

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

Thursday, 28th November, 2019

10.00 am

**Council Chamber, Sessions House, County Hall,
Maidstone**



AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Thursday, 28 November 2019 at 10.00 am
Council Chamber, 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

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

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

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcements
- 2 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present
- 3 Election of Chairman
In accordance with section 18.25 of the Constitution, Mr Dance has been nominated as the Chairman of the Committee by the Leader.
- 4 Election of Vice-Chairman

- 5 Declarations of Interest by Members in items on the Agenda
To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared
- 6 Minutes of the meeting held on 13 September 2019 (Pages 7 - 14)
- 7 Verbal updates by Cabinet Members and Corporate Director
To receive verbal updates by the relevant Cabinet Members
- 8 Performance Dashboard (Pages 15 - 30)
- 9 Strategic Delivery Plan Monitoring: Quarter 2 2019/20 (Pages 31 - 48)
- 10 Regional Growth Fund Programmes Monitoring Report (Pages 49 - 66)
- 11 19/00095 - Discovery Park: Growing Places Fund (Pages 67 - 74)
- 12 Library Extra Pilot Evaluation (Pages 75 - 98)
- 13 2050 Vision for Kent and Medway Enterprise and Productivity strategy & SELEP Local Industrial Strategy (Pages 99 - 104)
- 14 19/00093 - Reform of the South East Local Enterprise Partnership's (SELEP) governance (Pages 105 - 120)
- 15 19/00060 - Turner Contemporary Capital Project Record of Decision (Pages 121 - 140)
- 16 European Funding (Pages 141 - 166)
- 17 Members' Recent Visits to Ashford Borough Council (Pages 167 - 174)
- 18 Work Programme 2019/20 (Pages 175 - 180)

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Wednesday, 20 November 2019

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

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KENT COUNTY COUNCIL

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

MINUTES of a meeting of the Growth, Economic Development and Communities Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Friday, 13 September 2019.

PRESENT: Mr A M Ridgers (Chairman), Mr S Holden (Vice-Chairman), Mrs P M Beresford, Mrs R Binks, Mr R H Bird (Substitute for Mr D S Daley), Mr A Booth, Mr A H T Bowles, Mr M A C Balfour (Substitute for Mr D L Brazier), Mr N J Collor, Mr I S Chittenden, Mr D Farrell, Mr G Lymer, Mr S C Manion, Mr M D Payne (Substitute for Mr D D Monk) and Mr J Wright

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

IN ATTENDANCE: Mr D Smith (Director of Economic Development) and Mrs S Holt-Castle (Interim Director of Environment, Planning and Enforcement)

UNRESTRICTED ITEMS

170. Membership

(Item 2)

The Committee noted that Mr D Monk had joined the Committee as a new representative.

171. Apologies and Substitutes

(Item 3)

Apologies were received from Mr A Cook, Mr D Brazier (substituted by Mr M Balfour) and Mr D Daley (substituted by Mr R Bird).

The Chairman agreed for Mr Payne (Non-Committee Member) to substitute for Mr D Monk in his absence.

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

(Item 4)

Mr M Dance declared an interest in item 8 (Inward Investment Services) and item 9 (Visitor Economy Services) on the agenda due to his role as the Director of Locate in Kent Ltd. and Visit Kent.

Mr Bird declared an interest in item 6 (Verbal Update) in relation to the Broadband update provided by Mr M Dance (Cabinet Member for Economic Development).

173. Minutes of the meeting held on 26 June 2019

(Item 5)

RESOLVED that the minutes of the meeting on 26 June are a correct record and that they be signed by the Chairman.

174. Verbal updates by Cabinet Members and Corporate Director
(Item 6)

1. Mr Hill, OBE (Cabinet Member for Community and Regulatory Services) provided an update on the following:
 - (a) Faversham library was officially re-opened on 2 July having undergone a major refurbishment which included improved access to changing facilities for those with disabilities as part of the 'Good Day Programme.'
 - (b) The 'Space Chase' Summer Reading Challenge 2019 hosted by Kent's libraries encouraged children aged 4 to 11 to read a total of six books over the summer period. The Challenge successfully encouraged 20,000 children to partake with 10,000 children on target to completing the reading challenge. Mr Hill commended the events success and the achievement of the participants.
 - (c) Mr Hill was invited to attend the Open Golf Tournament at Royal Portrush and commended the events planned and controlled approach. Mr Hill acknowledged Kent County Council's role in facilitating easy access to the event for the general public attending the Open Golf.
2. Mr Dance (Cabinet Member for Economic Development) provided an update on the following:
 - (a) Kent County Council (KCC) had commenced work with the Government's Building Digital UK (BDUK) team to improve access to faster broadband services. To date, the work had brought superfast broadband to 138,000 homes and businesses which meant that over 95% of properties across Kent and Medway had access to superfast broadband that offered between 25 to 35mbps. Due to the intervention of the National Infrastructure Commission, the Government then changed its approach and opted for Fibre-to-the-premise. As a result, KCC had to amend its approach and work with BDUK and Openreach to ensure that isolated rural homes and businesses with no or slow broadband, had access to fibre-to-the-premise broadband. Mr Dance confirmed that work in rural areas would start in January 2020.

To access information regarding the Broadband Programme, please use the link provided:

<https://www.kent.gov.uk/leisure-and-community/broadband/our-broadband-programme>

- (b) The Gigabit Broadband Voucher Scheme was launched on Tuesday 10 September 2019 which helped those in the hardest-to-connect locations to get faster broadband. Kent residents who were eligible to receive the voucher scheme could therefore benefit from up to £1000 of additional funding per property.

To access information regarding the Gigabit Broadband Voucher Scheme, please use the link provided:

<https://www.kent.gov.uk/leisure-and-community/broadband/broadband-voucher-schemes/kent-broadband-top-up-voucher>

3. The Cabinet Members and Director of Economic Development responded to comments and questions as follows:
 - (a) Mr Dance said that the Government would not fund any further broadband schemes unless it was fibre-to-the-premise. The predominant concern that created frequent issues for Kent's roads and pavements was new housing estates, as developers often failed to provide adequate future-proof infrastructure to support broadband technology which in turn generated significant fines for companies. However, Mr Dance noted that BT provided the infrastructure at no additional cost, for companies who included them at the right point in the planning process.
 - (b) Mr Smith (Director of Economic Development) agreed to provide a confidential briefing note to Members of the Committee which would contain a response to Members queries and provide a crib sheet containing key facts and points that could be used by Members to answer queries presented by residents within their wards.
 - (c) Mr Bowles addressed the Committee in his capacity as Chairman of the Swale Joint Transportation Board and queried the response time from Officers when emailed by elected Members and Parish Councillors. The Chairman agreed to pass the query onto the relevant Cabinet Member and ask that a response be provided in a timely manner.
 - (d) In response to concerns regarding existing copper BT ducts and whether new infrastructure would need to be built to support fibre-to-the-premise, Mr Dance informed Members that a briefing from the team would take place early in 2020.
 - (e) The Chairman welcomed Mr Payne to address the Committee who informed Members that an item on Heritage Services including the current priorities and future strategy would be presented at the Environment and Transport Cabinet Committee on 10 October 2019. A wider briefing would then be held for Members who wished to attend.
 - (f) A Member paid tribute to the Heritage Services and the work that had been done to restore the Roman temple in Newington.
4. RESOLVED that the verbal updates be noted, with thanks.

175. Libraries, Registration and Archives Performance 2018-2019
(Item 7)

James Pearson (Head of Service for Libraries, Registration and Archives) was in attendance for this item.

1. Mr Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report that set out the Libraries, Registration and Archives (LRA) performance against its outcome-based specification for 2018/19. Mr Hill paid tribute to the library staff who continued to provide an excellent service and achieve performance targets during a period of immense financial challenge, and this was clearly demonstrated through the user case study (Appendix 1).
2. Mr Pearson said that the service specification required LRA to use two different approaches in measuring performance. The first was Key Performance Indicators the second was outcomes. Outcomes focused on the quality of experience/ service for the customer, both of which were essential to understanding service impact. Mr Pearson referred to the KPI Summary in Appendix 1 of the report and highlighted some of the key findings. In particular, he drew Members attention to the falling number of visits to libraries and archives which reflected the national downward trend as well as failure to meet the library community outreach target which focused on home library service customers. Mr Pearson said that the LRA team would continue to review the ways in which it promotes and develops the outreach service and as part of the strategy work in 2019/20, the LRA team had revised its KPI's to focus on customer satisfaction. However, Mr Pearson noted that despite budget efficiencies the LRA had performed well across a range of criteria, with customer satisfaction rates remaining at 90% or above for all parts of the service.

Mr Pearson referred to the outcome framework (detailed in appendix 1) and said that LRA continued to collate and analyse customer experiences across a number of key areas including social isolation and loneliness, mental health, general health and intergenerational interactions. Mr Pearson reiterated Mr Hills commendations and said that the customer case study was a testament to the LRA staff and volunteers who continued to have a positive impact on the services provided.

Mr Pearson noted the key achievements of the LRA service (as set out in the End of Year Report) and proceeded to present a short film to the Committee.

To access the film, please use the link provided:

<https://www.youtube.com/watch?v=gFvjZT2Gh40&feature=youtu.be>

3. Officers responded to comments and questions as follows:
 - (a) The LRA service had 1,119 volunteers in 2018/19 whom worked over 45,000 hours across a number of areas. Mr Pearson said that the LRA service was keen to look at ways it could work collaboratively across KCC to advertise the volunteering opportunities available and develop a menu of choice to incentivise and retain volunteers who enjoyed doing a range of activities.
 - (b) In response to KPI7 (PC hours used in libraries), Mr Pearson said that usage of static PC's was declining as more people had opted to use their own portable devices and log-onto the library Wi-Fi. As a result of this, the LRA service recognised the demand for new innovative IT solutions and said that a

refresh was due to take place that would see improved public PCs while reducing the overall number while also bringing forward Wi-Fi printing across the county.

- (c) In response to Library Extra, Mr Pearson confirmed that a full report was due to be presented at the November Committee, however, work continued to be undertaken to develop and promote the service, including for example looking at encouraging commuters to access e-books whilst on the train.
- (d) Mr Pearson informed Members that the LRA performance data did not differentiate between library, physically and electronically issued materials within the KPI's as every issue was a valuable statistic. However, Mr Pearson agreed to circulate the requested information to Members.
- (e) In relation to accessibility training for staff, Mr Pearson informed Members that he would expect staff to be fully trained on the hearing loops and to carry out routine checks on a regular basis. Mr Pearson agreed to follow-up Members concerns.

4. RESOLVED that the report be noted.

176. Inward Investment Services

(Item 8)

David Smith (Director of Economic Development was in attendance for this item.

- 1. Mr Smith introduced the report that set out the inward investment services contract, its performance since August 2016 and the intended commissioning and procurement process for a new inward investment service contract that would commence in April 2020. Mr Smith informed the Committee that the contract was split into several parts: to deliver Kent specific outcomes, investment opportunities from overseas markets, an increased supply chain to local businesses, increased inward investment (from the United Kingdom into Kent) and a raised profile for the county as a destination for investment. The current provider, Locate in Kent, was on track to meet all performance indicators set within the current contract, however, Mr Smith assured the Committee that the future contract would be more ambitious and would enable the service to focus on the opportunities and challenges for Kent and Medway in a post-Brexit economy. In terms of securing EU funding to support a new Inward Investment contract, Mr Smith informed the Committee that a bid had been submitted to the Ministry of Housing, Communities and Local Government and the outcome of the application would be confirmed before the end of the calendar year. Mr Smith informed Members that if the bid was successful, a decision report (containing a revised EQIA), would be presented before the Committee at a later date prior to a Leader decision being taken to award a future contract.
- 2. RESOLVED that the contents of the report be noted.

177. Visitor Economy Services

(Item 9)

David Smith (Director of Economic Development was in attendance for this item.

1. Mr Smith introduced the report that set out the visitor economy services contract, its performance since 2014 and the intended commissioning and procurement process for a new visitor economy contract that would commence in April 2020. Mr Smith informed the Committee that the current visitor economy contract required the current provider, Visit Kent, to develop and deliver innovative and creative solutions to grow Kent's visitor economy and support Kent County Council's (KCC) priorities for the visitor sector. As part of the new commission, KCC would expect the new service to offer more than the current provider and to develop a 'visitor first' strategy (detailed in section 4.6 of the report). Mr Smith said that KCC did not benefit from EU funding, however, Visit Kent received financial contributions of £1 million per annum from other organisations, of which KCC contributed 15%. Mr Smith informed the Committee that the contract would be signed by the Corporate Director of Growth, Environment and Transport under the Executive Scheme of Officer Delegation.
2. Officers responded to comments and questions as follows:
 - (a) Mr Smith said that due to the uncertainty of Brexit since the referendum, the sterling exchange rate had made overseas visits to England good value for money resulting in the perception of increased visitor numbers. However, due to the negative reports on Brexit's possible impact on Kent's road network, this had caused overseas travel agents to cancel a number of tours which as a result lead to loss of earnings for many businesses within the visitor economy sector. As part of the new commission, KCC expected the new contract provider to develop a visitor strategy that would respond to the macroeconomic impact that affected Kent as the visitor sector attracted 65 million tourists and supported 77 thousand jobs. Mr Smith assured Members that representations had already been made to Government which sought additional support.
3. RESOLVED that the contents of the report be noted.

178. Performance Dashboard

(Item 10)

Helen Groombridge (Performance and Analytics Manager) and Stephanie Holt-Castle (Interim Director of Environment, Planning and Enforcement) were in attendee 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 June 2019.

2. The Cabinet Member and officers responded to comments and questions as follows:
 - (a) In response to queries relating to KPI *DT14: Percentage of Public Rights of Way (PRoW) faults reported online*, Mrs Holt-Castle said that the trajectory of figures demonstrated that once someone had used the online tool, they were more likely to use it to report future concerns. Mrs Holt-Castle acknowledged Members concerns and agreed to report these to the team.
 - (b) With regard to developing the I-App reporting tool, Mrs Holt-Castle informed Members that the tool was used by a number of organisations and that Kent County Council did not have ownership rights to the map, however, agreed to look at whether it could be adapted to show Public Rights of Way.
 - (c) Mr Hill (Cabinet Member for Community and Regulatory Services) acknowledged Members frustrations regarding the backlog of applications and said that this was due to major resource issues. He informed the Committee that he would continue to appeal for more money within the budget as it had to be tackled from a financial perspective.
3. RESOLVED that the performance report be noted.

179. Serious and Organised Crime

(Item 11)

Members of the Committee indicated that they would be referring to information contained within the exempt report and therefore consideration of this item was deferred to the exempt part of the meeting (Minute 183 below refers).

