This is the first year he read all the books himself. Brilliant idea."* Parent of boy aged 5



*"It has encouraged my daughter to continue to read through the summer holidays."* Parent of child aged 9

*"Really good because I am a mischief maker."* Anon

*"My sons are very happy to read and loved the challenge. My eldest has autism and really wants the medal."* Parent of children aged 4 and 6

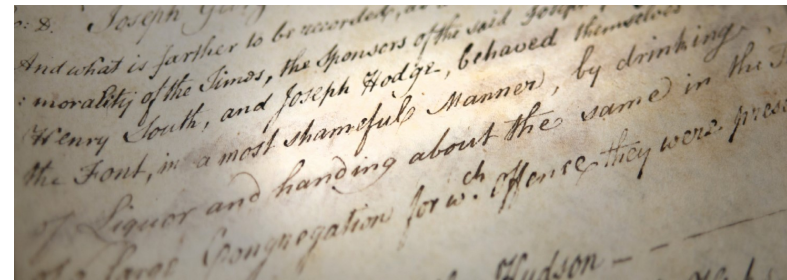
*"Always a good way to keep the reading up in the holidays! Enjoyed using the mobile library"* Parent of children aged 6 and 9

*"I think the Mischief Makers were fun and got me reading."* Boy aged 10

# Archives

A major achievement this year was being awarded accreditation by the National Archive. This was an extensive piece of work and the award acknowledges the way we store and preserve evidence of the county's heritage and history.

Work has continued throughout this year to improve the website; access to the online catalogue, online booking, and online payments. Although everything is not in place at the moment it is progressing and should be completed in 2019.



## During 2018/19 Archives

- Answered 3,649 remote enquires
- 5,515 visits to the search room
- 125,886 virtual visits via websites

*"Staff were very helpful with suggestions of sources of information. I had minimal knowledge to start but got ideas about further research." Feedback from survey*

**The digitisation of over 2,500 Parish Registers** is now complete and have been published on Find My Past. Work continues to digitise the Diocese collections with a view to publication on our own platform.

**Outcome 2—Kent Communities feel the benefits of economic growth by being in work, healthy & enjoying a good quality of life**

## Review of opening hours

Following a public consultation Archives changed and reduced the search room opening hours. Since the implementation in July 2018 the opening hours have been 9-5 Tuesday to Saturday and visits have increased by 36%



# Libraries as a safe place for study

Outcome 1—Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people

During the late spring and summer we noticed an increase of young people using our buildings for study. We not only offer PCs and free wi-fi but students can use our space for quiet study and to share revision. Many of these students may not have registered on our system but feel comfortable and safe within our facilities.



*"I enjoy coming to Maidstone library as I can meet with my friends and we can help each other to prepare for our upcoming exams. This is because the school can be quite distracting and loud whereas the library is also quite quiet and there are lots of books to help me and my friends"*

*"It is a very helpful place to study, also very peaceful.*

*Library is great to focus on studies and meet friends who can help me study."*

*"One way the library has helped us is that it has provided us with a quiet space for revision and has provided us with computers and free internet if we need extra help with research."*

*"I come to the library to study for my medical degree, I find that the library environment suits my study needs and the staff have helped me source a medical book which enhances my studies. I am grateful for the help and the environment in which I can study at my own pace."*



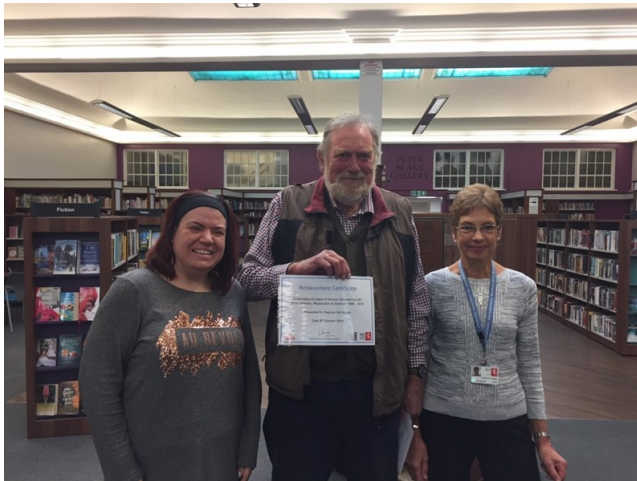
*"I come to the library to use the computers as I do not have internet access at home. I find the library is a good place to concentrate and get my work done while also looking for a part time job."*

Comments collected from students at  
Ashford and Maidstone

# Volunteering

Although many of our volunteers stay with us for years, the nature of volunteering is that some will come and then leave us when their circumstances change. We take part in recruitment events across the county to find new volunteers who have the skills that we need.

We hold Thank You events across the county where our volunteers can talk to each other and share experiences and find out about new events that they may be able to help out with. To say thank you for all they do we supply them with tea and cake and celebrate the work they do.



Stephen receiving his Certificate of Appreciation at Dartford library.



3 of our volunteers promoting volunteering in the Damian Green Job Fair in Ashford

In 2018/19 1,119 volunteers gave over 45,000 hours to add value to our work

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

Hayden is one of our young volunteers—  
*"My confidence and communication skills have grown since becoming a volunteer and I really enjoy every session I attend. I really enjoy helping younger children choose library books and reading to them."*

*"It helped me an awful lot after my husband died and I was very depressed so meeting and talking to people got me out of the house and I really looked forward to the Wednesday morning meetings"* feedback from one of our volunteers

## Project Updates—Tonbridge

Tonbridge opened on the 28 April after an extensive programme of works inside and out. The library is now lighter and brighter and more welcoming. An existing door that opened directly onto the main road had been closed for many years and it has been re-opened as part of the work making the library more accessible and visible from the main road.

*"Everything is light and accessible. Being in a wheelchair. I can now reach the top shelf"*



*"Nice to get back in the library today. Like the lower shelves as I am a shortie and always found it hard to see and reach books on the top of the old shelves. I also like that the computer section is away from the books ....."*

### **You Asked ..... We Did**

You asked that we re-instate the customer toilet. We have redecorated it and it is now available to the public again.

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



Since the library re-opened in April 2018 we have had 1,166 new borrowers, this is an increase of 51% on the same period the year before.

*"What a lovely spacious new look to the library. A real pleasure and easy to navigate our way round."*



## Project Updates — Faversham

Faversham library re-opened on 21 November after being closed for 10 weeks for a major refurbishment. During the closure the inside of the library was re-configured to accommodate the Good Day programme. The works also included decoration, new flooring and shelving.

*"We really like how bright and airy the library feels. The colour scheme works well and the additional seating was definitely needed..... My son Arthur who is 4 really like the new library but commented that the train engine should be attached to the carriages. Thanks for all your hard work."*  
Lucy and Arthur Faversham



### **You Asked ..... We Did**

Customers asked that we retain the train and we have. We were also asked to install more power points in the study/local reference aware and we have arranged this.

Faversham re-opened on 21 November. Since then 330 new borrowers have registered—a 61% increase on the same period the previous year.

It has also seen an increase in issues by 11% and in visits by 3%.

*The new layout looks lovely and bright and inviting. So pleased to see the library open again.... Faversham customer*

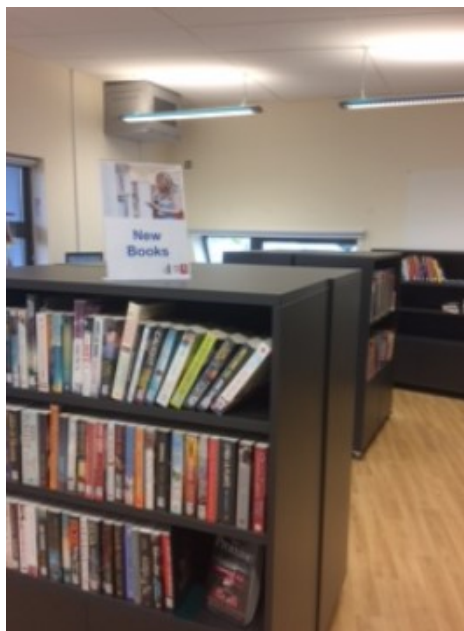
*"It would be helpful if there were a couple of tables that are close to a power socket, so that people could use their own laptop computers"*



## Project Updates — Bockhanger

Bockhanger Library closed on the 17 December in its old location and re-opened on 5 January at the Sure Steps Children's Centre. The children's centre is located in the grounds of the Phoenix Community Primary School just a few moments walk away from its previous location. This joint venture means there is potential for lots of joint working in the future with both the children's centre and the primary school. At the moment there are plans to work jointly on activities such as Elmer Day and a Rhyme Time for National Bookstart Week's Pyjamarama.

### Comments from customers about the new location

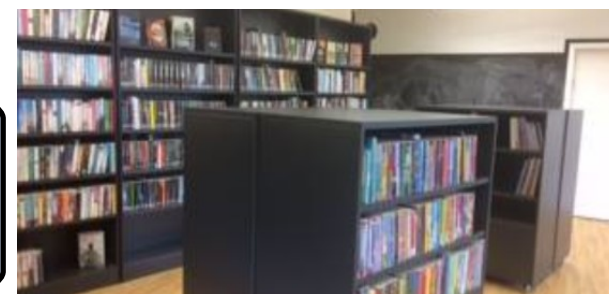


*"A family told me that they like using the library as it is by the children's school so very convenient. Parking is free and parking in town is expensive. They are excited about Elmer day and the fact that it's a free event means a lot to the mum who is on a budget."*

*Book club customer said what a great service we provide and how it saves them so much money every month. Without free reservations and collecting books and free car park they could not run their group as they would like to. It has helped them to use the library as it is free and encourages them to order books they've not tried before.*

*New stock has enhanced the experience of mum and her children visiting the library, and they will come back. Mum said "The new books help my children with encouraging them to read and we will visit again. Thank you"*

*Elderly customer came in on Friday afternoon - told me how the library gets her out and talking to staff as she is isolated and does not talk to anyone during the week. The library and staff are a lifeline for her, an event in her week and an opportunity to get some exercise walking to the library. She likes the new stock as it encourages her to try new genres and to advance her reading as well*



## Project Updates — Wellington House

Wellington House Register Office (RO) was closed for January to enable a major refurbishment. Our ceremony rooms have to be kept up to a high standard to ensure couples choose to have their wedding or civil partnership with us. In 2018/19 163 wedding ceremonies took place in the Drawing Room, 238 register office ceremonies and 2,057 notice of marriage appointments took place in the offices at Wellington House. RO ceremonies in the Study have increased by 23% (43) from Feb —June this year. The refurbishment included decoration, flooring and furniture in all the public areas and the office. It was crucial that the office re-opened in February as booking had been taken for ceremonies to take place.



Andrea Fegan, Ceremonies Officer at Wellington House has had these comments from customers

“The ceremony was so lovely and the staff were amazing. The newly decorated room was a lovely bonus too.”

“We came here a few years ago for a friends ceremony and loved it so much we decided to have our own here. It looked great back then but it looks even more incredible now.”

“I booked the ceremony last year based on the images on the website and was told that the room was being redecorated but never expected anything like this. Really made our day.”