180. District Visits Programme 2019

(Item 12)

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 visits to Folkestone and Hythe District Council, Tunbridge Wells Borough Council and outlined the programme of future visits to Kent districts in 2019/20.

The following visits had been confirmed:

- Ashford - 11 October 2019
- Thanet - 22 November 2019
- Canterbury - 13 December 2019
- Maidstone - 5 February 2020
- Sevenoaks - 18 May 2020

The Chairman expressed the wish, that the visit to Thanet on 22 November 2019 would include a trip to the Turner Contemporary.

2. RESOLVED that the report and scheduled future visits be noted.

181. Work Programme 2019/20

(Item 13)

RESOLVED that the work programme be noted subject to the inclusion a 'Broadband' item which would be presented to the Committee at the appropriate time.

182. Exclusion of the Press and Public

(Item)

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

Exempt Items

(open access to minutes)

183. Serious and Organised Crime

(Item)

Natalie Liddiard (Intelligence and Standards Manager, Public Protection) was in attendance for this item.

1. Mrs Liddiard provided an update to Members on Serious and Organised Crime in Kent and the affect it had on UK citizens and its economy. Mrs Liddiard informed Members that at the end of June 2018, the National Crime Agency was aware of 4,542 organised crime groups operating in the UK and from what had been reported to date by the National Audit Office, the level of serious and organised crime within the UK was increasing. Mrs Liddiard informed Members that following a request that was made at the Environment and Transport Cabinet Committee in July 2019, a confidential Member Briefing had been scheduled and the date had been circulated to all Members of the Council.
2. RESOLVED that the Kent County Council's approach to Serious and Organised Crime, be noted.

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

To: Growth, Economic Development and Communities Cabinet Committee – 28 November 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).

Nine of the of the fourteen KPIs with figures to September 2019 achieved target (Green), three 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. To support this role, Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the second report for the 2019/20 financial year.

2. Performance Dashboard

2.1. The current Growth, Economic Development and Communities Performance dashboard provides results up to the end of September 2019 and is attached in Appendix 1.

2.2. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) for 2019/20. These KPIs and targets came before the Cabinet 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 274 so far this year, which is ahead of the target, with a total of 6,185 since the start of the project. £1.3m was secured from developers of new housing sites for capital investment which was 100% of the amount sought. The number of businesses assisted via the Kent and Medway Growth Hub was below target, but confidence is high that the year-end target will be met.

4. Libraries, Registration and Archives (LRA)

- 4.1. Following on from the public consultation on the LRA Strategy and the subsequent public engagement on opening hours, this quarter saw the service complete the front-line staffing restructure. As a result of the careful management of vacancies this was achieved without the need for any compulsory redundancies. Timetabling of staff at all service points for the new opening hours was completed ready for the implementation in September. The service has now been able to advertise any held vacancies which will give better cover in service points. Customers have been kept informed of the changes to hours at each library with posters, leaflets and through social media.
- 4.2. At the end of the quarter Folkestone library closed for two weeks to enable internal decoration following water damage earlier in the year. Tunbridge Wells library was preparing to close from 14th October in order to move to their temporary premises in the Royal Victoria Place shopping mall. During the closure, stock and ICT are being moved and installed in the new location. The library will be here for 2 years whilst major works are completed to the current building to create The Amelia at the Amelia Scott.
- 4.3. Library visits and issues were within expectations. The online offer continues to expand with consistent growth in all e-issues. Growth in E-books continues at around 20-24% when compared to the previous year. E-newspapers also continue to grow with a 68% increase on the same quarter last year and e-magazines saw a rise of 15%. Overall issues of the e-offer have increased by 37% compared to the same period last year.
- 4.4. Online contacts are fewer than anticipated with less activity than expected on social media and via webpages, and the number of Archive enquiries received has been lower than anticipated
- 4.5. Over 19,000 children participated in the Summer Reading Challenge, which was a 12% increase on last year. Celebratory staff officiated at almost 2,500

marriages, civil partnerships and citizenship ceremonies during the quarter. The new Archives service offer of workshops, talks and a conference were attended by approximately 160 customers, feedback has been positive with future sessions being planned.

5. Environment, Planning and Enforcement

- 5.1. Three of the six indicators for Environment, Planning and Enforcement exceeded target (Green). Of the three that did not, the percentage of public rights of way reported online has been steadily improving towards an ambitious target, although some members of the public continue to prefer speaking directly to an officer. Investment secured is expected to experience an uplift later in the year. The data collection process for volunteer hours is being reviewed, and numbers are expected to be boosted as more services who report annually do so towards year-end.

6. Recommendation(s):

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

7. Contact details

Report Author: Rachel Kennard
Chief Analyst
Strategic Commissioning – Performance & Analytics
03000 414527
Rachel.kennard@kent.gov.uk

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

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Growth, Economic Development and Communities Performance Dashboard

Financial Year 2019/20

Results up to end of September 2019

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Produced by Strategic Commissioning - Performance & Analytics

Publication Date: November 2019



Guidance Notes

RAG RATINGS

Results in this report show either quarterly data or Year to Date (YTD) values.

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

*Floor Standards are 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

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

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

Libraries, Registrations and Archives (LRA)	YTD RAG
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	GREEN
LRA17 : Number of volunteer hours adding extra value to the LRA service	GREEN
LRA21 : Percentage of registration appointments available within statutory time targets	GREEN
LRA22: Percentage of total issues as e-issues	AMBER

* Insufficient survey returns to publish results at this point

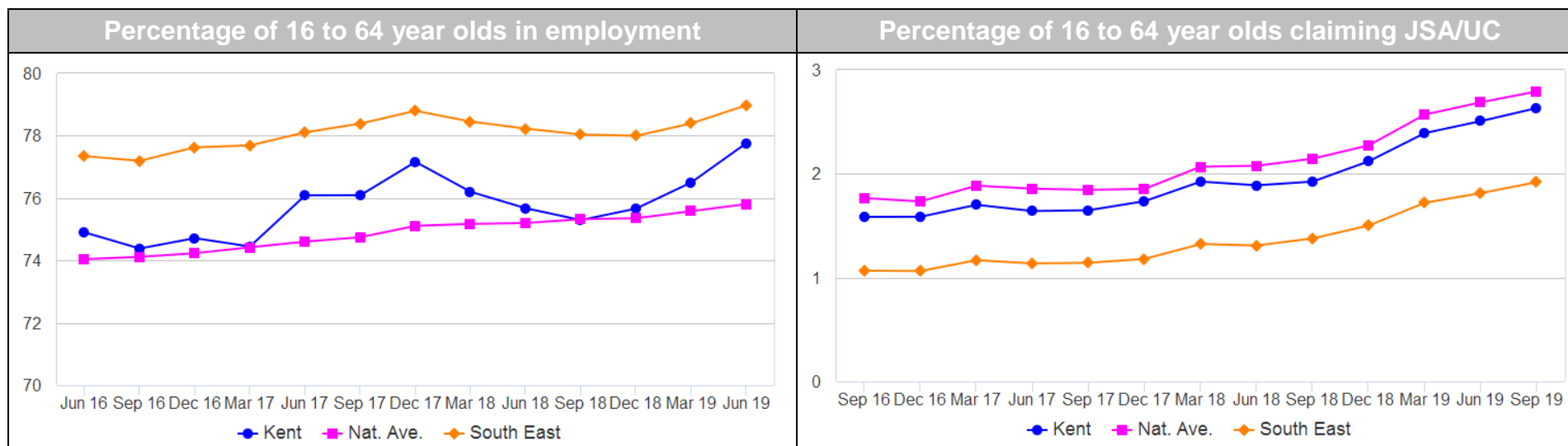
Division	Director	Cabinet Member
Economic Development	David Smith	Mike Whiting

Ref	Performance Indicators	Q2 18/19	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20	YTD 19/20	YTD RAG	Target	Floor
ED05	Number of homes brought back to market through No Use Empty	137	95	96	136	138	274	GREEN	200	175
ED08	Developer contributions secured against total contributions sought	99%	99%	99%	100%	100%	100%	GREEN	93%	85%
ED10	Businesses assisted via Kent and Medway Growth Hub contract (cumulative from Nov 18)	n/a	605	1,500	2,148	2,521*	n/a	AMBER	2,750	2,500
ED11	Businesses assisted through intensive support provided via the Growth Hub contract (cumulative from Nov 18)	n/a	23	39	75	135*	n/a	GREEN	30	27

* Data to August 19

ED10 - There is confidence that the numbers of businesses supported will increase and meet target by the end of the year.

Division	Director	Cabinet Member
Economic Development	David Smith	Mike Whiting



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 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 (Annual)	2016/17	2017/18	2018/19	2019/20	RAG	Target	Floor
LRA06	Customer satisfaction with Registration Services	New Measure			Insufficient survey returns to publish results at this point		96%	90%
LRA12	Customer satisfaction with libraries	95%	97%	92%			90%	85%
LRA13	Customer satisfaction with archives	86%	91%	95%			92%	85%
LRA19	Customer satisfaction with Libraries Direct Services	New Measure					95%	90%
LRA20	Customer satisfaction with PCs and Wi-Fi	New Measure					55%	45%

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

Ref	Performance Indicators	Q2 18/19	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20	YTD 19/20	YTD RAG	Target	Floor
LRA15	Number of customers attending events in libraries and archives	65,725	55,622	61,655	66,576	73,774	140,350	GREEN	114,000	97,500
LRA17	Number of volunteer hours adding extra value to the LRA service	11,578	11,036	11,538	11,995	11,273	23,268	GREEN	22,500	20,250
LRA21	Percentage of registration appointments available within statutory time targets	96%	98%	99%	97%	95%	96%	GREEN	95%	90%
LRA22	Percentage of total issues as e-issues	New indicator			16%	15%	16%	AMBER	17%	14%

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LRA22 - The percentage of total issues as e-issues is expected to grow in Q3 and Q4 (October 2019 to March 2020) when the reduction of library opening hours impacts on the total number of physical issues.

Ref	Activity Indicators	Q2 18/19	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20
LRA21b	Number of registration appointments	326	363	399	372	399
LRA22b	Number of issues (000s)	1,327	1,160	1,177	1,153	1,339

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

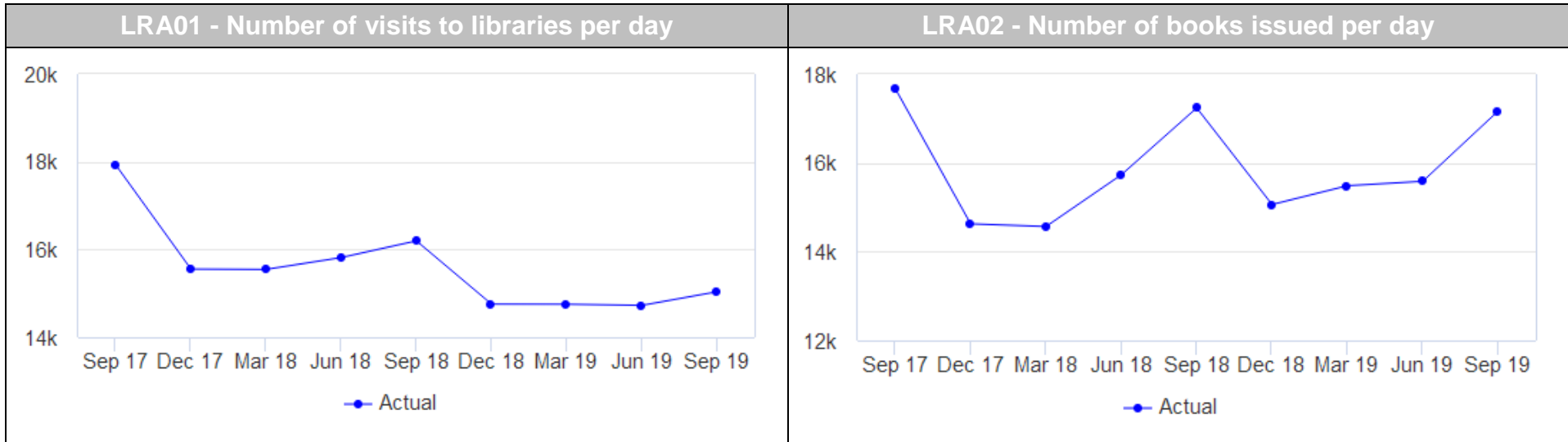
Ref	Activity Indicators	Q2 18/19	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20	In expected range?	Expected Activity	
								Upper	Lower
LRA01	Average number of visits to libraries per day (includes mobile libraries)	16,197	14,755	14,752	14,726	15,036	Yes	15,697	14,203
LRA02	Average number of books issued per day (includes audio- and e-books)	17,239	15,062	15,486	15,586	17,168	Yes	18,962	17,154
LRA04	Average number of daily online contacts to Libraries and Registration services	7,406	7,001	7,614	7,009	7,554	Below	8,651	7,827
LRA24	Number of online contacts for Kent archives	62,666	56,314	46,792	74,036	74,239	Above	64,500	58,500
LRA25	Number of archive enquiries answered	New Measure			3,550	3,023	Below	3,900	3,600

LRA04 – Activity on social media pages and visits to web pages have not increased as expected.

LRA24 – Archive enquiries were higher than expected in the last quarter, being 18% higher than the same quarter last year.

LRA25 – Fewer enquiries have been received from Archives customers in this quarter than anticipated.

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



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

Ref	Performance Indicators	Q2 18/19	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20	YTD 19/20	YTD RAG	Target	Floor
DT14	Percentage of Public Rights of Way (PRoW) faults reported online	63%	66%	67%	68%	69%	69%	RED	85%	75%
EPE04	Number of businesses supported by Trading Standards and the Sustainable Business Team	188	221	184	116	143	259	GREEN	210	189
EPE15	Income generated by EPE charged for services (£000s)	1,266	1,121	1,189	807	986	1,793	GREEN	1,720	1,572
EPE16	Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure)	17	20	28	21	16	n/a	GREEN	24	28
EPE18	Investment secured by EPE services (Grants / EU funding) (£000s)	898	910	2,746	791	656	1,447	AMBER	1,600	1,446
EPE19	Number of volunteer hours contributing to delivery of EPE services	15,330	13,732	13,054	9,966	7,101	17,067	RED	27,330	24,600

DT14 - The target and floor performance figures are ambitious. There has been a steady improvement from 2018-19, with the levels of on-line reporting up. The Service does continue to signpost customers to the on-line reporting system; however, a preference was expressed by those in older age groups for direct reporting by phone. These customers are generally reporting via the Contact Centre.

EPE18 - Much investment depends on European or external funding which comes in at different points of the year, often in Quarter 4.