“It looks so classy and fresh and I love the colour scheme – especially as I am wearing blue too”



# Playground Project

Working together LRA, ED's Culture & Creative Economy Service and the University of Kent have successfully secured £53k from Arts Council England to support the delivery of "Playground", an introduction to the arts and creativity for babies and pre-school children and their families in four libraries across Kent. This has just started and runs until the end of August.

*Access to high quality creativity from an early age and involving the wider family increases interest and awareness of the positive impacts of the arts and leads to a greater likelihood of lifelong engagement.*

*The programme is mentored by artists who are highly experienced in engaging young children and families. Kent artists are delivering a programme to engage local families in creative activity and give them the confidence and enthusiasm to continue being creative with their young children.*

*The Playground project will act as a pilot to inform the development of a larger programme at the University of Kent exploring the impact of creativity in early years.*

**Outcome 1 — Children and young people in Kent get the best start in life**

## Attendances at events in March 2019

Hive House	44	Newington	96
Sheerness	86	Showfields	27



### Tunbridge Wells Libraries

Page · 203 like this · Government organisation

10 May · 🌐 · PLAYGROUND - an exciting new series of events and activities taking place during library Rhyme Times at Showfields Library, 11am – midday. For all families with pre-school children. Everyone's welcome and the sessions are FREE. With songs and rhymes, music,...



👍 3

1 comment 3 shares



### Tunbridge Wells District Children's Centres

1K like this · Royal Tunbridge Wells, Kent · Public & government service

27 Mar · 🌐 · NEW \*\*\* PLAYGROUND \*\*\* Free sessions for families with pre-school children at SHOWFIELDS LIBRARY - Fridays 11-12am - take a look.



👍 6

4 comments 6 shares



# WWI Commemorations

Staff across the County got together with local communities to commemorate Armistice Day. Staff at the Kent History and Library Centre got together with Bearsted Knit and Natter group to provide the poppies for this display.



Customers at Ramsgate said .....

*"The 'Poppy' decorations look great, a lovely tribute to our fallen."*

*"Staff have made an impressive display for WW1, well done. All the staff are helpful and did a great job knitting all the poppies with a little help."*



Staff at Cliftonville, Margate and Ramsgate libraries also had displays to commemorate this occasion. The Margate display included newspaper articles from the time that can be found in their local history collection.

# WWI Commemorations

The Imperial War Museum partnered us up with Stephen Barnaby, poet and writer. We supported him with linking his research/written piece using our archive and local history resources as part of the Lives of the First World War project. We also facilitated his link with the Kent WW1 Centenary Service in Canterbury.

## CRICKET LEGEND REMEMBERED IN A CENTURY OF WORDS AT KENT WW1 CENTENARY SERVICE

Legendary Kent and England cricketer Colin "Charlie" Blythe, who was killed at Passchendaele in November 1917, is commemorated in a 100-word story being published for the first time at the Kent Centenary Service.

Stephen Barnaby has written 100 words – a so-called centena – as part of the Imperial War Museum's 26 Armistice project.

They will be published on the project website on Monday September 24 – but everyone attending the Kent Centenary Service the day before – Sunday September 23 – at the Spitfire Ground, Canterbury, the home of Kent cricket, will be able to read it first.



*"Thank you so much again for bringing the '26 Armistice' project - and my piece on Charlie Blythe - to the attention of the Kent Lieutenancy with regard to the commemorative service at the Spitfire ground"* - Stephen Barnaby

## Diversity House: Breaking the Myths, Africa in WW1

Rob Illingworth, our Community History Officer, facilitated research and partnership work for this project. He spoke at the project closing event in London.

# Strategy Consultation

Following the extensive public consultation which received over 5,500 responses, the LRA Strategy was approved by the Cabinet Member for Community and Regulatory Services following consultation at the Growth, Economic Development and Communities Cabinet Committee on 7 March. Following its approval, we have been working with staff to develop proposals for the new library opening hours. We launched a public engagement on 7 May when customers were able to express their preference on the options. Work has commenced to update the strategy document following the consultation, together with starting work on branding and marketing, new mobile library vehicle specification, and a refresh of the public PCs to Windows 10.

## Libraries, Registration and Archives Draft Strategy 2019-2022



For consultation November 2018  
kent.gov.uk/lrastrategy



Each library is taking part in a public engagement exercise to determine the new opening hours

### Tell us what you think about the opening hours for the Kent History & Library Centre

LRA is implementing a new approach to the opening hours of its libraries. Whilst the total hours open per week for a given library is defined by the library's Tier, the pattern of opening hours for each library can be tailored to better fit local needs.

The options for the opening hours pattern below are based on usage data, equality considerations and local knowledge.

Please consider the options below, then fill in a feedback form and hand it to a member of staff by 27 May 2019.

<u>Option A</u>		<u>Option B</u>		<u>Option C</u>	
Monday	10:00 to 17:00	Monday	Closed	Monday	Closed
Tuesday	10:00 to 17:00	Tuesday	09:00 to 17:00	Tuesday	09:30 to 18:00
Wednesday	10:00 to 17:00	Wednesday	09:00 to 17:00	Wednesday	09:30 to 18:00
Thursday	10:00 to 17:00	Thursday	09:00 to 18:00	Thursday	09:30 to 18:00
Friday	10:00 to 17:00	Friday	09:00 to 18:00	Friday	09:30 to 18:00
Saturday	10:00 to 17:00	Saturday	09:00 to 17:00	Saturday	09:00 to 17:00
Sunday	Closed	Sunday	Closed	Sunday	Closed



## You Asked We Did

### You Asked

**Tonbridge Library**—in summer 2018 we had a lot of students using the library space for study. Some of them mentioned that they would like to have access to drinking water as there was nowhere to fill up their bottles and the also wanted to access the toilet facilities.

**Kent History and Library Centre** — customers have asked for a Book Return box

**Faversham Library**—When we refurbished the library customers asked for more power points in the new study area

**Archives search room**— customers asked for better trained staff

**Ashford Library**— customers asked if we could make the library more accessible for those with autism

### We Did

As a result we have redecorated and opened the public toilet. We have also had a water fountain installed for people to fill up their water bottles.

We have now installed one at the front of the building

We have arranged to have them installed so customers can charge up and plug in their own devices

Staff have been trained and we now have dedicated search room staff who are better able to help customers

The library now offers autism friendly sessions

## You Asked We Did

### You Asked

**Dover Library**—customers commented that it was not easy to find the registration area

**Online registration appointments**—customers have commented that the system should be more user friendly

**Archive**—customers asked for a more intuitive catalogue with better searchability

**Kent History and Library Centre**—customers requested a quiet space for study

**Registration appointments**—customers asked that we offer more convenient appointments

**New Ash Green Library**—customers requested some noticeboard space to display local posters/leaflets

### We Did

2 new signposts have been installed and reception staff escort customers to the waiting area when possible

We are working on a new system with our system providers. This will send confirmation emails, offer all available appointment slots and will work on a mobile phone

We have implemented a new website with a much improved integrated catalogue

We have set aside an area for quiet study

We now offer Notice of Marriage appointments in the evening and on Saturdays

We have now purchased a noticeboard to display information about local event and activities



## KPI Summary

	Type of KPI	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year-end target	18/19 Outturn	17/18 Outturn	Direction of travel
KPI 1a	Visits to libraries and Archives venues	1,178,865	1,239,794	1,129,879	1,113,675	5,180,000 4,700,000	4,662,213	4,980,000	↓
KPI 1b	Visits to the Archive search room	1,032	1,871	1,356	1,256	n/a	5,515	4,447	↑
KPI 2	Library Issues	1,150,137	1,299,459	1,132,006	1,150,504	4,860,000 4,420,000	4,732,106	4,667,000	↑
KPI 3a	Events across LRA venues	5,754	5,167	5,721	6,378	n/a	23,085	21,890	↑
KPI 3b	Attendees at LRA Events	57,168	65,725	55,622	61,655	215,000	240,483	216,000	↑
KPI 4	Active Library and Archive Borrowers (rolling year)	153,977	151,954	148,448	148,580	n/a	148,580	156,500	↓
KPI 5a	Customer Satisfaction – Libraries	n/a	n/a	n/a	92%	95%	92%	97%	↓
KPI 5b	Customer Satisfaction – Archives	n/a	n/a	n/a	95%	90%	95%	91%	↑
KPI 5c	Customer Satisfaction – Births and Deaths	96%	95%	94%	95%	95%	95%	94%	↑
KPI 5d	Customer Satisfaction – Wedding Ceremonies	97%	96%	96%	96%	95%	96%	96%	↔
KPI 5e	Customer Satisfaction – Citizenship Ceremonies – NEW	n/a	98%	98%	98%	95%	98%	93%	↑
KPI 6a	% of Registration appointments booked online	35%	37%	39%	32%	n/a	35%	35%	↔
KPI 6b	% of birth appointments booked online	72%	73%	76%	77%	77%	74%	74%	↔
KPI 6c	% of death appointments booked online	36%	36%	39%	41%	n/a	38%	40%	↓
KPI 7	PC hours used in Libraries	108,535	109,566	105,252	101,864	n/a	425,216	467,200	↓
KPI 8	Library Community Outreach (rolling year)	1,308	1,323	1,300	1,330	1,500	1,330	1,322	↔

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

To: Growth, Economic Development and Communities Cabinet Committee –  
13 September 2019

Subject: Inward Investment Services

Key Decision No

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: Countywide

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**Summary:** Following an OJEU compliant process a three-year inward investment services contract was awarded to Locate in Kent (LIK) in August 2016. Medway Council and the European Structural and Investment Funds (ESIF) Growth Programme contributed to the costs of the contract between the County Council and LIK. A bid to extend the ESIF funding has been submitted to the Ministry of Housing, Communities and Local Government (MHCLG), and the County Council has extended the current contract to August 2020.

This report describes how the inward investment services contract has performed since August 2016 and sets out the intended commissioning and procurement process for a new inward investment service contract that will commence in April 2020.

**Recommendation:** The Cabinet Committee is asked to note the contents of this report.

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## 1. Introduction

1.1 As part of the commissioning process we are working with the Strategic Commissioning team to:

- Review and evaluate overall performance of the current inward investment services contract, based on the findings from monthly monitoring reports provided by Locate in Kent and from the client and user led insights (completed August 2019);
- Analyse and summarise findings: draw up specifications for a new inward investment services commission (completed August 2019);
- Submit ESIF Outline Application (September 2019);
- Draw up Commissioning and Procurement Plan for consideration by the Service Commissioning Board (October 2019);
- Publish Invitation to Tender (October 2019);

- Report outcome of tendering process to Growth, Economic Development and Communities Cabinet Committee (January 2020);
- Award commission (February 2020).

## **2. Policy context**

- 2.1** The inward investment service supports KCC Strategic Outcome 2 (Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life). It also supports the following themes that influence the achievement of Outcome 2: Planning for Growth, Investing in our Infrastructure, Standing up for Kent and Smart Places.
- 2.2** The project is consistent with the main aims of the draft Kent Enterprise and Productivity Strategy, which will set the long-term ambition for growth in the county and supports the delivery of SELEP's Strategic Economic Plan and the Government's Industrial Strategy agenda.
- 2.3** The UK Industrial Strategy sets out the Government's aspiration to be the best place in the world to attract and grow investment in business, and to enhance its global reputation as a good place to do business. The Strategy also sets out several key challenges for business development, which include:
- The need to address the persistent productivity gap with our international competitors, which is exacerbated by the UK's "productivity puzzle" – our unusually weak productivity growth since the financial crisis;
  - There is also a productivity gap between small and medium sized businesses (SMEs) and larger firms – in 2014, SMEs contributed 45% of total gross value in Great Britain, despite representing 57% of total employment;
  - While many SMEs say that they want to grow in the next 2 to 3 years, most will not show growth in any given year;
  - Face to face, tailored and intensive support is effective in helping businesses to grow and boost productivity. Despite this, the take-up and use of external advice by businesses has declined from 46% in 2010 to 29% in 2017.
- 2.4** The South East's overarching objectives for enhancing the competitiveness of SMEs are articulated in the South East Local Enterprise Partnership's (SELEP) Strategic Economic Plan, which acknowledges that:
- SMEs have been shown to play a vital role in stimulating innovation, improving productivity in existing businesses and supporting job creation;
  - While businesses report significant benefits from using specialist business information and advice services, less than half of the UK's SME employers currently use such services;
  - The provision of support, mentoring and coaching services to SMEs have been shown to deliver benefits across a range of areas, including leadership skills and business planning.
- 2.5** It is proposed that a new inward investment services contract will run for 5 years from April 2020 to March 2025. This would be initially for 3 years and will be extendable by up to 2 years depending on satisfactory performance by the

service provider. This would mean that the existing contract with Locate in Kent, which currently runs until August 2020, would be terminated at the end of March 2020. This will enable the service to focus more specifically on the opportunities and challenges for Kent and Medway in a post-Brexit economy.

### **3. The current inward investment services contract with Locate in Kent**

**3.1** The inward investment service contract requires the current provider, Locate in Kent, to develop innovative and creative solutions to secure domestic and foreign investment in Kent and Medway, the key features of which are:

- Securing external investment into Kent and Medway that creates new jobs;
- Promoting Kent and Medway to overseas markets;
- Maintaining close contact with investing businesses through an aftercare programme.

**3.2** The supplier was also expected to deliver the following service outcomes that contribute to economic development in the county:

- More investment opportunities from overseas markets;
- Increased supply chain benefits for local businesses;
- More inward investment into Kent and Medway;
- Raised profile for the county as a destination for domestic and foreign investment.

**3.3** The inward investment service contract with Locate in Kent was awarded by the County Council in spring 2016 on a three plus one year basis, starting in August 2016. The contract was extended by 12 months from August 2019 and is scheduled to end in August 2020.

**3.4** The anticipated cost of the inward investment service contract with Locate in Kent over the period August 2016 to August 2020 is £3,858,663. Funding partners for the contract are KCC (£1,915,999 to August 2020), Medway Council (£280,000 to August 2020) and the European Structural and Investment Funds Growth Programme (ESIF - £1,662,664 to August 2019). The funding breakdown by financial year is shown below:

£ (by financial year)	2016-17	2017-18	2018-19	2019-20	2020-21	Total
KCC	322,814	484,222	484,222	454,741	170,000	1,915,999
Medway Council	46,667	70,000	70,000	70,000	23,333	280,000
ESIF	369,481	554,221	554,221	184,741		1,662,664
Total	738,962	1,108,443	1,108,443	709,482	193,333	3,858,663

**3.5** The contract with KCC has targets of 4,800 new jobs created by SMEs and 120 successful SME projects. Included within the job target is a requirement under the terms of the ESIF Grant Funding Agreement between the County Council and Ministry of Housing Communities and Local Government for 350 validated SME jobs and 45 SMEs in receipt of a minimum of 12 hours consultancy support from Locate in Kent.

- 3.6** Between August 2016 and July 2019, Locate in Kent had provided specialised and intensive support to 126 SMEs. This has resulted in a total of 1,483 new jobs created at a cost of £2,242 per job. The European Commission uses an average unit cost of £36,871 per job to evaluate the impact of enterprise support projects co-financed by ESIF funding. Locate in Kent also has, based on performance monitoring figures supplied to the end of July 2019, an active pipeline of a further 143 SMEs which could potentially deliver an additional 1,632 new jobs.
- 3.7** The Office for National Statistics (ONS) has calculated that the Gross Value added (GVA) per workforce job in the South East in 2016 (the most recent figure) was £44,994. On this basis an estimate of the value to the local economy of new SME jobs already created and expected to be created through Locate in Kent's activities would be £140.2 million.
- 3.8** The services provided through Locate in Kent have also safeguarded a further 1,877 SME jobs; and have supported 72 non-SMEs in Kent and Medway which have resulted in a further 3,612 new jobs and 3,216 safeguarded jobs.
- 3.9** Also included within the current service contract are the following outcomes for Locate in Kent to support and deliver:
- Assist KCC and other public and private stakeholders in developing an economic strategy for Kent – work on the Enterprise and Productivity Strategy is underway and is expected to be completed during autumn 2019;
  - Work with KCC, Medway Council and other stakeholders in identifying priority sites with employment potential and to promote these to prospective inward investors – Locate in Kent continues to work closely with local stakeholders, including the district councils, to promote key sites such as Discovery Park, Kent Science Park, Crossways, Ebbsfleet, Maidstone Medical Campus, Kingsnorth and Rochester Technology Park;
  - Engage with public and private sector stakeholders to identify priority target sectors for Kent and Medway – Locate in Kent's support has focused on the creative and digital, food and drink, manufacturing and life sciences sectors, although it continues to support other sectors where opportunities are identified.

#### **4. 2020 and beyond**

- 4.1** Draft target outcomes and outputs for a new inward investment services contract will be drawn up for the period April 2020 to March 2023, based on an analysis of the economic challenges for the local economy and on client and user-led insights gathered in relation to the existing service. Target outcomes and outputs for the remaining 2 years from April 2023 will be based on an evaluation of performance during the period 2020-23 and on the availability of funding.
- 4.2** During April 2019, we undertook a survey of Locate in Kent client businesses to provide insights into the current service and business needs. The outcomes of the survey are summarised below, and will help to inform the development of the new commission:

- Client businesses, especially SMEs, have indicated that they value the provision of targeted and specialised support services, particularly in planning future activities and sourcing different funding options;
  - Over the past few years, both large companies and SMEs have expressed a need for higher quality, serviced industrial and commercial floorspace in the right locations to meet businesses' expansion and relocation requirements;
  - There is a need to build capacity to influence the investment decisions of overseas businesses with the right types of information and support from local agencies and government departments;
  - Businesses both local and external to Kent have indicated that they continue to experience difficulties in recruitment and retention of appropriately skilled staff, and would welcome specialised advice and support delivered locally alongside existing HE/FE institutions;
  - Business under scrutiny from owners based either overseas or elsewhere in the UK would welcome specialised support delivered locally to safeguard existing jobs as well as attract additional investment to create new jobs.
- 4.3** The commission will also directly address the known market failures in the inward investment arena, which are essentially related to the level of information available to target companies, by increasing marketing and promotion activity, coordinating account management, developing stronger local propositions and increasing investor development activity.
- 4.4** The proposed inward investment contract for Kent and Medway for the period 2020 to 2025 would require the service provider to support both large companies and SMEs.

## **5. Financial implications**

- 5.1** The cost of the inward investment services contract will be £4,340,000 over the period April 2020 to March 2025.
- 5.2** We propose to make available for the new service commission £510,000 annually from the Economic Development budget for a period of up to 5 years from April 2020 to March 2025. It is proposed that this will be supplemented by £70,000 per annum from Medway Council for an initial period of three years (from April 2020 to March 2023). These are at comparable levels of financial support by the two councils for the current contract over the past three years.
- 5.3** The commission will be funded by the ESIF Growth Programme as well as financial contributions from KCC and Medway Council. An outline application for funding under the ESIF Programme to March 2023 was made to MHCLG in August 2019. We expect to find out the outcome of the application to MHCLG before the end of this year.
- 5.4** The proposed commission for Kent and Medway for the period April 2020 to March 2025 would require the service provider to support both large companies and SMEs. An annual amount of £100,000 would be set aside each year for large company support, and the service provider will be expected to supplement

this from other external funding sources. The remaining funding for the commission will be allocated for support for SMEs. This is set out below:

£ (by financial year)	2020-21	2021-22	2022-23	2023-24 <sup>2</sup>	2024-25 <sup>2</sup>	Total
SME support	960,000 <sup>1</sup>	960,000 <sup>1</sup>	960,000 <sup>1</sup>	480,000	480,000	3,840,000
Large company support	100,000	100,000	100,000	100,000	100,000	500,000
Total Kent and Medway contract costs	1,060,000	1,060,000	1,060,000	580,000	580,000	4,340,000

Notes: (1) SME support Includes ESIF funding at £480,000 per year alongside KCC and Medway contributions

(2) Medway Council funding for 2023-24 and 2024-25 to be confirmed

- 5.5** The inward investment services contract will be awarded to the successful supplier over five years, with the final two years (2023-24 and 2024-25) dependent on satisfactory performance and availability of funding. We will ask prospective bidders for the commission to indicate how they will seek additional funding beyond March 2023, when the ESIF funding (and, potentially, funding from Medway Council) would cease. We will also explore other options for future public funding, including the Government's proposed UK Shared Prosperity Fund.

## **6. Legal implications**

- 6.1** The new contract will be extendable and would be drawn up by Invicta Law on behalf of the County Council.

- 6.2** It is proposed that the Approval to Award would be signed by the Leader.

## **7. Equalities implications**

- 7.1** The new commission will contain provisions for ensuring compliance with the County Council's equalities and diversity policies. An Equalities Impact Assessment (EQIA) was carried out as part of the commissioning of the current contract with Locate in Kent. A further EQIA will be available when the Cabinet Member for Economic Development is being asked to take the decision on awarding the new contract.

## **8. Conclusion**

- 8.1** The current inward investment services contract, delivered by Locate in Kent, has made a significant contribution to the economic development of Kent and Medway. The proposed new commission from April 2020 will maintain the impressive momentum that has been achieved over the past few years.

## **9. Recommendation**

The Cabinet Committee is asked to note the contents of this report.



## **Background Documents - None**

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

To: Growth, Economic Development and Communities Cabinet Committee –  
13 September 2019

Subject: Visitor Economy Services

Key Decision No

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: Countywide

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**Summary:** Following an OJEU compliant process a three-year visitor economy services contract was awarded to Visit Kent in April 2014. The County Council subsequently extended the current contract to March 2020. The value of the contract is £280,000 per annum, and the County Council has also provided additional resources each year on a case by case basis to support specific Visit Kent activities.

This report describes how the visitor economy contract has performed since 2014 and sets out the intended commissioning and procurement process for a new visitor economy contract that will commence in April 2020.