EPE19 – Quarterly variation is not unexpected, and the data collection process is currently under review to ensure robustness. Certain projects including volunteer work at windmills will report at year end and will boost the figures at this point.

Service Area	Head of Service	Cabinet Member
Environment, Planning and Enforcement	Katie Stewart	Mike Hill

Ref	Activity Indicators	Previous Year YTD	YTD
EPE02	Value of criminal activity investigated by Trading Standards	£1,171,000	£45,800
EPE03	Value of items prevented from entering or removed from the market by Trading Standards	£234,000	£1,800

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From: Roger Gough, Leader of the Council
David Cockburn, Corporate Director for Strategic and Corporate Services

To: Growth, Economic Development and Communities Cabinet Committee – 28 November 2019

Subject: Strategic Delivery Plan Monitoring: Quarter 2 2019/20

Classification: Unrestricted

Past Pathway of Paper: Health Reform and Public Health Cabinet Committee (1 November 2019); Policy and Resources Cabinet Committee (8 November 2019); Children’s, Young People and Education Cabinet Committee (15 November 2019); Adult Social Care and Health Cabinet Committee (27 November 2019);

Future Pathway of Paper: Environment and Transport Cabinet Committee (29 November 2019).

Electoral Division: All

Summary: This report provides an overview of the Council’s Strategic Delivery Plan Monitoring arrangements and the analysis and emerging themes from Quarter 2 2019/20 Strategic Outcome 2 activity submissions.

Recommendation(s):

The Growth, Economic Development and Communities Cabinet Committee is asked to consider and comment on the Strategic Delivery Plan Monitoring arrangements and the analysis and emerging themes from Quarter 2 2019/20 Strategic Outcome 2 activity submissions.

1. Introduction

- 1.1 In April 2019, Corporate Board agreed KCC’s Strategic Delivery Plan for 2019-20, a single KCC business plan that is more delivery focused and acts as a 3-year rolling plan. During the development of the Strategic Delivery Plan, the Executive and Cabinet Committees expressed their support for the development of proportionate monitoring arrangements.
- 1.2 This cover paper provides an overview of the monitoring arrangements and identifies a number of themes emerging from Quarter 1 and Quarter 2 analysis which Growth, Economic Development and Communities Cabinet Committee may wish to consider. The Strategic Delivery Plan Monitoring Analysis Report (Appendix A) presents an overview, and analysis, of monitoring information for Strategic Outcome 2 activities collated for Quarter 2

(July to September 2019). Individual Strategic Outcome 2 activity scorecards for Quarter 2 2019/20 are available on request as a background document.

- 1.3 Policy and Resources Cabinet Committee are receiving an overview of all activity and exploration of specific trends and issues based on monitoring submissions in November 2019. An amended analysis report tailored to the most relevant strategic outcome, with individual scorecards available as a background document, is being provided for other Cabinet Committees. Whilst the three outcomes do not directly match Cabinet Committee purviews there is significant alignment and will enable each Cabinet Committee to have a more focused discussion. Due to the cross-cutting nature of public health activities, the Health Reform and Public Health Cabinet Committee are receiving the full analysis report with a cover paper which identifies the relevant public health activities.

2. **Strategic Delivery Plan Monitoring Arrangements**

- 2.1 The Strategic Delivery Plan monitoring arrangements aim to support the delivery of activity and the role of the Corporate Management Team (CMT) in providing a leadership role for management action to deliver activity effectively and at pace. This includes ensuring appropriate resources and capacity is available to support delivery and that proportionate corporate assurance and risk management arrangements are in place. Activity that has high risk, complexity and financial value within the Strategic Delivery Plan will also be considered by Corporate Board, providing collective ownership of organisational issues to identify constructive action and building momentum to deliver better outcomes.
- 2.2 Monitoring of Strategic Delivery Plan activities takes place on a quarterly basis, providing a sense of progress on the County Council's key activities. The information gathered provides analysis across activities and builds-up trend data over time, to support CMT and Corporate Board to understand issues impacting on successful delivery, consider what actions may be required (if appropriate), consider wider trends and ensure appropriate and timely governance and assurance arrangements for activities.
- 2.3 The monitoring analysis is reported on a quarterly basis to the Corporate Management Team for action where required and to Corporate Board for Executive oversight. A report is taken to Policy and Resources Cabinet Committee on a 6-monthly basis with an overview of all activity and exploration of specific trends or issues based on monitoring feedback. Other Cabinet Committees receive a tailored report focused on the relevant activities within their purview.
- 2.4 Building on the approach used to develop the Strategic Delivery Plan, an online form was used to collect monitoring information from Lead Officers (or nominated colleagues) for each piece of activity in the Strategic Delivery Plan. The form is available to complete for 2 weeks every three months. Ahead of and throughout these submission windows, officers from across the organisation have access to a Microsoft Teams SDP monitoring site, where

they can ask questions directly via an interactive conversation panel and access guidance documents such as FAQs, SDP Monitoring Quick Guide and completed examples of the form. Microsoft Teams continues to be used to provide updates and engage officers.

3. **Strategic Delivery Plan Monitoring - Quarter 2 2019/20 Analysis**

3.1 Quarter 2 analysis was presented to CMT and Corporate Board in October 2019. An analysis report on Quarter 2 2019/20 Strategic Outcome 2 activity monitoring which provides an overview of the information received and highlights key trends across activities is available in Appendix A.

3.2 A summary of key findings from Quarter 2 2019/20 is summarised below.

- Engagement - There has been good engagement from officers, and in particular those responsible officers submitting the MS Form. All 30 activities in Strategic Outcome 2 submitted a response in Quarter 1 and Quarter 2.
- Delivery – In Quarter 2, of the 30 Strategic Outcome 2 activities, 27 were ‘on track’ for delivery, 2 ‘require remedial action’ and none were ‘unlikely to be achieved’. 1 activity has not formally started. The table of activity not on track is detailed in 2.2. of the analysis report (Appendix A).
- Activity End Dates– Of the 30 Strategic Outcome 2 activities, 5 activities changed their end date or provided a ‘Go Live’ date beyond their original SDP end date, with 4 of these reporting as being ‘On Track’. The full list of activities with end date or go live date changes is detailed in 3.4 of the analysis report (Appendix A).
- 2019/20 Activities – Based on the end dates provided for the 30 Strategic Outcome 2 activities in the SDP, 8 activities are due to complete in 2019/20. All these activities have reported as being on track for successful delivery. However, 2 of these 8 activities have reported a new end date or ‘go-live’ date beyond the original SDP end date.
- Milestones – The Quarter 2 Strategic Delivery Plan monitoring included additional questions on activity milestones. 18 of the 30 Strategic Outcome 2 activities reported key milestones with a greater level of detail as part of their submissions. Further information on milestones is provided in section 3 of the analysis report (Appendix A).
- Issues – Of the 2 Strategic Outcome 2 activities which are not on track, there were a range of emerging issues identified including i) capacity, ii) dependencies, iii) delivery environment, and iv) stakeholders / relationships. Further information on issues is provided in section 4 of the analysis report (Appendix A).
- Mitigating Actions or Escalations – Both Strategic Outcome 2 activities which are not on track for successful delivery, have identified mitigating actions or

escalations. Further information is provided in section 5 of the analysis report (Appendix A).

- **Governance** – Of the 30 Strategic Outcome 2 activities, 14 are expecting to report to Cabinet Committees in 2019/20 and 3 activities identified future reporting to the informal governance boards in 2019/20. Currently 2 activities (66%) have requested a specific item on the informal governance forward plan. Lead officers will be encouraged to further define timescales for informal governance reporting and ensure items are scheduled on the informal governance forward plan in a timely manner. Further information on governance is provided in section 6 of the analysis report (Appendix A).
- **Risk** – Both Strategic Outcome 2 activities with issues have risks recorded within risk registers. One activity has recorded the issues within their project/programme and service/divisional risk registers. One activity has recorded issues in their directorate risk register. Further information is provided in section 8 of the analysis report (Appendix A).

4. Next Steps

- 4.1 The Quarter 2 analysis will be presented to Cabinet Committees in November 2019 as part of 6-monthly reporting, with a tailored analysis report focused on the relevant Strategic Outcome activities. Cabinet Committees will receive Quarter 4 analysis following the monitoring process in April – June 2020.
- 4.2 The Strategy, Policy, Relationships and Corporate Assurance division will take forward CMT agreed actions to progress the SDP monitoring arrangements. This includes engaging Lead Officers to further develop responses and the submission process as part of Quarter 3 monitoring in January 2020. Greater guidance will also be provided to Lead Officers and wider colleagues via the SDP Monitoring MS Teams site to support the completion of the monitoring form.
- 4.3 Broader learning from Quarter 1 and Quarter 2 monitoring will be addressed through the development of the Strategic Delivery Plan for 2020/21.

5. Recommendation

Recommendation:

The Growth, Economic Development and Communities Cabinet Committee is asked to consider and comment on the Strategic Delivery Plan Monitoring arrangements and the analysis and emerging themes from Quarter 2 2019/20 Strategic Outcome 2 activity submissions.

6. Background Documents

- Strategic Delivery Plan Monitoring – Quarter 2 2019/20: Scorecards
(Background document available on request)

7. Contact details

Relevant Director:

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

Report Author:

- David Firth, Policy Adviser
- 03000 416089
- david.firth@kent.gov.uk

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Strategic Delivery Plan Monitoring –
Analysis Report –
Strategic Outcome 2
Quarter 2: July – September 2019



Report version: Growth, Economic Development and Communities Cabinet
Committee – 28 November 2019

Introduction

The Strategic Delivery Plan sets out, and seeks to drive delivery of, the most significant change activity for the Council.

The Strategic Delivery Plan includes 79 pieces of significant activity identified by services across the Council which align to the outcomes in KCC's Strategic Statement. Corporate Directors are responsible for delivering the activity in the Strategic Delivery Plan and the Operating Plans within their Directorate.

The Strategic Delivery Plan monitoring arrangements aim to support the delivery of activity and the role of the Corporate Management Team (CMT) in providing a leadership role for management action to deliver activity effectively and at pace. This includes ensuring appropriate resources and capacity is available to support delivery and that proportionate corporate assurance and risk management arrangements are in place. Activity that has high risk, complexity and financial value within the Strategic Delivery Plan will also be considered by Corporate Board, providing collective ownership of organisational issues to identify constructive action and building momentum to deliver better outcomes.

Lead Officers, named within the Strategic Delivery Plan, are responsible for providing a quarterly update on progress through the Strategic Delivery Plan monitoring arrangements. Information collated focuses on exceptions where there are issues to successful delivery and will be utilised to build both individual activity information and whole council trends over time.

This report presents an overview of monitoring information collated for those activities that relate to Strategic Outcome 2 in Quarter 2 (July to September 2019) and detailed analysis. The analysis indicates the emerging issues for the County Council's significant activity, based on the 30 responses for Strategic Outcome 2 in Quarter 2 2019/20. Individual activity scorecards for Strategic Outcome 2 are available as a background document on request.

The report summarises key themes, primarily for Corporate Management Team and Corporate Board consideration, in order to:

- Understand the activities which have identified issues for successful delivery;
- Consider what actions may be required to address issues (if appropriate);
- Consider wider trends and address cross-activity implications (where required);
- Consider trends from time series data;
- Ensure appropriate and timely governance and assurance arrangements for activities;

Contact Details:

Report Authors: David Firth, Policy Adviser; Shannon Ryan, Business Planning Officer; Debbie Turner, Portfolio Assurance Officer.

Director: David Whittle, Director of Strategy, Policy, Relationships & Corporate Assurance

Monitoring Quarter 2 (July – September 2019) overview

100% (30) of activities submitted a response

90% (27) of activities are on track for successful delivery

7% (2) of activities require remedial action

0% (0) of activities are unlikely to be achieved

3% (1) of activities have not formally started

100% (8) of activities that are due to complete in 19/20 are on track

25% (2) of activities that are on track and are due to complete in 19/20 have reported a new end date or 'go-live' date beyond the original SDP end date.

60% (18) of activities were able to identify key milestones

100% (2) of activities not on track have identified **capacity** issues

50% (1) of activities not on track have identified **dependency** issues

50% (1) of activities not on track have identified **delivery environment** issues

50% (1) of activities not on track have identified **stakeholder/relationship** issues

50% (1) of activities not on track have identified **legal** issues

100% (2) of activities with issues have mitigating actions or escalations in place

10% (3) of activities are expecting to report to **Informal Governance Boards** (Service Commissioning Board, Infrastructure Commissioning Board, Budget Delivery Group)

47% (14) of activities are expecting to report to Cabinet Committees

50% (1) of activities not on track which are recorded in **Project/Programme risk registers**

50% (1) of activities not on track which are recorded in **Service / Divisional risk registers**

50% (1) of activities not on track which are recorded in **Directorate risk registers**

0% (0) of activities not on track which are recorded in **Corporate risk registers**

Monitoring Quarter 2 (July – September 2019) summary

Each activity response for Quarter 2 2019/20 has been developed into a 'scorecard' providing an overview of the activity. Below is a summary for each activity:

Outcome 2: Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
15. Planning for housing growth and infrastructure in Kent	Yes, it is on track	✓	✓			
16. Input to Local Plans and Significant Development across Kent and nationally	Yes, it is on track		✓			
17. Maximising opportunities of the Strategic Development Contributions process and updated strategy	Yes, it is on track	✓				✓
18. Delivering the Council's Infrastructure Capital Delivery Programme	Yes, it is on track	✓			✓	✓
19. Delivering Local Growth Fund schemes and projects	Yes, it is on track		✓			
20. Delivering the Kent Broadband Programme	Yes, it is on track	✓				✓
21. Developing the Kent and Medway Enterprise and Productivity Strategy	It requires remedial action	✓	✓	✓		✓
22. Responding to Thames Estuary Growth Commission Report	Yes, it is on track	✓				✓
23. Lobbying opportunities from the UK Shared Prosperity Fund, linked to the Local Enterprise Partnership (LEP) governance, strategy and funding	Yes, it is on track	✓				✓
24. Highways Term Maintenance Contract commissioning project	Yes, it is on track	✓			✓	✓
25. Improving our highway assets and fixing Kent's potholes	Yes, it is on track					
26. Delivery of KCC's input to the development of Operation Stack / Brock and related infrastructure improvements	Yes, it is on track		✓			✓
27. Delivery of a solution to Overnight Lorry Parking	Yes, it is on track		✓			✓
28. HGV Bans / Freight Management options	Yes, it is on track		✓			
29. Highway response to Brexit	Yes, it is on track		✓			
30. Trading Standards management of impacts from Brexit &	It requires remedial	✓				✓