**Recommendation:** The Cabinet Committee is asked to note the contents of this report.

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## 1. Introduction

1.1 As part of the commissioning process we are working with the Strategic Commissioning team to:

- Review and evaluate overall performance of the current visitor economy services contract, based on the results of research derived from the Cambridge Impact Model (completed August 2019);
- Analyse and summarise the findings: draw up specifications for a new visitor economy services commission (completed August 2019);
- Draw up a Commissioning and Procurement Plan for consideration by the Service Commissioning Board (October 2019);
- Publish Invitation to Tender (October 2019);
- Report outcome of tendering process to GEDC Cabinet Committee (January 2020);
- Award commission (February 2020).

## **2. Policy context**

- 2.1** The visitor economy is regarded as one of the UK's largest and most vibrant sectors. The Government's announcement in June 2019 of the Tourism Sector Deal recognises not just the importance of the sector to the UK economy, but also the significant potential that it has for future growth. The Deal seeks to create a framework to position the industry to promote tourism growth and increase visitor numbers across the country, especially in rural and coastal areas.
- 2.2** The Deal also announces the piloting of up to five new Tourist Action Zones across the country. The County Council will work with the visitor economy service provider to support its ambition to make Kent one of the most accessible tourism destinations in the UK.
- 2.3** The visitor economy service supports KCC Strategic Outcome 2 (Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life). It also supports the following themes that influence the achievement of Outcome 2 (Planning for Growth, Investing in our Infrastructure, Standing up for Kent and Smart Places).
- 2.4** The project is consistent with the main aims of the draft Kent Enterprise and Productivity Strategy, which sets the long term ambition for growth in the county and supports the delivery of SELEP's Strategic Economic Plan and the Government's Industrial Strategy agenda.
- 2.5** The project has close working links with other initiatives supported by the County Council:
- Explore Kent, which promotes the county's countryside and coastal assets; and
  - Produced in Kent, which supports businesses in the food and drink sector.
- 2.6** The current visitor services contract with Visit Kent ends in March 2020. It is proposed that a new contract should run for 5 years from April 2020 to March 2025. This would be initially for 3 years and will be extendable by up to 2 years depending on satisfactory performance by the service provider.

## **3. The current visitor economy contract with Visit Kent**

- 3.1** The visitor economy contract requires the current service provider, Visit Kent, to develop and deliver innovative and creative solutions to grow Kent's visitor economy, and to support KCC's priorities for this sector. These are to:
- Promote the county to target visitor markets, and to increase the numbers of visitors to Kent and the value of visitor spend;
  - Support growth in Kent's visitor economy;
  - Provide high quality support to the Kent tourism business sector;
  - Improve the skills levels of employees within the Kent visitor economy; and
  - Attract additional public and private sector investment.

**3.2** The current visitor economy service contract with Visit Kent initially ran from April 2014 to March 2017, renewable for a period up to three years to March 2020.

**3.3** The cost to the county Council of the contract with Visit Kent is £280,000 per annum. Under the terms of the contract, the County Council has been able to also provide additional resources to support Visit Kent's activities. This is shown below:

<i>£ by financial year</i>	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Main contract value	280,000	280,000	280,000	280,000	280,000	280,000
Staffing cost	140,400	143,305	117,960	130,000	30,000	30,000
contribution						
Marketing contribution		25,000	25,000			
Sub total	420,400	448,305	422,960	410,000	310,000	310,000
Other one-off payments	78,922	7,763	49,200			
Total value of support to Visit Kent	499,322	456,068	472,160	410,000	310,000	310,000

**3.4** Visit Kent receives financial contributions totalling £1 million from other organisations, including the Kent district councils, corporate sponsors and local tourism businesses.

**3.5** In accordance with its contract with KCC, Visit Kent has commissioned, every two years, impact research derived from the Cambridge Economic Impact Model to evaluate the number and length of visitor trips to the county (domestic and international), the impact in terms of monetary value and the number of jobs supported.

**3.6** The most recent results of the Cambridge impact research were published in January 2019, covering the period from 2013 to 2017. The research shows that, since 2013, Kent welcomed 7.6m more visitors (an increase of 12% to 65m), generating an increase in the value of the visitor economy of over £420m (an increase of 7% to £3.8bn) and supporting almost 9,000 more jobs (to some 77,000 in total).

**3.7** With our current service provider, Visit Kent, we have undertaken several user-led insights into the service both to assess current delivery and to inform future service needs. A summary of the findings is set out below:

- **Investor satisfaction** – Visit Kent has sent out regular satisfaction surveys to its investors to assess their needs and to ensure that service delivery is in line with their business requirements. This has supported ongoing product development over the period of the contract and has helped to ensure that service delivery is attuned to needs and opportunities.
- **Business support** – The Visit Kent partnerships team has met regularly with tourism businesses across the county, providing support and advice where requested. The main types of advice requested are in marketing and promotion. The number of businesses supported has continued to rise and currently stands at 118 companies with over 160 venues across the county.
- **Campaigns** – One of the flagship campaigns undertaken by Visit Kent (**Kent Big Weekend**) is aimed at raising awareness among and encouraging Kent

residents to visit local tourism attractions. This celebration of the best attractions and activities that Kent has to offer has seen significant increases in the past 5 years. The number of attractions taking part has increased by 21% since 2015, while applications for tickets have risen by over 180% to reach some 300,000 in 2019. **Summer in Kent** (previously known as **Kent Contemporary**) is Visit Kent's flagship annual London marketing campaign and has helped Kent's tourism businesses and destinations to reach a wider audience using a range of different media.

#### **4. 2020 and beyond**

- 4.1** It is proposed that the new visitor services contract will run for 5 years from April 2020 to March 2025. This would be initially for 3 years and will be extendable by up to 2 years depending on satisfactory performance by the service provider.
- 4.2** The successful service provider will be required to deliver a higher level of quality and a more effective visitor economy service for Kent for the period to 2025. This will necessitate having a clear strategy to grow the Kent visitor economy in support of KCC's priorities for the sector.
- 4.3** The successful supplier will therefore be required to demonstrate how it will:
- Promote Kent as a premier UK visitor destination to both domestic and international markets;
  - Support business growth in the visitor economy sector;
  - Provide a strong voice for the sector at regional, national and international levels;
  - Devise effective measures to assess the service's impact on the Kent visitor economy.
- 4.4** Proposed outcomes for a new visitor economy service contract have been drawn up for the period April 2020 to March 2025, based on user-led insights of the existing service and the findings from the monthly Business Barometer produced by Visit Kent, the biannual Cambridge Impact Research and visitor perceptions research.
- 4.5** It is proposed that the new commission will see an increase of 25% in the value of tourism to the Kent economy (that is, £1bn) to £5bn by 2025, through:
- Supporting Kent tourism businesses and districts in developing and promoting their tourism product, increasing revenue and overnight stays;
  - Delivering tourism growth as part of the delivery of flagship events such as the Open Golf 2020, Becket 2020 and Dickens 2020, securing increased PR for Kent as a tourist destination and increased visitor numbers and spend;
  - Securing additional income for the visitor economy service through the introduction of tailored and flexible packages of activity for current investors and securing new investors and corporate partners;
  - Supporting businesses to mitigate Brexit risks, through the promotion of staycations and developing strong bilateral cross-channel relationships, with a particular focus on educational tourism, and collaborating on key projects with

partners across the Channel;

- Developing events-focused promotional campaigns, targeting the London market in particular;
- Developing new digitally based content campaigns that focus specifically on potential new visitors;
- Commissioning high quality research to inform future strategy, business planning and development and to provide accurate benchmarking for businesses and investors.

**4.6** As part of the new commission, we will also expect the service provider to:

- Develop a “visitor first” strategy that
  - responds to emerging visitor trends for “experiential tourism”;
  - creates a new approach to destination management, led by how visitors perceive the destination and where they find their inspiration;
  - develops a framework that can communicate effectively new products, campaigns and content which work for both visitors and businesses;
  - creates reasons both to visit the county and to return;
- Undertake visitor perception research to support the development of the tourism offer in Kent;
- Undertake regular impact research to measure the effectiveness of the visitor economy service.

## **5. Financial implications**

**5.1** We will contribute £280,000 annually from the GET Economic Development budget for a period of up to 5 years to March 2025, which is the proposed length of the new visitor economy services contract (initially for 3 years and extendable by up to 2 years). This is the same amount as under the current contract.

## **6. Legal implications**

**6.1** It is proposed that the contract would be signed by the Corporate Director for Growth, Environment and Transport under Officers’ Delegated Powers.

## **7. Equalities implications**

**7.1** The new contract will contain provisions for ensuring compliance with the County Council’s equalities and diversity policies. An Equalities Impact Assessment (EQIA) was carried out as part of the commissioning of the current contract with Visit Kent. A further EQIA will be available when the Cabinet Member for Economic Development is being asked to take the decision on awarding the new contract.

## **8. Conclusion**

**8.1** This report shows that the current visitor economy service, delivered by Visit Kent, has had a significant impact on raising the county’s profile as a key tourism destination and on developing Kent’s visitor economy as an important source of employment and income generation. The proposed new contract from April 2020

will maintain the momentum achieved over the past few years.

- 8.2** The main objective of the new commission is to increase economic activity in Kent and Medway, with a focus on the visitor economy as one of Kent's key sectors. In the face of uncertainties caused by global economic conditions and Brexit, it is important to maintain a focus on supporting those sectors which have promising prospects for growth, such as the visitor economy, with a consistent message that Kent remains 'open for business'.

## **9. Recommendation**

The Cabinet Committee is asked to note the contents of this report.

## **Background Documents - None**

## **Contact Details**

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

**To:** Growth, Economic Development and Communities Cabinet Committee – 13 September 2019

**Subject:** Performance Dashboard

**Classification:** Unrestricted

**Summary:**

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

Ten of the of the fourteen KPIs with figures to June 2019 achieved target (Green), two were below target but did achieve the floor standard (Amber) and two did not achieve the floor standard (Red). Five KPIs are awaiting sufficient survey returns to publish results or have surveys planned for later in the year.

**Recommendation(s):**

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

## 1. Introduction

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

## 2. Performance Dashboard

- 2.1. The current Growth, Economic Development and Communities Performance Dashboard is attached in Appendix 1. This provides results up to the end of June 2019.
- 2.2. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) for 2019/20. These KPIs came before Committee for comment in May 2019. The Dashboard also includes a range of activity indicators which help give context to the KPIs.
- 2.3. KPIs are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

### **3. Economic Development**

- 3.1. The number of properties brought back to use through No Use Empty (NUE) is 136 so far this year, ahead of target, with a total of 6,047 since the start of the project. £4.6m was secured from developers of new housing sites for capital investment which was 100% of the amount sought. Both Kent and Medway Growth Hub indicators exceeded target.