Activity	Delivery	Milestones	CMM	Corporate Board	Informal Governance	Cabinet Committee
resilience planning	action					
31. The Big Conversation – delivery and evaluation of rural discretionary subsidised bus service pilot schemes	Yes, it is on track		✓			
32. Parking management and enforcement review	Yes, it is on track		✓			
33. Development of the Minerals and Waste Local Plan	Yes, it is on track	✓				
34. Waste Partnerships: implementation of West Kent (2019) and development of East Kent (2021) with a duration of ten years	Yes, it is on track	✓				✓
35. Critical Waste contracts commissioning programme	Yes, it is on track				✓	✓
36. Charging for non-household waste materials at Household Waste Recycling Centres	Yes, it is on track		✓			
37. Development and implementation of the Libraries, Registration and Archives Strategy	Yes, it is on track	✓				✓
38. Reviewing the JSNA to support commissioning, planning and delivery of improved health and wellbeing outcomes across the Kent and Medway health and care system	Yes, it is on track	✓				
39. Further development of the Kent Integrated Dataset	Yes, it is on track	✓				
40. Development of a refreshed Kent Joint Health and Wellbeing Strategy	It has not formally started	✓				
41. Transforming preventative services through the Adult Healthy Lifestyle Commissioning Strategy	Yes, it is on track	✓			✓	✓
42. Continuing the transformation of Sexual Health Services in Kent	Yes, it is on track	✓			✓	✓
43. Refresh and implementation of the commissioning strategy for Substance Misuse Services (Drug and Alcohol services)	Yes, it is on track	✓				
44. Reshaping homelessness support transition services	Yes, it is on track					✓

Monitoring Quarter 2 (July – September 2019) analysis

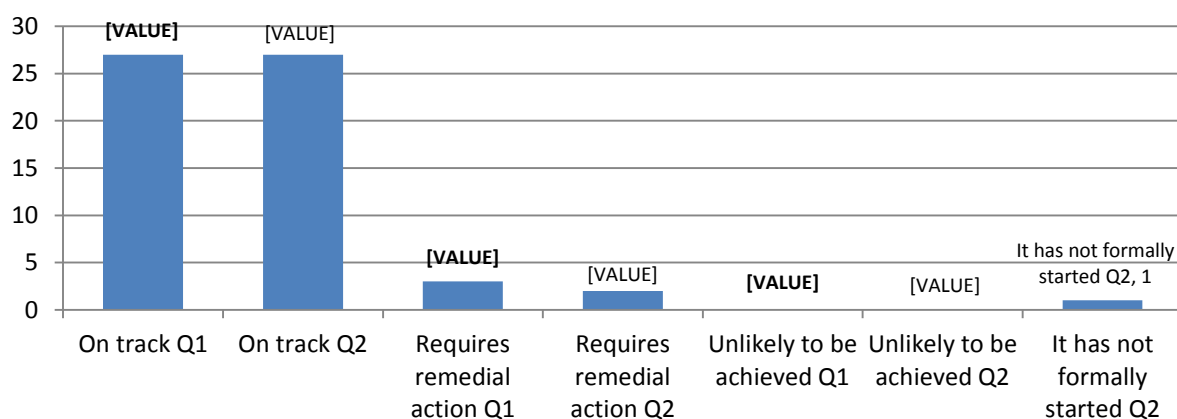
1. Submissions

- 1.1 The Quarter 2 2019-20 submission window opened on 30 August for Lead Officers to complete and submit their online form. The MS Form closed two weeks later on 13 September.
- 1.2 Overall, 79 pieces of activity were submitted (100% of all Strategic Delivery Plan activities), 30 of them related to Strategic Outcome 2. Overall the quality of responses received improved from Quarter 1 with greater information in the 'Progress Description' and more detailed milestones. This will also be considered with further guidance to Lead Officers in future monitoring.

2. Delivery

- 2.1 Lead Officers were asked whether their activity is on track to be delivered successfully (to time, budget and with the necessary approvals). This is based on whether the activity has breached tolerance levels in the professional judgement of the Lead Officer or as defined in activity documentation. Relating to Strategic Outcome 2, 27 activities are on track (27 activities in Q1) 2 require remedial action (down from 3 in Q1) and 1 has not formally started.

Delivery



- 2.2 Those that are not on track for successful delivery are:

Activity	Delivery Q1	Delivery Q2	Emerging Issues	Mitigating Actions / Escalations
21. Developing the Kent and Medway Enterprise and Productivity Strategy	Yes	Requires remedial action	Capacity	✓
30. Trading Standards management of impacts from Brexit & resilience planning	Requires remedial action	Requires remedial action	Legal; Stakeholders; Delivery Environment; Dependencies	✓

2.3 Based on the end dates provided in the SDP, 8 activities are due to complete in 19/20. Of these activities all 8 are on track for successful delivery.

2.4 A number of responses in Q2 reported that their activity has completed, stopped or become business as usual. Those relating to Outcome 2 were:

Activity	Completed, Stopped or BAU	Reason for Ending SDP Activity
16. Input to Local Plans and Significant Development across Kent and nationally	✓	Business as usual – regular engagement is a core business function. CMT agreed activity is BAU and to be removed from SDP monitoring.
17. Maximising opportunities of the Strategic Development Contributions process and updated strategy	✓	Business as usual – seeking developer contributions is a core business function. CMT agreed activity is BAU and to be removed from SDP monitoring.
23. Lobbying opportunities from the UK Shared Prosperity Fund, linked to the Local Enterprise Partnership (LEP) governance, strategy and funding	✓	Business as usual – KCC is a member of SELEP. CMT agreed activity is BAU and to be removed from SDP monitoring.
25. Improving our highway assets and fixing Kent’s potholes	✓	Business as usual – core HTW asset management work. CMT agreed activity is BAU and to be removed from SDP monitoring.
36. Charging for non-household waste materials at Household Waste Recycling Centres	✓	Business as usual – policy changes have been implemented. End date of 31/08/19. CMT agreed activity is BAU and to be removed from SDP monitoring.

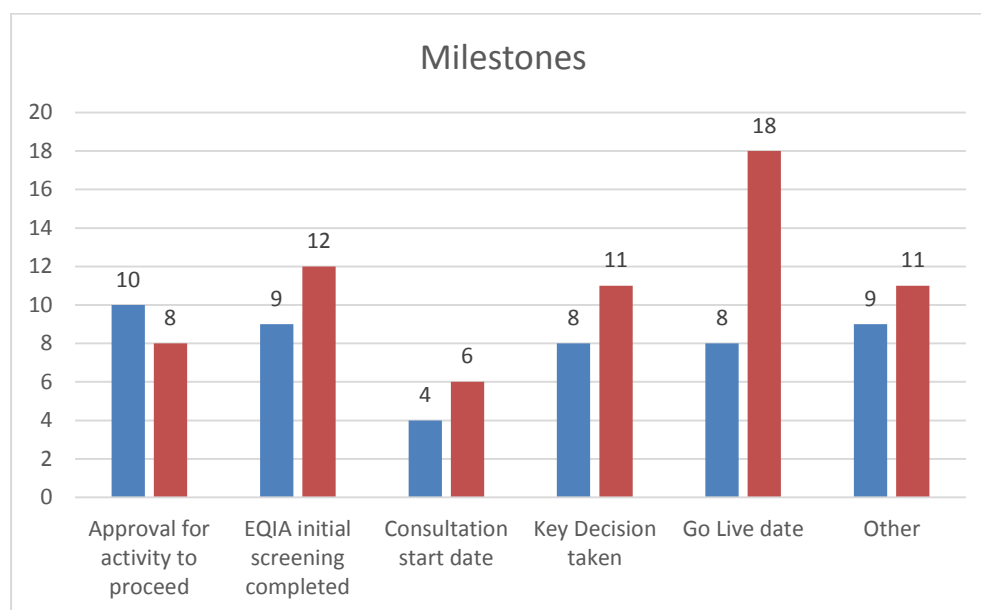
3. Milestones

3.1 The Quarter 2 Strategic Delivery Plan monitoring included additional questions on activity milestones. Whilst 18 of the 30 Strategic Outcome 2 activities reported key milestones which was down from 20 in Quarter 1, the level of detail included in submissions around key milestones has greatly increased.

<p>Milestones</p> <p>60% (18) of activities were able to identify key milestones</p>
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3.2 Of the 18 activities that reported key milestones, 8 activities were able to identify milestones for approval to proceed (down from 10 in Q1), 12 for when an EQIA initial screening would be completed (up from 9), 6 for a consultation start date (up from 4 in Q1), 11 for when a Key Decision would be taken (up from 8 in Q1) and 18 for a ‘Go Live’ date (up from 8 in Q1). 11 activities identified ‘other’ milestones (up from 9 in Quarter 1). Milestones provided included

review activities, engagement and consultation activity, presentations or reports to a wide variety of boards including directorate, Council and external, and approval milestones.



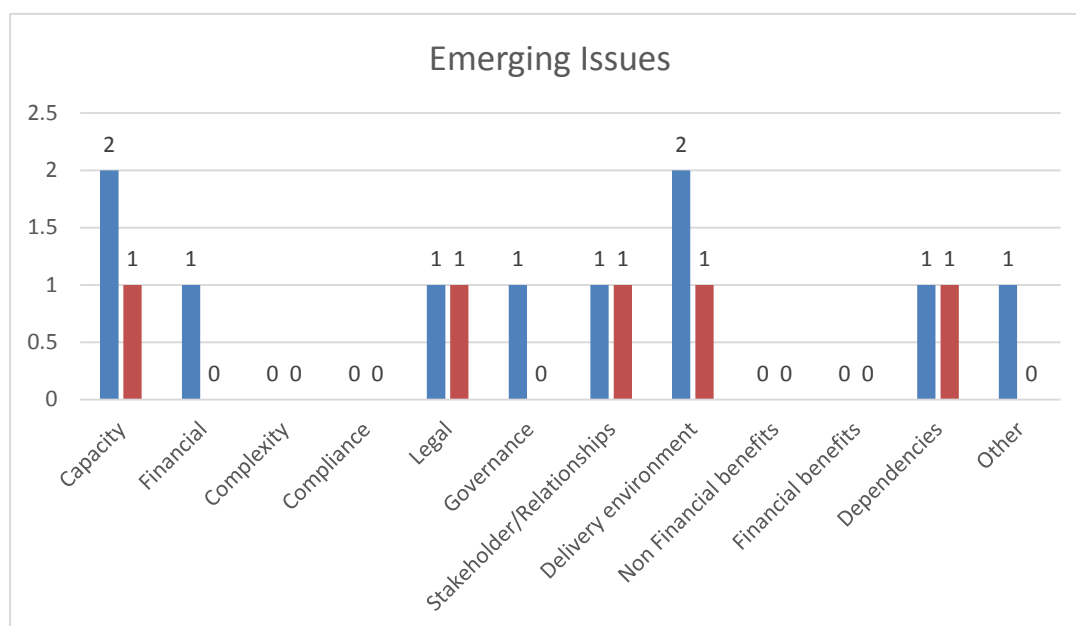
3.3 In future, activities will be monitored against the milestones they have provided and trend information over time will be reported via the quarterly report to Corporate Management Team and Corporate Board.

3.4 5 Strategic Outcome 2 activities in Quarter 2 have revised their end dates or 'Go Live' dates beyond their original SDP end date. All of which, apart from no.21 Developing the Kent and Medway Enterprise and Productivity Strategy, are reporting as 'On Track' These were:

Activity	Status	Original SDP End Date	New End Date	New 'Go Live' date
15. Planning for housing growth and infrastructure in Kent	Yes, it is on track	01/08/2019	01/11/2019	
20. Delivering the Kent Broadband Programme	Yes, it is on track	31/03/2023	30/06/2023	
21. Developing the Kent and Medway Enterprise and Productivity Strategy	It requires remedial action	31/07/2020		30/03/2021
24. Highways Term Maintenance Contract commissioning project	Yes, it is on track	31/08/2019		01/06/2021
26. Delivery of KCC's input to the development of Operation Stack/Brock and related infrastructure improvements	Yes, it is on track	01/04/2023	01/12/2019	
33. Development of the Minerals and Waste Local Plan	Yes, it is on track	01/01/2020		12/12/2018

4. Issues

4.1 Where activities are not on track for successful delivery, Lead Officers were asked to identify the issues impacting on their activity. 11 options, based around Delivery Environment Complexity Analytic (DECA) themes, were provided with multiple responses allowed and an 'other' option where free text could be provided if required. Lead Officers were also asked to provide further detail explaining the issues, when and why they had occurred and what impact they will have on successful delivery.



4.2 Of the 2 activities which are not on track ('requires remedial action'), all were able to identify the contributing factors against DECA themes. The table above shows the identified issues for Quarter 1 (blue) and Quarter 2 (red).

4.3 Key Emerging Issues:

4.3.1 **Capacity** –Capacity issues were identified for both no. 21 Developing the Kent and Medway Enterprise and Productivity Strategy and no. 30 Trading Standards management of impacts from Brexit & resilience planning

4.3.2 **Stakeholders / Relationships** – Government progress was identified as an issue for both activity 11. Full Cost Recovery of Unaccompanied Asylum Seeking Children Costs to KCC and activity 30. Trading Standards management of impacts from Brexit & resilience planning where greater clarity is required on the proposed legislative and service delivery changes.

4.4 Of the 2 activities which identified issues, 1 activity identified 1 issue, and 1 activity identified 4 issues.

5. Mitigating Actions or Escalations

5.1 Both activities which are not on track for successful delivery have identified mitigating actions or escalations.

5.2 Key themes from mitigating actions or escalations:

5.2.1 **National and Partner Engagement** –Activity no. 30 Trading Standards management of impacts from Brexit & resilience planning continues to engage with Government departments to influence the development of plans and better understand the implications.

5.2.2 **Resource arrangements** – Activity no. 21 Developing the Kent and Medway Enterprise and Productivity Strategy is considering resource options.

6. Governance

6.1 Lead Officers were asked to identify if they had reported on their piece of activity to a number of boards during Quarter 2. Of the 30 Strategic Outcome 2 activities in the Strategic Delivery Plan, 5 have reported to Cabinet Members Meeting, 4 have reported to Cabinet Committees, and 4 have reported to an informal governance board (Service Commissioning Board, Infrastructure Commissioning Board or Budget Delivery Group).

Governance (Reporting since Quarter 1)

5	activities have reported to Cabinet Members Meeting.
4	activities have reported to Cabinet Committees.
4	activities have reported to Informal Governance Boards.

6.2 Lead Officers were also asked if they were intending to report on their piece of activity during the rest of the monitoring year (2019/20). 11 responses indicated that they expected to report to Cabinet Members Meeting (down from 12 in Q1), 14 to Cabinet Committees (down from 15 in Q1) and 3 to an informal governance board (down from 7 in Q1). 7 activities are not expecting to report to any of the boards in 19/20 (up from 3 in Q1).

Governance (Expected reporting in 19/20)

11	activities expected to report to Cabinet Members Meeting.
14	activities expected to report to Cabinet Committees.
3	activities expected to report to Informal Governance Boards.

6.3 Of those 3 activities which expect to report to an informal governance board in 19/20, 2 (66%) have a scheduled item on the informal governance forward plan. Being able to confirm (if at least provisionally) an expected date to report to an Informal Governance Board or Cabinet Committee would help to manage the forward agenda planning of the Boards.

7. Additional Oversight and Assurance

7.1 **Corporate Risk and Assurance** provides oversight of a number of the Council’s most significant or complex change activities and conducts independent reviews on the associated projects and / or programmes. Corporate Risk and Assurance have reviewed the Strategic Delivery Plan monitoring information which is consistent with their understanding of activities.

7.2 **Internal Audit** provides an evaluation of the effectiveness of the County Council’s risk management, control and governance processes. In future SDP monitoring Internal Audit will be engaged to ensure their findings around specific activities feeds into the SDP monitoring report. The Internal Audit and Counter Fraud Plan 2019-20 identified a review into ‘Companies in which KCC has a substantial interest / investment’ (RB48 2020) for completion in Quarter 1 2019/20. This will be reviewed to ensure consistency with SDP monitoring findings once reported to Governance and Audit Committee.

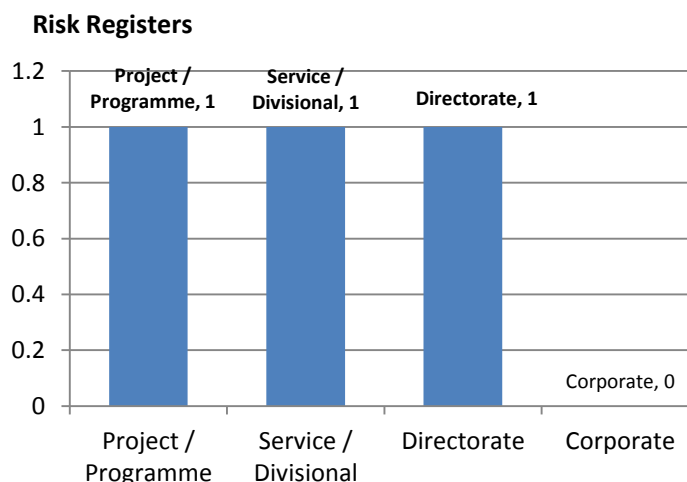
7.3 The Internal Audit and Counter Fraud Plan 2019-20 can be found at:

<https://democracy.kent.gov.uk/documents/s90024/Item%2008%20Internal%20Audit%20and%20Counter%20Fraud%20Plan%202019-20.pdf>

8. Risk

8.1 Where activities identified issues to successful delivery, those Lead Officers were asked whether their issues are currently recorded on a risk register. Both of the Strategic Outcome 2 activities with issues do have risks recorded within project / programme, service / divisional, directorate or corporate risk registers.

8.2 One activity has recorded the issues within their project / programme and service / divisional risk registers. One activity has recorded issues in their directorate risk register.



9. Activity Scorecards

Each activity response for Quarter 2 2019/20 has been developed into a ‘scorecard’ providing an overview of the activity. These are available as a background document on request.

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From: Mike Whiting, Cabinet Member, Economic Development
Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee
- 28 November 2019

Subject: RGF Programmes Monitoring Report

Classification: Unrestricted

Summary: This report summarises the results of KCC's monitoring returns for the period 1 April 2019 to 30 June 2019 from companies that have received loans from the three Regional Growth Fund programmes:

- Expansion East Kent (East Kent and Ashford)
- Tiger (North Kent and Thurrock)
- Escalate (West Kent and parts of East Sussex)

The number of jobs created has increased by 39 to 3,082 since the last report to this Cabinet Committee on 26 June 2019, and the safeguarded figure has remained the same (1,356).

Out of the 108 companies being reported on during the April-June 2019 period, 75 (69%) are rated as Green or Amber.

To date, £26,580,926 of loans have been repaid, and these funds are now being recycled through the scheme known as the 'Kent and Medway Business Fund'.

£8,350,926 (14.8% of defrayed funds) remains unrecovered at this time, of which:

- £1,699,354 is non recoverable
- £6,651,572 is still being pursued.

Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to note the report.

1. Background Information

1.1 Since November 2011 the Department for Business, Energy and Industrial Strategy (BEIS) has allocated £55 million to KCC for three schemes:

- Expansion East Kent (£35 million)
- Tiger (£14.5 million)
- Escalate (£5.5 million)

1.2 These schemes have provided grants, loans and equity investments for companies with investment plans that would lead to job creation. For the majority of the companies, the loan finance is provided at 0% interest, with a repayment period of between 5 and 7 years. The schemes have also allocated grants and equity investments; both the grants and equity investments are outside of the scope of this report.

1.3 This report provides an update on the allocation of loans to companies in the format previously agreed by the Growth, Economic Development and Communities Cabinet Committee.

2. Update on lending under the three RGF Schemes

2.1 At the close of the Regional Growth Fund (RGF) programme on 30 September 2017, KCC had committed £56.3 million (£55 million plus accrued interest) across the three RGF schemes since April 2012. The companies that received this funding have agreements to create 4,082 jobs and to leverage in over £88 million from private sector investment.

2.2 This report covers the monitoring on the loans in period 1 April 2019 to 30 June 2019. All companies are required to complete a monitoring return as part of their loan agreements with the County Council and must include employment contracts and copies of payroll as evidence for jobs created and safeguarded. The cumulative total of jobs that have been created or safeguarded is 4,438 as of 30 June 2019 against a target to the end of June 2019 of 5,485.

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	4,000	3,082	77% (Green)
Jobs Safeguarded	1,485	1,356	91% (Green)
Total	5,485	4,438	80% (Green)

2.3 Additionally, within this monitoring period (April-June 2019), 1 loan to the total value of £183,000 has been reported as bad debt.

3. Detailed Cumulative Summary of Monitoring

3.1 As part of the loan agreement, each company is contracted to provide quarterly monitoring returns. These returns are in arrears of the previous quarter, and upon receipt and internal validation, one of the following RAG ratings is applied:-

- Green Risk Status: full return received and no outstanding issues.
- Amber Risk Status: partial return received and/or issues re contracted milestones.
- Red Risk Status:
 - Category A – Bad debt
 - Category B - Non-return received
 - Category C - Non-achievement of key milestones, including loan repayment, job outcomes and/or delay to planned objectives.

3.2 The following table provides a headline summary of actual performance against contractual target for all three RGF programmes for the period of April 2019 to June 2019. Out of the 108 companies being reported on during the monitoring period, 75 (69%) returns have been flagged as Green or Amber. This equates to a total loan value of £16,067,929. There were 33 companies monitored during the period that were identified as Red risk in categories B and C.

No of companies who received funds	No of companies reporting on	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk (categories B and C) Status
241	108	60 (55%)	15 (14%)	33 (31%)
Loan Values				
£56,383,859	£24,256,174	£12,777,354	£3,290,575	£8,188,245

4. Details of Red Risk Status

4.1 The table below provides details of all companies that have been rated as Red risk status between April and June 2019. In addition to the 33 detailed in the table above, there is also 1 loan which is identified as bad debt (Red risk category A) within this quarter. The Red risk status falls into three categories as follows:

Breakdown of Red Risk Status	Category A Non-Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant Shortfall on Milestones / Targets
No of Companies	1*	7	25
Combined Loan Value	£184,000	£1,224,165	£6,710,569
Actions to be taken	Companies in Administration	Follow up emails and site visits	Companies under review or variations of contract offered

* Bad debt companies not included in number of Red Rag rated companies in 3.2

4.2 The table below provides details of all Bad Debts and loan defaults (i.e. companies within category A), including those reported in previous quarters:-

Cumulative Bad Debts	No of Companies	Percentage of Number of Companies Supported	Total Loan Value	Loan Recovered	
Bad debt previously reported	52	21.5%	£10,213,349	£1,797,682	Total unrecovered bad debt £8,350,926
Current Quarter Bad Debt (those reported April-June 2019)	1	0.4%	£184,000	£248,741	
Total Bad Debt	53	21.99%	£10,397,349	£2,046,423	Represents % of Overall Defrayed Funds: 14.8%*
Bad debt companies where full recovery achieved	2	0.8%	£950,000	£950,000	

* Based on unrecovered bad debt

4.3 KCC Internal Audit and Invicta Law Ltd have been advised if any of the companies have gone into liquidation or are in the process of going into administration. They are working with the RGF Business Investment Team to recover the maximum amount of loan value.

5. Profile for Repayment of Funds

5.1 There are two loan repayment periods within each financial year i.e. September and March. The cumulative estimated amount to be received by June 2019 was £31,285,867. The actual amount received to date is £26,650,926, which represents an achievement of 84.9%. The table below provides details of the repayment profile:

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual
Target = £338,548 Actual = £338,548	Target = £1,445,707 Actual = £1,445,711	Target = £5,016,526 Actual = £5,016,526
2016/17 Target and Actual	2017/18 Target and Actual	2018/19 Target and Actual
Target = £6,968,871 Actual = £6,522,854	Target = £6,584,428 Actual = £6,285,350	Target = £6,155,251 Actual = £5,049,689
TOTALS TO DATE Target = £31,285,867 Actual = £26,580,926 84.9%		
2019/20 Target	2020/21 Target	Total Repayment due by 2021 £35,639,973
Target = £5,213,022	Target = £3,107,307	

6. Delivery of Schemes

- 6.1 Annex 1 provides full details on the monitoring returns of the **Expansion East Kent loan programme**.
- 6.2 Annex 2 provides full details on the monitoring returns of the **Tiger loan programme**.
- 6.3 Annex 3 provides full details on the monitoring returns of the **Escalate loan programme**.

7. Recommendation

Recommendation:

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

8. Contact details

Report Author:-

- David Hughes
- Head of Business and Enterprise
- Tel: 03000 417099
- Dave.hughes@kent.gov.uk

Relevant Director:-

- David Smith
- Director of Economic Development
- Tel: 03000 417176
- David.smith2@kent.gov.uk

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Expansion East Kent Programme

Background Information

The Expansion East Kent Programme was launched in December 2012. As at 30 September 2017, KCC had committed 160 investments totalling £36.3 million to 153 companies within the local authority areas of Ashford, Canterbury, Dover, Shepway and Thanet. The main programme was suspended on 1 February 2015 and is no longer open to new applicants. The Small Business Boost Programme, which was a subsidiary scheme of Expansion East Kent, was closed in January 2016.

This annex provides full details of the funding awarded to companies within the East Kent and Ashford area from the Expansion East Kent and Small Business Boost Programmes.

1. Funding Awarded

1.1 The table below shows total funding committed, a breakdown per local authority, the number of jobs to be created and private sector investment (matched funding).

Expansion East Kent & Small Business Boost Scheme	Funds Awarded £	Private Investment £	No of Companies	No of Jobs to be Created	Saved Posts	Total no of Jobs Created/ Safeguarded Posts
Ashford*	250,500	115,578	9	25	6	31
Canterbury	8,714,680	9,181,719	44	1,264	89	1,353
Dover	15,131,357	28,377,539	34	688	246	934
Shepway	6,263,468	10,075,900	25	487	130	617
Thanet	6,026,256	8,901,781	41	415	270	685
Total	£36,386,261	£56,652,517	153	2,879	741	3,620

Total Committed Funding	£36,386,261	£56,652,517	153	2,879	741	3,620
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* The Expansion East Kent geographical boundary was expanded on 1 July 2014 to allow Ashford based companies to apply for the funding. Therefore, the number of companies awarded funding is not as high as the other areas.

1.2 Within the Expansion East Kent scheme, there is:-

- (a) an equity programme whereby the Investment Advisory Board agreed to ring fence and commit £5 million. All the funds for equity investments have been committed;
- (b) a small loan scheme, Small Business Boost, whereby the Investment Advisory Board agreed to ring fence £1 million, from the original £35 million. All the original allocation for Small Business Boost has been committed and defrayed. An additional allocation (£602,648), from the accrued interest and recycled loan repayments, as directed by the Investment Advisory Board, has been made available. The total amount defrayed is £1,602,648.

2. Profile for Repayment of Funds

2.1 All repayments of loans and returns on Equity Investments will be reinvested into future financial support programmes for businesses. Sixteen companies have received equity investments. The table below provides details on the repayment profile for the loans. The total amount to be repaid is £19,648,641 by March 2021.

2.2 There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by June 2019 was £17,852,609. The actual amount receipted to date is £15,064,365, which represents an achievement of 84%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual
Target = £335,294 Actual = £335,294	Target = £820,663 Actual = £820,667	Target = £2,330,152 Actual = £2,330,152
2016/17 Target and Actual	2017/18 Target and Actual	2018/19 Target and Actual
Target = £4,045,939 Actual = £3,605,935	Target = £3,924,407 Actual = £3,849,344	Target = £3,626,917 Actual = £2,974,574
TOTALS TO DATE Target = £17,852,609 Actual = £15,064,365 84%		
2019/20 Target	2020/21 Target	Total Repayment due by 2021
Target = £3,086,891	Target = £1,813,673	£19,648,641

3. Monitoring Returns (April 2019 to June 2019)

3.1 The monitoring returns for the Expansion East Kent programme for the period April 2019 to June 2019 have resulted in 54% being allocated Green status (performance fully met as per loan agreement) or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement) as follows:-

No of companies who received funds	No of companies reporting on	No of companies in Green Risk Status	No of Companies in Amber Risk Status	No of Companies in Red Risk Status
152	46* 40 bad debt 36 loans repaid	17 (37%)	8 (17%)	21 (46%)
Combined Loan Value				
£36,213,820	£9,085,386	£2,994,263	£493,498	£5,597,625

* Figures exclude companies not in the monitoring cycle and those companies that have repaid their loans, have completed their monitoring cycle, are bad debt or are reported on as part of an equity portfolio.