### **4. Libraries, Registration and Archives (LRA)**

- 4.1. Following the Cabinet Member decision in March 2019 to implement the LRA strategy, work has continued with the new library opening hours. During Quarter 1 the service conducted a 3-week public engagement exercise to decide the opening hour pattern for each library. Customers were asked to express a first and second preference on the options that had been put forward. All the results and feedback were considered and then the final recommended opening hours were agreed with the Cabinet Member for Community Services, Mike Hill. Customers have been updated. The new opening hours will be implemented from Monday 30 September.
- 4.2. After seven months of consistent growth in issues since October 2018, they are down by 2.2% compared to the same quarter last year. Potential reasons for this change are being explored, however July issues have returned to anticipated levels. In line with the move to online use of the service and changes in library opening hours, physical visits continue to reduce and in Quarter 1 are down by 8%. The online offer continues to expand with consistent growth in all e-issues. E-books, audio-books, magazines and newspapers are now offered, and these issues increased by 43% when compared with the same period last year. E-issues are now the equivalent of the six top physical issuing locations in Kent.
- 4.3. As a result of the heavy rain in early June, two libraries were flooded leading to unplanned closures. Folkestone was closed for two weeks and Shepway had to close for one week. Folkestone's ground floor has now reopened with plans being confirmed for the works required to repair the building.
- 4.4. Following the fundamental changes to LRA KPIs for 19/20 a combined registration satisfaction result will be reported on. Not enough survey returns are currently available to publish results, but sufficient numbers should be received by Quarter 3.
- 4.5. Volunteer hours are down on this time last year. There is a turnover in volunteers and in this quarter a number of young volunteers who have completed their Duke of Edinburgh Award have left, together with the normal losses through volunteers finding employment. Work will take place to boost numbers over the coming months.
- 4.6. Following the agreement of the Archive online contacts criteria, social media contacts have been added which has taken the results above the original forecasted figures, as a result, projected figures have been revised. The number of Archive enquiries has also exceeded expectations in this period due to unexpectedly high volumes of both remote and physical enquiries.

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

- 5.1. Four of the six indicators for Environment, Planning and Enforcement exceeded target. Of the two that did not, the percentage of public rights of way reported online has been impacted by increased one-off calls regarding vegetation and flooding events, but online use was higher than this time last year. Volunteer hours was also below floor standard, and lower than this time last year, but the service is confident the year-end target remains deliverable.

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

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

## **7. Contact details**

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# **Growth, Economic Development and Communities Performance Dashboard**

## **Financial Year 2019/20**

### **Results up to end of June 2019**

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**Produced by Strategic Commissioning - Performance & Analytics**

**Publication Date: August 2019**

## Guidance Notes

### RAG RATINGS

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

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

\*Floor Standards are the minimum performance expected and if not achieved must result in management action

### Activity Indicators

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

## Key Performance Indicators Summary

<b>Economic Development (ED)</b>	<b>RAG</b>
ED05 : Number of homes brought back to market through No Use Empty	<b>GREEN</b>
ED08 : Developer contributions secured against total contributions sought	<b>GREEN</b>
ED10 : Businesses assisted via Kent and Medway Growth Hub contract	<b>GREEN</b>
ED11 : Businesses assisted through intensive support provided via the Growth Hub contract	<b>GREEN</b>

<b>Environment, Planning and Enforcement (EPE)</b>	<b>RAG</b>
DT14 : Percentage of Public Rights of Way (PRoW) faults reported online	<b>RED</b>
EPE04 : Number of businesses supported by EPE services	<b>GREEN</b>
EPE15 : Income generated by EPE charged for services	<b>GREEN</b>
EPE16 : Median number of days to resolve priority faults on the Public Rights of Way network	<b>GREEN</b>
EPE18 : Investment secured by EPE services (Grants / EU funding)	<b>GREEN</b>
EPE19 : Number of volunteer hours contributing to delivery of EPE services	<b>RED</b>

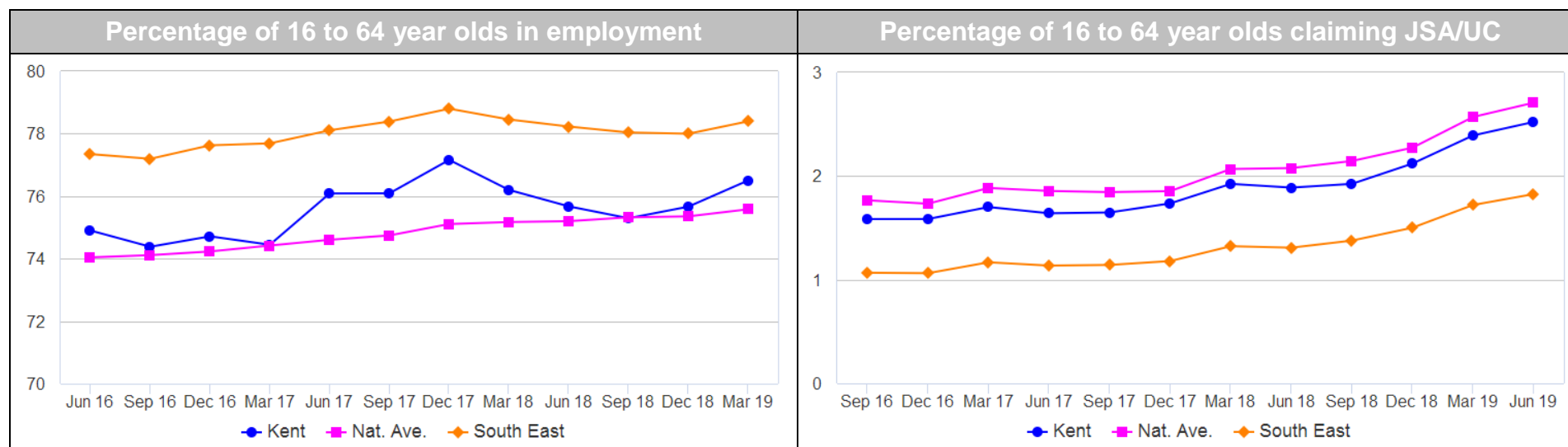
<b>Libraries, Registrations and Archives (LRA)</b>	<b>RAG</b>
LRA06 : Customer satisfaction with Registration Services	*
LRA12 : Customer satisfaction with libraries	*
LRA13 : Customer satisfaction with archives	*
LRA19 : Customer satisfaction with Libraries Direct Services	*
LRA20 : Customer satisfaction with PCs and Wi-Fi	*
LRA15 : Number of customers attending events in libraries and archives	<b>GREEN</b>
LRA17 : Number of volunteer hours adding extra value to the LRA service	<b>AMBER</b>
LRA21 : Percentage of registration appointments available within statutory time targets	<b>GREEN</b>
LRA22: Percentage of total issues as e-issues	<b>AMBER</b>

\* Insufficient survey returns to publish results at this point

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance

Ref	Performance Indicators	Year to Date	RAG	YTD Target	YTD Floor	Prev. Yr. YTD
ED05	Number of homes brought back to market through No Use Empty	136	GREEN	100	87	118
ED08	Developer contributions secured against total contributions sought	100%	GREEN	93%	85%	94%
ED10	Businesses assisted via Kent and Medway Growth Hub contract (cumulative since start of contract in Nov 18)	1,883	GREEN	825	750	n/a
ED11	Businesses assisted through intensive support provided via the Growth Hub contract (cumulative since Nov 18)	222	GREEN	7	6	n/a

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance



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

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

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



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

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr.
LRA06	Customer satisfaction with Registration Services	Insufficient survey returns to publish results at this point		96%	90%	n/a
LRA12	Customer satisfaction with libraries			90%	85%	92%
LRA13	Customer satisfaction with archives			92%	85%	95%
LRA19	Customer satisfaction with Libraries Direct Services			95%	90%	n/a
LRA20	Customer satisfaction with PCs and Wi-Fi			55%	45%	n/a

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

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr. YTD
LRA15	Number of customers attending events in libraries and archives	61,257	GREEN	57,000	48,750	57,168
LRA17	Number of volunteer hours adding extra value to the LRA service	10,924	AMBER	11,250	10,125	11,331
LRA21	Percentage of registration appointments available within statutory time targets	97%	GREEN	95%	90%	n/a
LRA22	Percentage of total issues as e-issues	16%	AMBER	17%	14%	n/a

LRA17 - Young volunteers who had been working towards their Duke of Edinburgh award left as they had completed their volunteering. Work is taking place to boost numbers over the coming months.

LRA22 - The e-issues share of all issues is expected to gradually increase over the year, and the target should be met.

Ref	Activity Indicators	Year to Date	Prev. Yr. YTD
LRA21b	Number of registration appointments	372	379
LRA22b	Number of issues (000s)	1,153	1,180

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

Ref	Activity Indicators	Year to Date	In expected range?	Expected Activity		Prev. Yr. YTD
				Upper	Lower	
LRA01	Average number of visits to libraries per day (excludes mobile libraries)	14,732	Yes	15,738	14,239	15,816
LRA02	Average number of books issued per day (includes audio- and e-books)	15,586	<b>Below</b>	17,959	16,257	15,733
LRA04	Average number of daily online contacts to Libraries and Registration services	7,003	Yes	7,147	6,467	5,744
LRA24	Number of online contacts for Kent archives	74,036	Yes	77,500	70,000	n/a
LRA25	Number of archive enquiries answered	3,550	<b>Above</b>	2,900	2,650	n/a

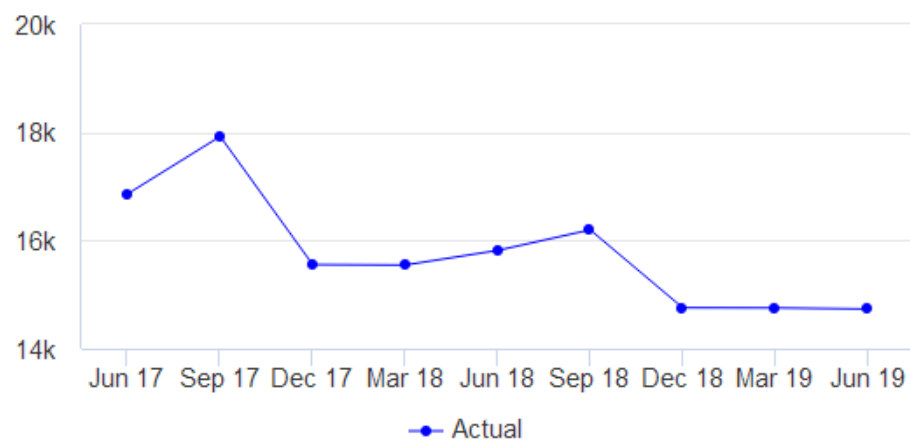
LRA02 – Issues were exceptionally low in June. July figures have come in at expected levels.

LRA24 – Expected activity levels (upper and lower) have been revised following changes to the information being collected.