It is important to note there are three categories with the **RED** status – see table below, which represents data from the current quarter (April 2019 to June 2019):

Breakdown of Red Risk Status 46%	Category A Non-Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant shortfall on milestones / targets
No of Companies	1	3	17
Combined Loan Value	£180,000	£222,500	£5,012,625
Actions to be Taken	Companies in administration or no longer trading	Follow up email	Companies under review

The action taken on companies in **RED** Status is as follows:-

Category A =	1 company
Action taken:	Repayment is being sought through legal channels.
Category B =	3 companies - nil return of monitoring form
Action taken:	The companies have received follow up emails and site visits have been undertaken, scheduled or planned.
Category C =	17 companies - significant delays in the following areas:- 7 companies: <ul style="list-style-type: none"> • Job creation significantly behind, loss of staff/poor retention, and/or no employment contracts to sufficiently evidence job creation. 9 companies: <ul style="list-style-type: none"> • Issues with loan repayments being met. 1 company: <ul style="list-style-type: none"> • Issues with loan repayments being met and job creation significantly behind.
Action taken:	All 17 companies are being closely monitored with regard to achievement of outputs, site visits have been arranged and/or scheduled or contract variation discussions are taking place

This shows the cumulative position of bad debt companies: -

Cumulative Bad Debts	No of companies	Percentage number of companies supported	Loan value	Loan recovered	Overall defrayed funds: £36,386,261
Previously Reported	38	24.8%	£7,435,546	£1,178,777 **	Total unrecovered bad debt £7,619,546
Bad debt companies where full recovery achieved	2	5.3%	£950,000	£950,000	
Current Quarter Bad Debt	1	0.65%	£184,000	£248,741 *	Represents % of overall committed funds: 20.9%
Total Bad Debt	41	26.7%	£7,619,546	£1,427,518 **	

* additional funds recovered in this period from previous investments

** Includes full recovered £950,000

*** Based on unrecovered bad debt

3.2 The contracted targets for creating and safeguarding jobs have been verified from the monitoring returns covering the period April 2019 to June 2019. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:-

Job Status	Target to Date	Actuals to Date	Percentage against Target
Jobs Created	2,866	2,102	73% (Green)
Jobs Safeguarded (includes Indirect Jobs)	744	672	90% (Green)

Tiger Programme**Background Information**

The Tiger Programme for North Kent and Thurrock was launched in March 2013. As at 31 March 2015, KCC has committed 51 investments totalling £14,490,000 to 49 companies within Dartford, Gravesham, Medway, Swale and Thurrock. The programme is no longer open to new applicants.

This annex provides full details of the funding awarded to companies within the North Kent and Thurrock area from the Tiger Programme.

1. Funding Awarded

1.1 The table below shows total funding committed, a breakdown per local authority, the number of jobs to be created and private sector investment (matched funding).

Tiger Programme	Funding per Local Authority £	Private Investment £	No of Companies Issued	No of Jobs to be Created	Saved Posts	Total Number of Jobs
Dartford	2,009,115	1,451,428	9	145	52	197
Gravesham	881,062	843,375	5	44	62	106
Medway	3,813,621	3,420,834	14	222	168	390
Swale	6,544,502	16,370,958	16	344	254	598
Thurrock	1,241,700	3,066,356	5	40	41	81
Total	14,490,000	25,152,951	49	795	577	1,372

Total Funding Committed	£14,490,000	£25,152,951	49	795	577	1,372
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2. Defrayment of Funds

2.1 Each company applying to the programme provides a profile for the drawdown of funds. This drawdown would be dependent on the needs of the businesses and the companies' plans for growth. The profile for the defrayment of funds is as follows:

Funds defrayed as of close of programme March 2015	= £14,490,000
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3. Profile for Repayment of Funds

3.1 All repayment of loans and returns on equity investments will be reinvested into future financial support programmes for businesses. Two companies received equity investments (£1,424,072). The table below provides details on the repayment profile for the loans. The total amount to be repaid is £11,136,822 by March 2021.

3.2 There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by June 2019 was £9,998,329. The actual amount repaid to date is £8,107,687, which represents an achievement of 81%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual
Target = £3,254 Actual = £3,254	Target = £493,284 Actual = £493,284	Target = £1,866,023 Actual = £1,866,023
2016/17 Target and Actual	2017/18 Target and Actual	2018/19 Target and Actual
Target = £2,105,817 Actual = £2,099,804	Target = £1,826,772 Actual = £1,615,732	Target = £1,737,587 Actual = £1,374,642
TOTALS TO DATE		
Target = £9,998,329 Actual = £8,107,687 81%		
2019/20 Target	2020/21 Target	Total Repayment due by 2021
£2,166,829	£940,510	£11,136,822

4. Monitoring Returns (April 2019 to June 2019)

4.1 The monitoring returns for the Tiger Programme for the period April 2019 to June 2019, have resulted in 80% being allocated Green status (performance fully met as per loan agreement), or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement), as follows:

No of companies who received funds	No of companies reporting on	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk Status
49	35 8 bad debts 6 loans repaid	23 (66%)	5 (14%)	7 (20%)
Combined Loan Value				
£14,490,000	£11,628,778	£6,531,297	£2,609,861	£2,487,620

It is important to note there are three categories within the **RED** status – see table below:-

Breakdown of Red Risk Status 20%	Category A Non-Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant Shortfall on Milestones / Targets
No of Companies	0	2	5
Combined Loan Value	0	£892,665	£1,594,955
Actions to be Taken	Companies in administration or ceased trading	Follow up email	Companies under review

The action taken on 7 companies in **Red** Status is as follows:

Category A =	N/A
<i>Action taken:</i>	N/A
Category B =	2 companies – nil return of monitoring form
<i>Action taken:</i>	Both companies have received follow up emails and site visits have been undertaken, scheduled or planned.
Category C =	3 companies: <ul style="list-style-type: none"> • Significant delays in the areas of recruitment. 2 companies: <ul style="list-style-type: none"> • Issues with loan repayments and delays in recruitment.
<i>Action taken:</i>	All 7 companies are being closely monitored with regard to achievement of outputs, site visits have been arranged and/or scheduled or contract variation discussions are taking place.

Cumulative Bad Debts	No of Companies	Percentage Number of Companies Supported	Loan Value	Loan Recovered	Overall Defrayed Funds
Previous Bad Debt	8	16.2%	£1,756,213	£247,654	£14,490,000
Current Quarter Bad Debt	0	0%	£0	£0	Total unrecovered bad debt: £1,508,559
Total Bad Debt	8	16.2%	£1,756,213	£247,654	Represents % of Overall Defrayed Funds: 10.41%*

* Based on unrecovered bad debt

4.2 The contracted targets for creating and safeguarding jobs have been verified from the monitoring returns covering the period April 2019 to June 2019. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:-

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	761	670	85% (Green)
Jobs Safeguarded	578	533	92% (Green)

Escalate**Background Information**

The Escalate Programme for West Kent and parts of East Sussex was launched in December 2013. As at 31 March 2015, KCC has committed £5,510,000 to 40 companies and the programme is no longer accepting any new applications.

This annex provides full details of the funding awarded to companies within the districts of West Kent and three districts of East Sussex from the Escalate Programme.

1. Funding Awarded

1.1 The table below shows total funding committed, a breakdown per local authority, the number of jobs to be created and private sector investment (matched funding).

Escalate Programme	Funding per Local Authority £	Private Investment £	No of Companies	No of Jobs to be Created	Saved Posts	Total Number of Jobs
Maidstone	2,720,588	3,058,832	12	159	109	268
Rother	136,250	136,250	3	18	3	21
Sevenoaks	594,000	710,472	6	34	18	52
Tonbridge & Malling	698,510	697,798	7	55	18	73
Tunbridge Wells	1,158,250	1,397,250	11	151	21	172
Wealden	200,000	200,000	1	6	4	10
Total	**5,507,598	6,200,602	40	423	173	596

***£10,000 uncommitted within Tiger and £2,402 contribution to marketing*

Total Funding Committed	£5,507,598	£6,200,602	40	423	173	596
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2. Defrayment of Funds

2.1 Each company applying to the programme provides a profile for the drawdown of funds. This drawdown would be dependent on the needs of the businesses and the companies' plans for growth. The profile for the defrayment of funds is as follows:-

Funds defrayed as of close of programme March 2015	= £5,510,000*
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** Includes £2,402 contribution to marketing*

3. Profile for Repayment of Funds

3.1 All repayment of loans, and returns on equity investments, will be reinvested into future financial support programmes, for businesses. One company received equity investment in the sum of £250,000. The table below provides details of the repayment profile for the loans. The total amount to be repaid by March 2021 is £4,275,683.

3.2 There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by June 2019 was £3,434,929. The actual amount repaid to date is £3,408,874, which represents an achievement of 99%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual	2017/18 Target and Actual	2018/19 Target and Actual
Target = £131,760 Actual = £131,760	Target = £820,351 Actual = £820,351	Target = £817,115 Actual = £817,115	Target = £821,249 Actual = £821,249	Target = £790,747 Actual = £772,790
TOTAL TO DATE Target = £3,434,929 Actual = £3,408,874 99%				
2019/20 Targets		2020/21 Targets		Total Repayment due by 2021: £4,275,683
£543,262		£308,198		

4. Monitoring Returns (April 2019 to June 2019)

4.1 The monitoring returns for the Escalate Programme for the period April 2019 to June 2019, have resulted in 81% being allocated Green status (performance fully met as per loan agreement), or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement), as follows:

No of companies	No of companies reporting on	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk Status
40	27 8 bad debt 5 loans repaid	20 (74%)	2 (7%)	5 (18%)
Combined Loan Value				
£5,507,598	£4,567,600	£3,251,794	£187,216	£212,000

It is important to note there are three categories with the **RED** status in this current quarter – see table below:-

Breakdown of Red Risk Status 18%	Category A Non-Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant Shortfall on Milestones / Targets
No of Companies	0	2	3
Combined Loan Value	0	£109,000	£103,000
Actions to be Taken	Companies in administration or ceased trading	Follow up email	Companies under review

The action taken on 5 companies in Red Status in the current quarter is as follows:-

Category A =	N/A
<i>Action taken:</i>	N/A
Category B =	2 companies – nil return of monitoring form
<i>Action taken:</i>	The companies have received follow up emails and site visits have been undertaken, scheduled or planned.
Category C =	3 companies - Job creation significantly behind, loss of staff/poor retention, and/or no employment contracts to sufficiently evidence job creation.
<i>Action taken:</i>	Discussions and/or site visits have been undertaken and/or are scheduled to ascertain any business issues. Where necessary contract variations have been undertaken or will be.

Cumulative Bad Debts	No of Companies	Percentage Number of Companies Supported	Loan Value	Loan Recovered	Overall Defrayed Funds
Previous Bad Debt	8	20%	£1,021,590	£200,937	£5,507,598
Current Quarter Bad Debt	0	0%	£0	£0	Total unrecovered bad debt: £820,653
Total Bad Debt	8	20%	£1,021,590	£200,937	Represents % of Overall Defrayed Funds: 14.9%

4.2 The contracted targets for creating and safeguarding jobs have been verified from the monitoring returns covering the period April 2019 to June 2019. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:-

Job Status	Target to Date	Actuals to Date	Percentage against Target
Jobs Created	372	310	83.4% (Green)
Jobs Safeguarded	163	150	91.3% (Green)

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

To: Growth, Economic Development and Communities Cabinet Committee - 28 November 2019

Subject: Discovery Park: Growing Places Fund

Key Decision: 19/00095

Classification: Unrestricted

Past Pathway of Paper: Key Decision 13/00034.

Future Pathway of Paper: For Cabinet Member Decision

Summary: The South East Local Enterprise Partnership Board provisionally allocated £5.3 million from the Growing Places Fund to support the development of Discovery Park. It was intended that this should be made available to Kent County Council as a loan. This would enable KCC to offer loan finance to the private sector. This paper sets out the process through which it is anticipated that funding would be drawn down and managed.

Recommendations: The Growth, Economic Development and Communities Cabinet Committee is asked to comment and endorse, or make recommendations to, the Cabinet Member for Economic Development to agree that Kent County Council should:

- a. Be the administration and funding-decision authority for the £5.3 million allocation from SELEP's Growing Places Fund.
- b. Draw down capital funds of £5.3 million from the Growing Places Fund;
- c. Make available loan finance of up to £5.3 million to support works at Discovery Park to build a spine road and associated infrastructure to enable the building of 500 new homes;
- d. That authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision.

Provided that:

1. KCC is able to agree a satisfactory loan agreement from Essex County Council, (the Accountable Body for SELEP's Growing Places Fund); and
2. The receipt of a satisfactory application for loan finance for the works at Discovery Park subject to the rules of the Growing Places Fund and the findings of an independent financial appraisal.

The proposed record of decision is shown at Appendix A.

1. Background Information

- 1.1. The Growing Places Fund (GPF) is a capital fund distributed by the Government to Local Enterprise Partnerships to be used to provide repayable finance for schemes that will lead to the delivery of jobs and housing. In the South East LEP area, the Fund totals £54.5 million.
- 1.2. Essex County Council acts as the Accountable Body for the South East LEP GPF fund. Essex CC manages the Fund by entering into loan agreements with county and unitary councils for projects that are supported by the South East LEP Board. The local county or unitary councils then enter into subsidiary loan agreements with third party borrowers. These borrowers may be in the public or private sectors.
- 1.3. Discovery Park was designated as an Enterprise Zone in 2011 following Pfizer's decision to partially exit from its major research and development facility at Sandwich. Since then, the Park has successfully grown as a centre for high-value businesses, especially in the life science and pharmaceutical sectors. At present, there are around 3,500 people employed on the site, working in 160 companies. The site is in the private ownership of companies in the Midas Group.
- 1.4. Developments at Discovery Park in Dover district is an economic priority for both Kent and for the South East LEP. The site hosts a multi-business science campus with an international reputation as a centre of excellence for research and development. Recent investments include a Pfizer announcement to invest £5 million to grow its manufacturing capabilities for paediatric medicines.
- 1.5. Recognising the strategic importance of Discovery Park, the South East LEP Board originally agreed in 2013 to allocate £4.6 million from the Growing Places Fund to support capital investment within the Discovery Park boundaries. This was then subject to a previous KCC Key Decision (13/00034) dated 22 December 2015. However, KCC was not able to conclude a loan arrangement with the previous owners of Discovery Park. The new owners of Discovery Park (the Midas Group) have expressed an interest in applying for a Growing Places Fund loan but now estimate the level of GPF Loan required as £5.3 million. Note that the level of funding allocated may be lower when the full application, costings, business plan and supporting documents are independently financially appraised.

2. Securing the Growing Places Fund allocation

- 2.1. In order to secure the GPF allocation and ensure that it is used effectively, it is proposed that:
 - a) KCC shall invite applications for loan finance of up to £5.3 million for infrastructure works at Discovery Park.
 - b) Applications will then be appraised and considered through the same process as that which is currently used to determine applications for loans from the

Kent and Medway Business Fund (KMBF). This means that applicants will be required to submit a full business plan, be subject to independent appraisal and be considered by the Kent and Medway Business Fund Investment Advisory Board before a decision is made by KCC. The owners of the Discovery Park site are aware of this proposed process and we anticipate that an application will be forthcoming when the process is launched.