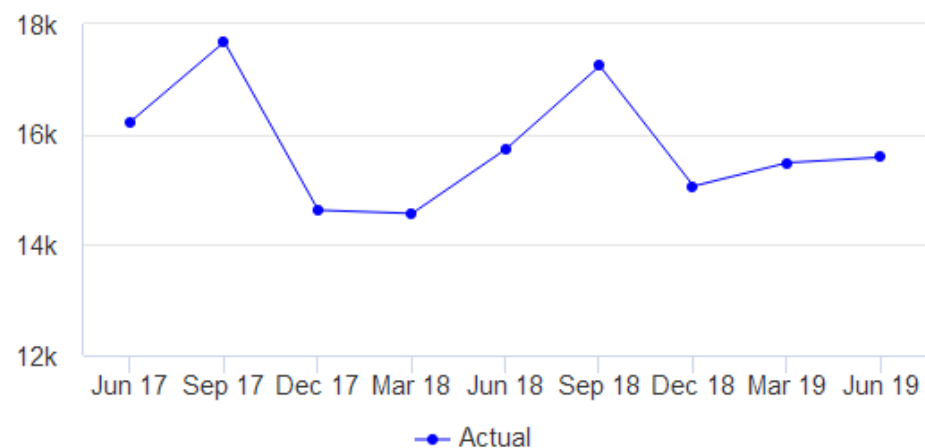
LRA25 – there has been an exceptionally high volume of enquiries recorded for archives in Quarter 1 both by telephone and by customers visiting the archive

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

LRA01 - Number of visits to libraries per day



LRA02 - Number of books issued per day



Division	Director	Cabinet Member
Environment, Planning and Enforcement	Stephanie Holt-Castle	Mike Hill

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr. YTD
DT14	Percentage of Public Rights of Way (PRoW) faults reported online	68%	RED	85%	75%	63%
EPE04	Total number of businesses supported by Trading Standards and the Sustainable Business Team	116	GREEN	105	94	220
EPE15	Income generated by EPE charged for services (£000s)	791	GREEN	740	680	965
EPE16	Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure)	21	GREEN	24	28	14
EPE18	Investment secured by EPE services (Grants / EU funding) (£000s)	780	GREEN	700	633	679
EPE19	Number of volunteer hours contributing to delivery of EPE services	9,779	RED	13,665	12,300	12,932

DT14 - Market research indicates a preference to report directly by phone, particularly in older age groups which is the demographic most likely to use PRoW regularly and report issues. In addition, those reporting for the first-time and on a one-off basis, tend to report through the contact centre or via the generic PRoW mailbox. This is particularly true for reporting vegetation overgrowth (prevalent during the summer months) and flooding events. However, those reporting faults are encouraged to do so online and feedback indicates that having established an account, this becomes the preferred method of reporting.

EPE19 - Quarterly variation is not unexpected and approach to data collection is currently under review to ensure robustness. There is confidence that the year-end target can be met.

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

**To:** Growth, Economic Development and Communities Cabinet Committee – 13 September 2019

**Decision No:** N/A

**Subject:** Serious and Organised Crime

**Classification:** **Part 1 Report – Unrestricted**  
Part 2 Appendix - Exempt as defined in Schedule 12A of the Local Government Act 1972

**Electoral Divisions:** All divisions

**Summary:** To provide an update on Serious and Organised Crime in Kent.

**Recommendation(s):**

The Cabinet Committee is asked to note KCC's approach to Serious and Organised Crime.

## 1. Introduction

- 1.1 Serious and organised crime (SOC) affects more UK citizens, more often, than any other national security threat<sup>1</sup>.
- 1.2 It is estimated to cost the UK economy at least £37billion per year, with this cost increasing year on year.
- 1.3 The main categories of serious offences covered by the term 'serious organised crime' are child sexual exploitation and abuse, illegal drugs, illegal firearms, fraud, money laundering and other economic crime, bribery and corruption, organised immigration crime, modern slavery and human trafficking, and cybercrime.
- 1.4 Organised crime is defined as serious crime planned, coordinated and conducted by people working together on a continuing basis. Organised criminals working together for a criminal activity or activities are referred to as an organised crime group (OCG).
- 1.5 At the end of June 2018, the National Crime Agency was aware of 4,542 organised crime groups operating in the UK.
- 1.6 A National Audit Officer report, published in June 2019, states that 'the challenges in tackling serious and organised crime are formidable'. This report also highlights that 'from what is known, the level of serious and organised crime in the UK is increasing.'

## 2. The Home Office Serious and Organised Crime (SOC) Strategy

- 2.1 The Home Office Serious and Organised Crime strategy (SOC Strategy) was reviewed and published in November 2018 and calls for local authorities and a range of partners to play an important role alongside the Police to tackle SOC and OCGs.
- 2.2 The SOC Strategy sets out how the Government ‘will use the full force of the State, aligning collective efforts to target and disrupt serious and organised criminals, equip the whole of government, the private sector, communities and individual citizens to play their part in a single collective endeavour to rid society of the harms of serious and organised crime, whether they be child sexual exploitation and abuse, the harm caused by drugs and firearms, or the day to day corrosive effects on communities across the country. The Government will prevent people from engaging in serious and organised crimes; protect victims, organisations and systems from its harms; and prepare for when it occurs, mitigating the impact...’
- 2.3 The SOC Strategy details four overarching objectives:
- Relentless disruption and targeted action against the organised criminal networks who are causing the most harm.
  - Building the highest levels of defence and resilience in vulnerable people, communities, businesses and systems.
  - Stopping the problem at source, identifying and supporting those at risk of engaging in criminality.
  - Establishing a single, whole system approach.

### **3. The National Context**

- 3.1 Key national statistics include:
- a 25% increase in firearm offences between 2015/16 and 2017/18.
  - 43% of UK businesses identified at least one cyber security breach or attack in 2017.
  - A 35% increase in potential modern slavery and human trafficking victims referred to the National Referral Mechanism in 2017.
  - Online child sexual exploitation and abuse referrals have risen by 700% in the last four years.
  - In the year ending June 2018, there were 3.3 million fraud incidents in England and Wales<sup>2</sup>.
- 3.2 Furthermore, 44% of OCGs are connected to at least one limited company<sup>3</sup>. In 2016/17, the Home Office organised pilots with Local Authorities (1 County Council, 1 District Council, 2 London Borough Councils and their Police counterparts) to understand the threat that serious organised crime poses to publicly procured services in local authorities (LAs) and how to respond to that threat. Procurement is considered to be lucrative and attractive to serious organised criminals because there are multiple ways to commit fraud, including price fixing, bid rigging, double invoicing etc. The pilot adopted a two-phase approach – the first was a data washing exercise which checked LA data against the Police Organised Crime Group Mapping data. From this, 10 ‘direct’ links with criminal activity were found in two pilot areas - one of which was a County Council. The second phase followed up the links identified taking forward joint LA/Police work.
- 3.3 The pilot identified supplier sectors and areas that were potentially of higher risk from organised crime group exploitation – waste firms and taxis were considered the highest risk.

### **4. SOC in Kent**

- 4.1 Key statistics for Kent include:

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<sup>2</sup> All stats above have been taken from the Home Office opening statement at the SOC Strategy 2018 London Workshop

<sup>3</sup> Independent review into SOC in the waste sector – November 2018



- Between April 2010 and September 2018, knife crime in the county increased by 152%.<sup>4</sup>
- In 2018, Kent Police carried out 171 investigations into slavery offences
- 3 of the 9 case studies featured in the NCA National Strategic Assessment featured Kent, 2 in relation to incidents that had occurred at Dover point of entry and 1 in relation to the perpetrator living in Kent.

4.2 More detailed information for Kent is provided in the confidential appendix.

## 5. The Kent Approach

- 5.1 The SOC Strategy calls for local authorities and a range of partners to play an important role alongside the Police to tackle SOC and OCGs.
- 5.2 Chair of the Local Government Association's Safer and Stronger Communities Board, Cllr Simon Blackburn, responded to the launch of the SOC Strategy in November 2018 stating "Councils play a key role in tackling organised crime such as serious violence and modern slavery, and protecting children and vulnerable adults from exploitation. It is good that the Government acknowledges this in the strategy, but what we really need to see is long-term investment in local services, so we can identify signs of exploitation and intervene at an early stage. This isn't just about law enforcement, but communities too."
- 5.3 The Home Office Serious and Organised Crime Strategy champions the '4P' approach - Pursue, Prevent, Protect and Prepare - to tackle and disrupt serious and organised criminals, groups and gangs.
- 5.4 Generally, Kent Police acts as the lead responsible agency (however this is not always the case) and the named Lead Responsible Officer manages the creation of a '4P' plan.
- 5.5 Kent Police have established a strategic multi-agency working group, with key local and national enforcement partners, to enable more coordinated and collaborative working on this issue. KCC is currently represented by Barbara Cooper and Natalie Liddiard.
- 5.6 Two meetings have taken place so far and identified the continuing need for information and intelligence sharing between members.
- 5.7 KCC currently provides a range of frontline services and back office functions which contribute to work under the 4P headings. However, there are opportunities to coordinate better this activity which will serve to increase robustness and ensure that operational activity is underpinned by Kent wide intelligence. The locally based sharing of essential information and impactful interventions will also be developed further.
- 5.8 As one of the largest employers and procurers in Kent, it is essential that the policies, procedures and training for staff is appropriate and that the risk posed to the organisation by Serious and Organised Crime is minimised as much as possible.
- 5.9 Funding has been agreed for a suitably graded officer to lead a cross-directorate county-wide programme reviewing how KCC is responding to, and is prepared for, the issues and threats that serious organised crime poses to the Authority.
- 5.10 Due to the sensitive nature of this work, further details of the approach in Kent, and the actions that KCC are taking in tackling this can be found in the Confidential Appendix.

## 6. Recommendation(s)

<sup>4</sup> The Guardian (10 March 2019) County lines drugs in Kent's big rise in knife crime, online, <https://www.theguardian.com/uk-news/2019/mar/10/county-lines-drugs-kent-knife-crime-rise-cuts>

**Recommendation(s):**

The Cabinet Committee is asked to note KCC's approach to Serious and Organised Crime.

**7. Contact details**

## Report Author

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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

**To:** Growth, Economic Development and Communities Cabinet Committee  
- 13 September 2019

**Subject:** Members' Recent Visits to Folkestone & Hythe District Council and Tunbridge Wells Borough Council

**Classification:** Unrestricted

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

**Electoral Division:** All

**Summary:** This report is in two parts. It summarises the outcomes of the recent visits by KCC Members to Folkestone & Hythe District Council (F&HDC) and Tunbridge Wells Borough Council (TWBC) and outlines the programme of future visits to other Kent districts in 2019/20.

**Recommendation:** The Cabinet Committee is asked to receive and endorse the report.

## 1. Introduction

- 1.1 At the November 2017 meeting of this Cabinet Committee, Members agreed that officers arrange a programme of informal visits to Kent districts. The objective was to provide an opportunity for Cabinet Committee Members to gain an understanding of the economic development and regeneration opportunities and challenges within each of the Kent districts.
- 1.2 This report summarises the main outcomes of Members' visits to Folkestone & Hythe District Council on 14 June and Tunbridge Wells Borough Council on 12 July 2019.

## 2. Visit to Folkestone & Hythe District Council

- 2.1 The visit to F&HDC on 14 June was arranged with the full support of senior officers of the Council who provided a briefing about the economic development and regeneration opportunities and challenges for district which are listed below.
  - Highways & Transportation: Aiming for better transport modelling based on future trends not past trends, taking a long term view over 40 years and providing creative and imaginative solutions.
  - Broadband: connectivity very important, especially for communities on Romney Marsh.

- Lorry Park: consider support for a network of parking facilities across the county and country and improved KCC/HE working on this.
- Lydd Airport: potential for expansion will need KCC support for improvements to the road infrastructure.
- Support the examination in public for Folkestone & Hythe Core Strategy Review –outlining policy for the new garden town.
- Continued investment into the district's No Use Empty scheme.
- Support Gypsy & Traveller site provision required by Places and Policies Local Plan
- Progress the district's need for new, modern, flexible business space as part of the business rates retention pool.
- Strategic development sites across the district are:

- Folkestone Town Centre
- Otterpool Park
- Folkestone Seafront
- Princes Parade, Hythe
- Nickolls Quarry
- New Romney

- New Accelerated Delivery Board set up with range of partners represented including KCC and chaired by Damian Collins MP

2.2 The highlights of the visit are detailed more fully in Appendix 1 to this report. These issues will be followed up by Officers as appropriate and with the relevant organisations.

2.3 Presentations made on the day are available from the author of this report.

### **3. Visit to Tunbridge Wells Borough Council**

3.1 The visit to TWBC on 12 July was arranged with the full support of senior officers of the Council who provided a briefing about the economic development and regeneration opportunities and challenges for district which are listed below.

- Employment space - 200,000 square feet has been lost.
- Threat to High Street retail - vacancies in Royal Tunbridge Wells (RTW) is 17.4% compared to SE at 8.5%
- Broadband coverage
- Delivering growth with Zero Revenue Support Grant/Business Rates Retention Scheme
- Five Year Plan Vision: 'To encourage investment and sustainable growth, and to enhance quality of life for all.' Emphasis on 'Place Leadership'

Eight Big Projects:

- New cultural and learning hub in RTW
- Explore delivery for a new theatre in RTW
- New Civic Centre and office space in RTW
- Additional off-street carparking in RTW
- New Local Plan for the Borough
- New sports facilities across the Borough
- Development of Community Centres in eg Southborough/Cranbrook/Sissinghurst/Paddock Wood

- Enhance public realm in the Borough

#### List of Priority Projects:

- The Amelia Scott
- Calverley Square
- Southborough Hub
- Royal Tunbridge Wells public realm Phase 1 (completed)
- Royal Tunbridge Wells public realm Phase 2
- Housing at Royal Wells, Sherwood, Knights Wood, Hollyfields
- Union House / 1887 The Pantiles
- Royal Victoria Shopping Centre purchased by British Land
- Cinema site

### 3.2 Key asks of KCC:

#### 3.2.1 Highways and Transportation

- To work proactively with TWBC to ensure that proposals for housing and economic growth set out in the new Local Plan are accompanied by the necessary improvements in transport infrastructure, including delivery of a relief scheme for the A228 at Colt's Hill (a pre-strategic outline business case was recently submitted to Major Roads Network Programme by KCC).
- KCC to partner TWBC in lobbying Transport for the South East/Highways England/DfT for the dualling of the A21 from Kippings Cross to Lamberhurst.
- To deliver infrastructure that will facilitate travel by sustainable alternatives to the car, particularly specialist design of high quality cycle routes, both urban and inter-urban, and also 20mph schemes in residential areas and town/village centres, as supported by local people (and as set out in the Borough's Local Cycling and Walking Infrastructure Plan (LCWIP)).
- To help support the high street by improving the maintenance of the public realm: improving the quality of patching work, keeping highway signage and other assets clean and in good repair, and dealing with overhanging branches and hedges.
- Attendance of senior KCC Officers at Joint Transportation Board for relevant agenda items, so that matters (often brought to the Committee by local residents) can be resolved more satisfactorily at the meetings.

#### 3.2.2 Parking

- Make updates to the KCC website so that it is more customer friendly and properly reflects parking roles and responsibilities, particularly where requests for parking controls are concerned.
- KCC to work with TWBC to provide improved car park signage, in particular variable messaging signs regarding number of car park spaces available, as soon as possible (this work has been delayed for some time).
- KCC to support TWBC to properly enforce parking restrictions in all bus lanes.

#### 3.2.3 Economic Development

- To continue KCC's support for 'The Amelia' Cultural and Learning Hub and to ensure that KCC services are integrated into the new service offering.
- To provide political and financial support for the Calverley Square Project which will deliver £30m per annum economic benefit for the Kent economy and provide KCC

with improved retained Business Rates. Cllr David Scott to discuss proposals with KCC Economic Development and Property departments as soon as possible.

- To support future bids within Tunbridge Wells for LEP funding (TWBC have not received anything apart from an allocation for the A26 junction improvements and the West Kent Sustainable Transport Fund) despite being enormously important to the Kent economy.
- To consider co-investing in the redevelopment of the Civic Complex to provide flexible office space recognising the strength of the local creative economy, as recommended in the recent Tunbridge Wells Cultural & Creative Industries Study (that was co-commissioned by TWBC and KCC).
- To support future bids for national funding (including any funds for the high street).
- Continued partnership working to improve broadband speeds across the borough, including in the most rural areas. In addition, future work on digital infrastructure e.g. 5G to facilitate smarter transport corridors.

### **3.2.4 Environmental**

- Following the recent Council motion declaring TWBC's recognition of global climate and biodiversity emergencies, TWBC are seeking support from KCC for actions to meet the goal of making the borough carbon neutral by 2030.
- Provide a household waste recycling centre to serve residents in the east of the Borough and those in neighbouring areas.
- To work together to identify opportunities for TWBC maintained street lighting to be adopted and come under KCC's maintenance contract and provide an opportunity to access the KCC contract maintenance framework to maintain TWBC's residual lighting.
- To assist TWBC in the collection of good quality data and more critically, the analysis to be able to make informed decisions in supporting environmental improvements. (health data, local greenhouse gas emissions, renewable energy installations).
- Give support to TWBC in procuring renewable energy projects i.e. provision of technical specifications and tender documents to enable for instance, the procurement of solar PV.
- Develop a standard policy on EV charging across the county including on street charging, and the possible provision of charging hubs and provide procurement support i.e. possible framework to procure EV charging points and technical specifications.
- Continue to provide advice to the TWBC on transport innovations and low emission transport options i.e. hydrogen and alternative charging such as solar roads.
- Continue to support the TWBC in assisting the move to a low emission public transport bus fleet.
- TWBC and KCC to lobby government together, to permit the localised setting of planning and licensing fees (which are effectively subsidised by local taxpayers).

3.3 The highlights of the visit are detailed more fully in Appendix 2 to this report.

These issues will be followed up by Officers as appropriate and with the relevant organisations.

3.4 Presentations made on the day are available from the author of this report.



#### 4. Programme of Further Visits

4.1 Further Member visits to Kent districts are being arranged in collaboration with district and borough officers. The format for each visit involves a day-long tour of the principal economic development and infrastructure developments within each district.

4.2 The visit programme for 2019/20 is:

Ashford	11 October
Thanet	22 November
Canterbury	13 December
Maidstone	5 February 2020

Further visits are being planned for the remaining districts.

4.3 As agreed by the Committee, should places be available, invitations will be extended to the Chair and Members of the Environment & Transportation Cabinet Committee.

#### 5. Financial Implications

5.1 The cost of coach hire is approximately £350 per visit.

#### 6. Recommendation

**Recommendation:** The Cabinet Committee is asked to receive and endorse the report.

#### 7. Contact details

Report Author

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## GEDCCC District Visits Programme

### Highlights of the visit to Folkestone & Hythe District Council and the key economic development and regeneration issues and priorities:

A map and information pack were provided to all Members attending the visit.

#### Ambitions

- 13,000 new homes by 2037
- Target of 737 homes annually
- Accelerated delivery on key strategic sites
- Infrastructure Delivery Plan setting out an ambitious strategic road network
- Key brownfield regeneration sites at Folkestone Seafront and Shorncliffe Garrison
- High quality homes, including ambitious standards for space, water and energy efficiency, sustainable drainage, self-build and custom-build plots

#### Key asks made of KCC:

##### Highways

- Better transport modelling based on future trends not past trends
- Take a long-term view up to 40 years
- Provide creative and imaginative solutions

##### Broadband

- Connectivity very important and especially for communities on Romney Marsh

##### Lorry Park

- Consider and support a network of parking facilities across the county and country
- Better KCC/HA working on this

##### Lydd Airport

- Potential for expansion will need KCC support for improvements to the road infrastructure

#### Opportunities to work together:

1. Support the examination in public for our Core Strategy Review –outlining policy for our new garden town.
2. Continued investment into the district's No Use Empty scheme.
3. Support Gypsy & Traveller site provision required by Places and Policies Local Plan
4. Progress the district's need for new, modern, flexible business space as part of the business rates retention pool.
5. Continue to improve the appearance of our district–joint working on road signage and road markings.
6. Enable district-based Occupational Therapists through Better Care Funding, minimising hospital stays and helping people stay in or return to their own home.

#### **District Headlines over the last 10 years including:**

- 2973 homes built and 536 No Use empty properties returned to use
- 5700 jobs created and 560 new businesses started, 7 business incubation centres
- 6000 employed in tourism sector
- 111, 400 residents
- 445,000 to the Triennial Arts festivals

- 35 minutes to France on Eurotunnel and 53 minutes to London on High Speed One
- 3 Green Flags (Coastal Park, Radnor Park, Royal Military Canal) and 7 beaches with good/excellent water quality
- £1.7m invested in restoring the heritage of the Old Town and 914 listed buildings being preserved

### **Planning & Housing**

- Core Strategy Review underway along with Places & Plans Local Plan
- Employment land target of 8 hectares
- New settlement proposed at Otterpool for 10,000 homes
- Housing target now doubled to 737 per year to 2037

### **Strategic Development sites:**

- Folkestone Town Centre
- Otterpool Park
- Folkestone Seafront
- Princes Parade, Hythe
- Nickolls Quarry
- New Romney

### **New Accelerated Delivery Board set up with range of partners represented and chaired by Damian Collins MP**

#### **Purposes**

- Place—providing the homes and other infrastructure needed to meet the demands of our growing population and business base, with high quality town centres that attract business investment and foster community engagement.
- Communities—Creating new jobs and breaking down barriers to employment.
- Business—reinforcing our commercial centres, promoting Folkestone & Hythe as an investment location, addressing skills shortages and supporting new business start-ups.

#### **Examples of direct delivery:**

- An ambitious development programme
- Otterpool Park and Princes Parade
- Town Centre Regeneration programme; regenerating homes and communities
- Working to bring empty homes back into use
- Challenging infill and town centre new build sites
- Working with the Homes England, Kent County Council and other partners to deliver significant public sector land for housing.
- Innovative, flexible and open for business: housing company, direct development, leasing arrangements and land swaps all considered.