- c) In parallel with this process, KCC shall seek to enter into a loan agreement with Essex CC as the Accountable Body for GPF which shall mean that, subject to the approval of the loan application:
- KCC will receive funds quarterly in advance of need;
 - KCC shall be responsible for the allocation, use and monitoring of funds;
 - KCC shall seek to secure the loan against security offered by the borrower. Please note that in the unlikely event that the secured assets cannot fully repay the loan, the Fund not KCC shall bear any loss;
 - KCC shall repay the Fund according to an agreed schedule (subject to funds being recovered from the borrower);
 - KCC shall repay the Fund all income derived from the loan (i.e. any interest gained on the loan to the borrower) apart from the administration charge.

2.2. These terms were agreed by SELEP's Accountability Board on 15 November 2019.

3. Decision requirement

- 3.1. KCC has renewed its call for applications against the £5.3 million allocation for Discovery Park. However, to enter into a loan agreement, a new Key Decision needs to be taken. This is because estimated expenditure will be of over £1 million and the previous Key Decision indicated a lower level of estimated loan (£4.6 million).

4. Financial Implications

- 4.1. The key risk is that the borrower fails to repay the loan. Within the original design of the management of Growing Places Fund, county and unitary authorities acting as intermediary bodies remained liable for repayments in the event of default by the third-party borrower. This was unacceptable to KCC; consequently, the revised agreement between the Accountable Body and KCC places the risk of repayment on the Fund.
- 4.2. As the GPF allocation to Discovery Park is only an indicative ring-fenced allocation, there is a risk that a specific project may not come forward or that this project is not approved for funding. In the event that an application for funding does not come forward (or that such an application is not considered suitable following the appraisal and approval process), the ring-fenced sum for Discovery Park will be returned to the main GPF fund; and will be available for wider competition across the South East LEP area.

- 4.3. Other project risks (such as those associated with state aid compliance or scheme deliverability) will be considered in any project application through a robust application and appraisal process.
- 4.4. Responsibility for monitoring repayments and reporting to Essex CC as SELEP's Accountable Body would lie with KCC: the associated administration costs will be covered by KCC charging an administrative fee to the successful borrower.

5. Legal Implications

- 5.1. A legal agreement will need to be drawn up between KCC and Essex CC to agree to transfer Growing Places Fund monies to the County Council.
- 5.2. A legal agreement will need to be drawn up between the KCC and the successful borrower to transfer Growing Places Fund monies to this body. The loan agreement would involve a charge against assets of the borrower.
- 5.3. KCC would maintain responsibility for monitoring repayments.

6. Equalities Implications

- 6.1 There are no equalities implications arising from this proposal.

7. Recommendation

Recommendations: The Growth, Economic Development and Communities Cabinet Committee is asked to comment and endorse, or make recommendations to, the Cabinet Member for Economic Development to agree that Kent County Council should:

- a) Be the administration and funding-decision authority for the £5.3 million allocation from SELEP's Growing Places Fund.
- b) Draw down capital funds of £5.3 million from the Growing Places Fund;
- c) Make available loan finance of up to £5.3 million to support works at Discovery Park to build a spine road and associated infrastructure to enable the building of 500 new homes;
- d) That authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision.

Provided that:

1. KCC is able to agree a satisfactory loan agreement from Essex County Council, (the Accountable Body for SELEP's Growing Places Fund); and
2. The receipt of a satisfactory application for loan finance for the works at Discovery Park subject to the rules of the Growing Places Fund and the

findings of an independent financial appraisal.

The proposed record of decision is shown at Appendix A.

8. Contact details

Report Author:-
Martyn Riley
Programme Manager (Business
Investment)
Tel: 03000 417161
martyn.riley@kent.gov.uk

Relevant Director:-
David Smith
Director of Economic Development
Tel: 03000 417176
David.smith2@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY

Mike Whiting

Cabinet Member for Economic Development

DECISION NO:

19/00095

For publication

Key decision*

Yes –

Subject: Discovery Park: Growing Places Fund

Decision:

As Cabinet Member for Economic Development, I agree that that Kent County Council should:

- a. Be the administration and funding-decision authority for the £5.3 million allocation from SELEP's Growing Places Fund.
- b. Draw down capital funds of £5.3 million from the Growing Places Fund;
- c. Make available loan finance of up to £5.3 million to support works at Discovery Park to build a spine road and associated infrastructure to enable the building of 500 new homes;
- d. That authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision.

Provided that:

1. KCC is able to agree a satisfactory loan agreement from Essex County Council, (the Accountable Body for SELEP's Growing Places Fund); and
2. The receipt of a satisfactory application for loan finance for the works at Discovery Park subject to the rules of the Growing Places Fund and the findings of an independent financial appraisal.

Reason(s) for decision:

Discovery Park was designated as an Enterprise Zone in 2011 following Pfizer's decision to partially exit from its major research and development facility at Sandwich. Since then, the Park has successfully grown as a centre for high-value businesses, especially in the life science and pharmaceutical sectors. At present, there are around 3,500 people employed on the site, working in 160 companies. The site is in the private ownership of companies in the Midas Group. Developments at Discovery Park in Dover district is an economic priority for both Kent and for the South East LEP.

Recognising the strategic importance of Discovery Park, the South East LEP Board originally agreed in 2013 to allocate £4.6 million from the Growing Places Fund to support capital investment within the Discovery Park boundaries. This was then subject to a previous KCC Key Decision (13/00034) dated 22 December 2015. However, KCC was not able to conclude a loan arrangement with the previous owners of Discovery Park. The new owners of Discovery Park (the Midas Group) have expressed an interest in applying for a Growing Places Fund loan but now estimate the level of GPF Loan required as £5.3 million. Note that the level of funding allocated may be lower when the full application, costings, business plan and supporting documents are independently financially appraised.

Cabinet Committee recommendations and other consultation:

The proposal has been previously discussed and approved by South East LEP Board in 2013 and Member of Growth, Economic Development and Communities Cabinet Committee in 2015.

Any alternatives considered:

The alternative would be for Kent County Council not to act as an agent for SELEP for the £5.3m Growing Places Fund loan. There is no evidence that this would be a more effective way of achieving the outcome of securing investment in Discovery Park, and there is a risk if the funding allocation is returned to SELEP that it is no longer ring-fenced for investment in Discovery Park or the wider Kent area.

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

.....
signed

.....
date

Name:

From: Mike Hill, Cabinet Member for Community & Regulatory Services

Barbara Cooper, Corporate Director of Growth, Environment & Transport

To: Growth, Economic Development and Communities Cabinet Committee – 28 November 2019

Subject: Library Extra pilot evaluation

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary: This report updates on the background of the Library Extra pilot, evaluates the uptake of the service at the three pilot sites, makes recommendations for the future of the pilot and considers the potential future use of this technology.

Recommendation: Cabinet Committee is asked to note the details of this report, and endorse the recommendations made. Specifically, to:

- A) Continue the Library Extra pilot at each of the three sites for 1 year, which will enable the uptake and use of Library Extra to be assessed in the context of the new library opening hours. It is proposed that an interim report be prepared after 6 months in April 2020.
- B) LRA to explore the potential for a further pilot at a tier 2 and tier 5 library.
- C) Library Extra is made available on Sunday at both Paddock Wood and Higham libraries during the normal Sunday trading hours of 10am to 4pm.

1. Context

1.1. In 2017, Libraries Registration and Archives (LRA) introduced a pilot of Library Extra following other local authorities introducing this innovative approach to library opening. Technology assisted library opening had been established in several European countries, and several UK authorities including Peterborough, Milton Keynes & Brighton and Hove.

1.2. The pilot involved Library Extra being installed at three libraries. The pilot would allow customers to use the library during hours that it would otherwise be closed and unstaffed. The aim was to allow LRA to assess how customers

used and valued this service to assess the benefits as well as any drawbacks of using this technology in our library buildings.

- 1.3. The pilot was launched in September 2018 giving out of hours access to Deal, Higham, and Paddock Wood libraries for Library Extra customers.
- 1.4. It is important to note that any library customer aged 16 and over with a current full membership card can sign up for an enhanced card and use the Library Extra service providing they are also prepared to agree to adhere to specific terms and conditions.
- 1.5. To evaluate the performance of Library Extra, LRA has consulted with customers, staff, the facilities management team, and used the expertise of the corporate data and intelligence team to ensure a full and meaningful evaluation was undertaken.

2. Technology

- 2.1. The technology to deliver Library Extra consists of a door entry system, a Radio Frequency Identification Device (RFID), self-issue kiosk(s), internal CCTV coverage and a PA system.
- 2.2. The technology is programmed to interact with lighting systems and security alarms. For example, towards the end of the session the PA system will announce that the library will be closing at programmed intervals and the lights will dim as the session closes. Library Extra sessions are programmed online and are managed centrally from the Kent History and Library Centre. The system allows for any changes or adjustments to the schedule to be made easily and quickly.

3. Pilot Sites

- 3.1. To fully test the Library Extra service, sites were selected to offer a geographic spread and to target different communities:
 - Deal Library, Dover District, tier 1: One of our main town centre sites open seven days a week. Deal was the only library of the 3 pilot sites to offer Sunday opening.

Table 1 Deal pilot Hours

	Library Extra	Staffed Hours	Library Extra
Monday	7.00- 9.00	9.00- 18.00	18.00 - 21.00
Tuesday	7.00- 9.00	9.00- 18.00	18.00 - 21.00
Wednesday	7.00- 9.00	9.00- 18.00	18.00 - 21.00
Thursday	7.00- 9.00	9.00- 18.00	18.00 - 21.00
Friday	7.00- 9.00	9.00- 18.00	18.00 - 21.00
Saturday	7.00- 9.00	9.00- 18.00	18.00 - 21.00
Sunday	7.00-10.00	10.00-16.00	16.00 - 21.00

3.2. Paddock Wood Library, Tunbridge Wells District, tier 4: a small-town centre library open 5 days a week on a main high street near a well-used railway station and would test commuter use.

Table 2 Paddock Wood pilot hours

	Library Extra	Staffed Hours	Library Extra
Monday	7.00 - 9.00	0.00	7.00 - 21.00
Tuesday	7.00 - 9.00	9.00-18.00	18.00 - 21.00
Wednesday	7.00 - 9.00	9.00- 18.00	18.00 - 21.00
Thursday	7.00 - 9.00	9.00- 18.00	18.00 - 21.00
Friday	7.00 - 9.00	9.00- 18.00	18.00 - 21.00
Saturday	7.00 - 10.00	10.00 -14.00	14.00 - 21.00

3.3. Higham Library, Gravesham District, tier 3: a small library in Higham village open 6 half days a week with an active local community. Higham did not offer RFID self - service technology before the pilot.

Table 3 Higham pilot hours

	Library Extra	Staffed Hours	Library Extra
Monday	7.00- 9.00	9.00- 13.00	13.00 – 21.00
Tuesday	7.00 -14.00	14.00 - 17.30	17.30 – 21.00
Wednesday	7.00 - 9.00	9.00- 13.00	13.00 – 21.00
Thursday	7.00 -14.00	14.00- 17.30	17.30 - 21.00
Friday	7.00- 9.00	9.00-13.00	1.00 – 9.00
Saturday	7.00 -10.00	10.00-14.00	14.00 – 21.00

3.4. Capital installation costs for the three sites totalled £136,082.

3.5. The work carried out at Higham and Paddock Wood libraries has improved access into the buildings at both the entrance and fire exit making them more accessible to all our customers.

3.6. Revenue costs for Library Extra are an additional £1,500 per site per year.

4. Facilities Management

- 4.1. Some issues were experienced with automatic doors and intruder alarms at Higham and Paddock Wood; an issue also highlighted in other local authorities. This was either a failure in the automatic doors opening, or an issue with the integration between the automatic doors and the intruder alarm. While a solution was found it is recommended for any future Library Extra installations that a new automatic door is installed rather than retro fitting an existing door.
- 4.2. Facilities Management has provided details of the impact on premises costs of the pilots. Whilst not significant, there has been an increase in utility costs to cover the additional opening times. From 1 October 2018 to 31 July 2019 gas and electricity bills combined increased by £4,411.36 on the same period 2017-2018. This represents a rise of 37% and incorporates annual energy price rises.

5. Health and Safety

- 5.1. Any library customer aged 16 and over with a current full membership card can sign up for an enhanced card and use the Library Extra service. Applying this age limit is in line with other library authorities and was considered necessary for safeguarding reasons. Children and young people under the age of 16 can visit during Library Extra hours when accompanied by a parent or carer.
- 5.2. It is important to reiterate that the Library Extra service cannot simply be used by anyone with a library membership. Only library members who sign up to the terms and conditions can use the service. Each customer is given an induction to show them the service available and the Health & Safety procedures to follow such as the location of the emergency telephone, emergency exits, and fire alarms.
- 5.3. Additional procedures were put in place for Library Extra and to date no health and safety incidents have been reported. Of the Library Extra customers who responded to the online evaluation questionnaire, 85% said that they felt safe using the service.

6. Library Extra Use Data

6.1. Customer Use by Library

The table below shows Library Extra use for each library for the period September 2018 – July 2019

Table 4

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
Deal	5	57	35	51	75	50	88	62	63	21	40	547
Higham	94	144	160	87	120	154	118	124	98	113	121	1,333
Paddock Wood	77	106	84	84	87	61	106	10	2	39	70	726
Grand Total	176	307	279	222	282	265	312	196	163	173	231	2,606

6.2 The 'core' Library Extra hours are those early in the morning before libraries open (7am to 9am) and after the libraries close in the evenings (6pm to 9pm), Monday to Saturday. The three libraries have different opening hours throughout the week, and Deal library also has Library Extra opening on a Sunday.

6.3 Between September 2018 and July 2019, the key results to include:

- Deal Library had a total of 547 Library Extra visits and the most used timeslots were between 7am and 8am and 7pm and 8pm.
- Higham Library had a total of 1,333 Library Extra visits, and there is a clear peak in the evenings, particularly between 6pm and 7pm which is the busiest slot. The next busiest slot is between 7pm and 8pm, followed by 10am and 11am available at the library on Tuesdays and Thursdays.
- Paddock Wood Library had a total of 726 Library Extra visits. Issues with the automatic door setting off the intruder alarm meant that Library Extra was not available during parts of the pilot, and this has affected the number of sessions available and thus this library's performance in the pilot. By far the busiest slot at Paddock Wood is between 8am and 9am followed by 6pm and 7pm

6.4. Customers

- At the end of July 2019, a total of 479 Kent library customers had signed up for the Library Extra service. All Library Extra borrowers used only one of the three libraries during Library Extra hours and of the 479 users, 121 (25%) have borrowed during Library Extra hours. This indicates that users are accessing the service for other reasons as well as borrowing which is positive to see.
- Most of the borrowers who borrowed during Library Extra hours had used that library at some point during the previous year, except for 20 borrowers who did not borrow from any library during the year before. Of the 20 borrowers, 17 have also used the Library Extra libraries during regular opening hours.