### **Economic Development Strategy:**

#### **Priorities:**

- Build on current and emerging economic strengths by supporting our key sectors including tourism & leisure and the creative and cultural industries
- Boost productivity and support business growth

- Encourage investment –maximise the value of our assets and stimulate investor confidence -to attract inward investment
- Improve education and skills attainment
- Transformational projects:
- Bring forward quality business accommodation–Otterpool Park, Biggins Wood, Mountfield Road, New Romney
- Develop Folkestone Town Centre and Harbour

### **Support for business:**

#### *Key Employers Engagement Programme:*

- Folkestone & Hythe Business Advisory Board
- Folkestone & Hythe Tourism Board

#### *Support for business – financial support:*

- Folkestone Community Works CLLD Programme -Focuses on East, Harbour & Central running to 2022:
  - SME Business Grant Scheme £225k ERDF; 50% IR
  - Business support programme £350k ERDF; 50% IR
  - Business accommodation refurbishment projects £225k ERDF; 50% IR

#### *Scale-Up Folkestone & Hythe*

- 6 businesses commenced on programme April 2019
- 4 to increase GVA by 15%; at least 10 new jobs created

### **District Place brand campaign**

The new place vision and brand will promote why we are proud and passionate about the regeneration of the district. A five-year project that will create a unified voice reinforcing the district as THE place in Kent to live, work, play, visit and invest. Stakeholder ‘discovery’ workshops held in May –what the district means to them today and their aspirations for its future. Brand Folkestone & Hythe to cover:

- Currently 8th most visited Kent town
- In 2017 visitors contributed £252m to the district’s economy
- Connected
- Less than an hour from London, 35 mins to Europe
- Coastal and urban connectivity
- People Friendly, Life/work balance on the coast
- Culturally on the map
- Clean, green, coastal, urban spaces
- Great brand names Saga, Eurotunnel Le Shuttle, Holiday Extras, Church and Dwight
- Property primed, up to 60% lower rates than London
- Established arts and culture hub
- Developing digital hub
- Tourism and leisure led

Next steps for the campaign:

- Cabinet engagement session on 19 June
- Agree brand vision, content and identity
- Brand Ambassadors -stakeholders have expressed interest to harness this opportunity to stand behind the new place brand identity

- Develop a brand toolkit - encourage the 'place brand' to be used by partners, who have a stake in securing the district's success and integrating into their own marketing and promotional strategies
- Website development
- Visual campaign – online and print

**Further details can be found in the presentation by F&HDC which is available from Rob Hancock.**

## GEDCCC District Visits Programme

### Highlights of the visit to Tunbridge Wells Borough Council and the key economic development and regeneration issues and priorities:

A map and information pack were provided to all Members attending the visit.

Information refers to the Borough unless stated

RTW - Royal Tunbridge Wells

### Outline of Local Economy

- Population 188,000 increasing by 4.69% 2009 – 17
- High employment rate (32,600 FT and 18,600 PT)
- Unemployment 1.2% compared to Kent 2.5% and UK 2.7%
- Highest unemployment in Sherwood (2%) and Broadwater (2%) wards
- Largest employment sector is wholesale/retail at 11% also knowledge economy/creative industries and tourism
- Visitor spend £223m in 2017
- Highest creative industry enterprise sector in Kent at 15.4% of all sectors
- Growth sectors: professional and technical, finance and insurance
- The House, a work space collaboration: 50 desk spaces and 20 hot desks and shared space by TWBC/KCC/Local creative sector businesses
- Declining sectors, construction, utility supply, defence
- 7000 VAT registered business in 2017 with 265 start ups in Jan-Mar 2019
- The three year business survival rate is 62% compared to Kent at 63.3%
- GVA per head £30,679 compared to Kent at 23,149
- Average house price £357,000
- Average weekly resident earnings is £667 compared to Kent £598
- Low overall deprivation level
- Higher than average education levels (NVQ4+ at 49% compared to Kent 35.4%)
- High levels of rail commuting

### Challenges

- Employment space - 200,000 square feet has been lost.
- Threat to High Street retail - vacancies in RTW is 17.4% compared to SE at 8.5%
- Broadband coverage
- Delivering growth with Zero Revenue Support Grant / Business Rates Retention Scheme

### Opportunities

- Retail: currently lower occupation by chain stores compared to Independents (51% independents compared to UK average of 36% )
  - Business Improvement District (BID)
  - 1.25% levy to cover business support/events/marketing/accessibility
  - £2.3m total investment over 5 years
- Business rate retention at 75%
- Geography and demography - large area/population catchment around RTW

### Ambitions

Five Year Plan Vision: 'To encourage investment and sustainable growth, and to enhance quality of life for all.'

Emphasis on ‘Place Leadership ‘

Eight Big Projects:

- New cultural and learning hub RTW
- Explore delivery for a new theatre in RTW
- New Civic Centre and office space in RTW
- Additional off-street carparking in RTW
- New Local Plan for the Borough
- New sports facilities across the Borough
- Development of Community Centres in eg Southborough/Cranbrook/Sissinghurst/Paddock Wood
- Enhance public realm in the Brough

Plus working with partners on other priorities:

- Alleviating congestion
- Neighbourhood plans
- New education facilities (KCC/FE/HE)
- Improved recycling
- Active travel
- Improving social and health inequalities
- Devolution

List of Projects

- The Amelia Scott
- Calverley Square
- Southborough Hub
- RTW public realm Phase 1 (completed)
- RTW public realm Phase 2
- Housing at Royal Wells, Sherwood, Knights Wood, Hollyfields
- Union House / 1887 The Pantiles
- Royal Victoria Shopping Centre purchased by British Land
- Cinema site

Local Plan

Timescales: Issues an Options June 2017 and Adoption expected December 2102

Allocations:

- Retail – 32,000 square metres
- Economic 11/15 hectares of new business space
- Office and warehousing (86,00 square metres) at Kingstanding Way
- Housing 13,560 homes by 2021 with emphasis around Paddock Wood, Cranbrook, Hawkhurst and a new garden settlement at Tudeley (2,800 homes).

Transport Study informing the Plan

Schools:

- Plan includes new schools on a site between Tonbridge and a new garden village at Tudeley village and also at Spratsbrook Farm south of Royal Tunbridge Wells, on the boundary with Wealden/East Sussex.
- Schools to be significantly extended: Mascalls at Paddock Wood and Weald Academy, Cranbrook which already has planning permission.

Key asks of KCC:



### Highways and Transportation

- To work proactively with TWBC to ensure that proposals for housing and economic growth set out in the new Local Plan are accompanied by the necessary improvements in transport infrastructure, including delivery of a relief scheme for the A228 at Colt's Hill (a pre-strategic outline business case recently submitted to Major Roads Network Programme by KCC).
- KCC to partner TWBC in lobbying Transport for the South East/Highways England/DfT for the dualling of the A21 from Kippings Cross to Lamberhurst.
- To deliver infrastructure that will facilitate travel by sustainable alternatives to the car, particularly specialist design of high quality cycle routes, both urban and inter-urban, and also 20mph schemes in residential areas and town/village centres, as supported by local people (and as set out in the Borough's Local Cycling and Walking Infrastructure Plan (LCWIP)).
- To help support the high street by improving the maintenance of the public realm: improving the quality of patching work, keeping highway signage and other assets clean and in good repair, and dealing with overhanging branches and hedges.
- Attendance of senior KCC Officers at Joint Transportation Board for relevant agenda items, so that matters (often brought to the Committee by local residents) can be resolved more satisfactorily at the meetings.

### Parking

- Make updates to the KCC website so that it is more customer friendly and properly reflects parking roles and responsibilities, particularly where requests for parking controls are concerned.
- KCC to work with TWBC to provide improved car park signage, in particular variable messaging signs regarding number of car park spaces available, as soon as possible (this work has been delayed for some time).
- KCC to support TWBC to properly enforce parking restrictions in all bus lanes.

### Economic Development

- To continue KCC's support for 'The Amelia' Cultural and Learning Hub and to ensure that KCC services are integrated into the new service offering.
- To provide political and financial support for the Calverley Square Project which will deliver £30m per annum economic benefit for the Kent economy and provide KCC with improved retained Business Rates. Cllr David Scott to discuss proposals with KCC Economic Development and Property departments as soon as possible.
- To support future bids within Tunbridge Wells for LEP funding (we have not received anything apart from an allocation for the A26 junction improvements and the West Kent Sustainable Transport Fund) despite being enormously important to the Kent economy.
- To consider co-investing in the redevelopment of the Civic Complex to provide flexible office space recognising the strength of the local creative economy, as recommended in the recent Tunbridge Wells Cultural & Creative Industries Study (that was co-commissioned by TWBC and KCC).
- To support future bids for national funding (including any funds for the high street).
- Continued partnership working to improve broadband speeds across the borough, including in the most rural areas. In addition, future work on digital infrastructure e.g. 5G to facilitate smarter transport corridors.

Environmental

- Following the recent Full Council motion declaring TWBC's recognition of global climate and biodiversity emergencies, we are seeking support from KCC for actions to meet the goal of making the borough carbon neutral by 2030.
- Provide a household waste recycling centre to serve residents in the east of the Borough and those in neighbouring areas.
- To work together to identify opportunities for TWBC maintained street lighting to be adopted and come under KCC's maintenance contract and provide an opportunity to access the KCC contract maintenance framework to maintain TWBC's residual lighting.
- To assist TWBC in the collection of good quality data and more critically, the analysis to be able to make informed decisions in supporting environmental improvements. (health data, local greenhouse gas emissions, renewable energy installations).
- Give support to TWBC in procuring renewable energy projects i.e. provision of technical specifications and tender documents to enable for instance, the procurement of solar PV.
- Develop a standard policy on EV charging across the county including on street charging, and the possible provision of charging hubs and provide procurement support i.e. possible framework to procure EV charging points and technical specifications.
- Continue to provide advice to the TWBC on transport innovations and low emission transport options i.e. hydrogen and alternative charging such as solar roads.
- Continue to support the TWBC in assisting the move to a low emission public transport bus fleet.
- TWBC and KCC to lobby government together, to permit the localised setting of planning and licensing fees (which are effectively subsidised by local taxpayers).

**Further details can be found in the presentations by TWBC which is available from Rob Hancock.**

**From:** Benjamin Watts, General Counsel

**To:** Growth, Economic Development and Communities Cabinet Committee  
– 13 September 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)
Strategic Delivery Plan Monitoring	Bi-annual (6 monthly) – November and May
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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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	Strategic Delivery Plan Monitoring	NO		
8	The Future of EU Funding	NO		
9	Investigations and Enforcement update		12/07/2019	
10	District Visit Programme (Update on Ashford Visit)	NO	28/03/2019	
11	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	RGF Monitoring Report – newly formatted	NO		
8	District Visits Programme 2019 (Standing Item)	NO		
9	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)			
8	Work Programme (Standing Item)	NO		

Items for Consideration that have not yet been allocated to a meeting	
18/00048 - Turner Contemporary (TBC)	Date TBC
Healthy New Town (Kenneth Keogh & Allison Duggal) – report and presentation	Date TBC
Otterpool Garden Town	Date TBC
Mayflower Event	Date TBC
Theme Park project on Swanscombe Peninsula – regular updates (The London Resort Company Holdings (LRCH) regeneration project)	Date TBC
Ebbfleet Development Corporation	Date TBC
19/00060 – Turner Contemporary	Date TBC
17/00047 Faversham Creek Swing Bridge	Date TBC
Enterprise and Productivity Strategy (on-going)	Date TBC
Apprenticeships and update on the Carillion Apprenticeship adoption grant	Date TBC
South East Local Enterprise Partnership (SELEP's) Strategic economic plan	Date TBC
Doorstep Crime	Date TBC

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