- Just over 25% of issues were generated before 9am and after 6pm, with the rest generated when libraries were closed during the day, for example Paddock Wood library is closed on a Monday, and Higham is open for half days only.
- Deal library has many staffed opening hours which is probably why Deal has had less Library Extra visitors. It could be concluded that users are generally using the Library Extra service as they go about their daily business, instead of making special journeys to use it in the evenings or early mornings.
- The number of computer bookings during Library Extra hours has been low during the pilot. What cannot be measured is the number of Library Extra customers who use their own devices to access public Wi-Fi, which is likely to be customers' preference, but we will continue to investigate.

7. Pilot summary

7.1. Costs of installing Library Extra, the differences between types of building and adaptation requirements are now fully understood. Door entry and alarm issues have been key to the smooth delivery of the service as well as the importance of robust testing by staff in Library Extra mode prior to launching the service.

7.2. Considerations about health, safety and security were a major part of the planning and implementation of this project. The processes that have been put in place to mitigate potential issues have been successful and will continue to be reviewed.

7.3. The ability to use services during early mornings and later in the evening has proved valuable to some customers but it has been most used where it is available when the library would otherwise be closed during normal working hours. This understanding will inform thinking about where Library Extra will be of most benefit in the future.

8. Equalities Implications

8.1. Following the pilot, we have updated the Equalities Impact Assessment which is included as Appendix 1. The key updates to this are:

- Customer feedback about how Library Extra has been beneficial for certain types of disability such as autism. The option to use the library earlier or later in the day with less people around has been welcomed.

8.2. Whilst young people under the age of 16 cannot use Library Extra unless accompanied by an adult, this has not been raised as an issue. The EqIA has

identified that extending the service on Sunday at Paddock Wood and Higham would have a low negative impact on young people under the age of 16.

9. Extension of the Library extra Pilot

9.1. LRA is proposing to extend the current pilot in all three locations for a further year and review how the service performs considering the recent change in library opening hours. The existing equipment that is installed and operating means the pilots can continue.

9.2. Having reviewed the initial stages of Library Extra, it is proposed that a Sunday Library Extra service is offered at both Paddock Wood and Higham libraries

9.3. The 3 pilot sites fall into tiers 1, 3, and 4 of the 5 library categories identified by our new library tiering and opening hours model. It is proposed that consideration be given to extending the service to a tier 2 and tier 5 libraries. LRA will look at the libraries in these tiers and the communities they serve to determine which could be good pilot sites to select. This would give us an opportunity to test and compare use and benefit at libraries in all tiers.

10. Additional Library Opening Hours

10.1 In March 2019, the Cabinet Member for Community and Regulatory Services taking account of the results from the public consultation on the new LRA strategy took the decision to implement a new library opening hours model. All 99 Kent libraries have been retained but with an 18% reduction in library opening hours; these came into effect on 30th September 2019

10.2 At a previous meeting of this Cabinet Committee it was suggested that Parish Councils could pay for additional opening hours. As the new opening hours model was only implemented on the 30 September it is proposed that this new model be given time to settle before we assess its impact and before we make any further recommendations regarding staffed opening hours.

10.3 Extra opening hours could be a future consideration and we have investigated the practicalities of how Parish Councils could fund such hours. There are two options:

- Through additional staff, paid by Parish Councils under a clear funding commitment.
- Through Library Extra with a one-off capital investment to install the system, with an ongoing low, annual revenue support cost.

Both options are examined below:

Table 5:

Consideration	Extra staffing	Library extra
Costs needed	Ongoing staffing costs and utility costs. This would need to cover an amount to cover pension contribution and additional cover for annual leave for example.	Higher initial setup costs but lower ongoing costs once all the system in place
Agreement needed with partner funding	Need ongoing commitment and agreement with partner funding given we would be employing staff to cover. Commitment may change from partner which would then mean the additional hours would cease	Once initial setup costs are covered only the ongoing revenue to cover.
Ability to adjust the opening hours	Opening hours need to be agreed and staffed and clearly advertised as separate hours from the agreed KCC LRA opening hours	More flexibility to adjust as can be badged as part of Library Extra and easier to change hours on the system in response to local demand

10.4 As a result of this analysis it is proposed that LRA explore Library Extra as the way to deliver additional library access where there is demand. LRA will consider options to fund the upfront costs, for example through the potential use of S106 or CIL funding. We will also assess the potential of local member grants and future KCC capital funding.

11. Recommendations

Recommendation: Cabinet Committee is asked to note the details of this report, and endorse the recommendations made. Specifically, to:

A) Continue the Library Extra pilot at each of the three sites for 1 year, which will enable the uptake and use of Library Extra to be assessed in the context of the new library opening hours. It is proposed that an interim report be prepared after 6 months stage in April 2020.

B) LRA to explore the potential for a further pilot at a tier 2 and tier 5 library.

C) Library Extra is made available on Sunday at both Paddock Wood and Higham libraries during the normal Sunday trading hours of 10am to 4pm.

12. Attachments

Appendix 1- Updated Equalities Impact Assessment

13. Contact details

Report Author:

James Pearson

Head of Service Libraries, Registration & Archives

Tel: 03000 414923

Email: james.pearson@kent.gov.uk

Relevant Director:

Barbara Cooper

Corporate Director for Growth, Environment and Transport

Tel: 03000 415981

Email: Barbara.cooper@kent.gov.uk

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

Equality Analysis / Impact Assessment (EqIA) template

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

Libraries Extra (AKA Open+ AKA RFID+)

Brief description of policy, procedure, project or service

LRA is planning to use existing self-service/Radio Frequency Identification (RFID) technology to pilot technology assisted opening hours at three libraries. This will enable customers to access library services outside of normal opening hours with no staff present.

Libraries, Registration and Archives (LRA) delivers services that support people throughout their lives. LRA's services are open to everyone, but also targeted to help those who most need them. Through these services, people improve their literacy and foster a lifelong love of reading; are supported in finding information, developing the skills to use online channels and becoming more active citizens; register key points in their lives and the lives of their families; and come together to form strong community ties. The service also contributes to improved health and wellbeing and tackling social isolation. LRA is committed to continually developing to ensure that it meets the ever-changing needs of the people of Kent.

Aims and Objectives

LRA is planning to use existing self/service Radio Frequency Identification (RFID) technology to pilot technology assisted opening hours at three libraries. This will enable customers to access library services outside of normal opening hours with no staff present.

This is an opportunity for LRA to test the technology and the appetite for extended opening hours in three different communities spread across the county

The three pilot sites are Deal, Paddock Wood and Higham libraries. These test locations were chosen as they represent:

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Deal – a busy town centre library, open seven days a week

Paddock Wood – a medium sized community library in a small commuter town, open four and a half days per week

Higham – a rural library, open six half days per week

It is proposed to extend opening hours at each site to be determined by public engagement with each community. LRA are also hoping to attract non-users by offering library services at times not currently covered by staffed opening hours. We aim to offer Library Extra opening before and after the current opening hours to attract commuter traffic as well as on current closed library days.

The pilot service came into effect following technology installation and building modification works.

JUDGEMENT

No major change is proposed, the initial pilot phase has demonstrated that this service offer has provided further access to library services, through extended opening hours – however the core opening hours remain unaffected. Customers will still be able to utilise the library and its services at other times when staff are present. This service offer provides additional opportunities to visit providing they meet the criteria to sign up.

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

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GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	22/08/2017	Jackie Taylor-Smith & Sarah Bottle	Initial draft
V0.2	27/12/2017	Ellie Thomas	First review
V0.3	05/03/2018	Phil Downing	Second draft
V0.4	07/09/2018	Jonathan Carton	Review, transposing in to the new GET template
V0.5	07/11/2018	Jonathan Carton	New amendments and addition of mitigating actions, following input from Aisha Affejee and Sarah Bottle. Submitted to James Pearson for sign-off.
V1 (this should be assigned to the version the Director signs off)	13/11/2018	James Pearson, Jonathan Carton	Final wording amendments and sign-off
V1.1	28/10/2019	Jackie Taylor-Smith	Review end of year 1 for evaluation
V1.2	11/11/2019	Sarah Bedingfield	Final review before Head of Service sign-off
V2.0	tbc	James Pearson	

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

Attestation

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

Name	Signature	Title	Date of Issue
James Pearson	J.Pearson	Head of Service	12/11/2019
		Director	

Screening

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

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

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

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

Protected Group	You <i>MUST</i> provide a brief commentary as to your findings, or this EqlA will be returned to you unsigned			
	High Negative Impact	Medium Negative Impact	Low Negative Impact	High/Medium/Low Favourable Impact
Age			Children under the age of 16 will not be permitted to access the technology assisted opening hours facility on their own, however, a wide range of staff facilitated opening hours are available including Saturdays and Sunday (at Deal).	Low - Children accompanied by a parent or carer can access services outside normal opening hours. Low - The Library Extra evaluation (October 2019) recommends that the pilot continues for a further year. This is to

			<p>The new library opening hours and tiering model was implemented on 30 September both Deal and Paddock Wood libraries have had staffed opening hours reduced. Deal by 11 hours and Paddock Wood by 17. This means that children under the age of 16 will have less hours to use the library unaccompanied.</p> <p>The evaluation recommends that Higham & Paddock Wood libraries offers Library Extra on Sundays between 10.00 & 4.00 (Sunday trading hours). Children under the age of 16 will not be able to use the service on Sunday, unless they are accompanied by an adult.</p>	<p>assess the impact on use now that the new opening hours model has been implemented. Higham library has gained 5 extra staffed opening hours per week. This means that children under the age of 16 can use the library unaccompanied for more hours.</p> <p>High – all adults will be offered a wider range of opening hours</p> <p>High – extended opening hours could be favourable to those working or studying as they can access services outside of their normal working or study week</p> <p>High - community groups of all ages will be able to access space outside of</p>
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			<p>Older people may be less likely to access library services during technology assisted opening hours owing to reluctance to use and mistrust of technology.</p> <p>At Deal library only, during normal opening hours, public toilets are available, this facility will not be open during technology assisted opening hours which may affect certain age groups</p>	<p>normal opening hours at times to suit them.</p> <p>Library extra has also prevented a complete unplanned closure in some instances. Where LRA has a sickness and staffing issue at a pilot library which having explored all options of cover and would have meant an unplanned closure was necessary we have put the library into library extra mode for that staffed time. This has meant library extra customers would still be able to access the service, the alternative would have been none at all.</p>
Disability			<p>At Deal library only, during normal opening hours, a changing place facility and public toilets are available, these facilities will not be</p>	<p><i>High -Those with disabilities who can access library services during technology assisted opening hours will be offered a wider range of options</i></p>

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			<p>open during technology assisted opening hours which may affect certain groups</p> <p>Low-Visually impaired customers may be unable to access library services during technology assisted opening hours but will be made clear what services are available in library extra times and in mitigation this service is in addition to staffed hours when these facilities will be available.</p> <p>Customers with learning disabilities may be unable to access library services during technology assisted opening hours. As above there are alternative staffed times the service is available.</p>	<p><i>Med – Customer Feedback from the evaluation from customers who have used library Extra. 'lovely visit with my autistic son, it was quiet, and he has never sat through so many books before - ideal'</i></p> <p><i>'The system is good for people with intellectual disabilities who find it difficult to be in the library when there are many people around'</i></p>
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Gender	n/a	n/a	n/a	
Gender identity/ Transgender	n/a	n/a	n/a	
Race	n/a	n/a	n/a	
Religion and Belief	n/a	n/a	n/a	Library extra does offer potential positive impact as offers alternative options to visit the library e.g.- Shabbat for Jewish people is on a Saturday and the community may choose to use the library on another day instead
Sexual Orientation	n/a	n/a	n/a	
Pregnancy and Maternity	n/a	n/a	n/a	
Marriage and Civil Partnerships	n/a	n/a	n/a	
Carer's Responsibilities				High – carers may be unable to visit the library regularly during the day, due to their responsibilities. By

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				<p>having extended opening hours, they will be able to make use of our services outside of our normal opening hours at a time convenient for them.</p> <p>High – Library Extra at Higham and Paddock Wood libraries is recommended to be available on Sunday that means Library Extra will be available for 7 days per week</p>
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Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
Age	Children under the age of 16 will not be permitted to access the technology assisted opening hours facility on their own, however, a wide range of staff facilitated opening hours are available including Saturdays and Sunday (at Deal).	Children under the age of 16 will still be able to attend with an adult who has signed up to the pilot. Staffed opening hours will be available at all 3 libraries on Saturday under the new opening hours model. Unaccompanied under 16-year olds will be able to access the library during part of Saturday	Children can still visit the site during Library Extra hours, providing they are with someone else who is above the age of 16 and signed up to the pilot.	N/A	N/A	N/A
	Older people may be less likely to access library services during technology assisted opening hours owing to reluctance to use and mistrust of technology.	Staff will demonstrate the technology to all customers who are interested or whom it may benefit, however ultimately this is a pilot for additional service that customers do not	Older customers (or any customer who is unsure about the technology) will have the opportunity to	Philip Downing/Local teams	Induction guidance sent to staff prior to launch. Local teams to monitor on	Staff time

	Deal library only, during normal opening hours, public toilets are available, this facility will not be open during Library Extra opening hours which may affect certain age groups.	<p>need to use. The library will continue to operate at its current normal opening hours so customers who do not sign up to the pilot will be unaffected.</p> <p>Customers at Deal will be made aware of this caveat and can act on that information as they wish. This policy could be reviewed if customer feedback indicated there was a strong demand/justification for this.</p> <p>Customer feedback, comments & complaints during the pilot has not indicated a strong demand for toilets or significant levels of dissatisfaction. With them not being</p>	<p>receive a demonstration and to sign up if they wish; if not, they will still be able to access these services during the core opening hours as they normally would.</p> <p>Customers will be aware of the lack of toilet facilities during Library Extra hours and can make plans, accordingly, e.g. use of public toilets elsewhere.</p> <p>No change</p>		an on-going basis	
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		available.				
Disability	At Deal library only, during normal opening hours, a changing place facility and public toilets are available, these facilities will not be open during Library Extra opening hours which may affect certain groups.	Customers at Deal will be made aware of this caveat and can act on that information as they wish. This policy could be reviewed if customer feedback indicated there was a strong demand/justification for this.	Customers will be aware of the lack of toilet/changing facilities during Library Extra hours and can make plans, accordingly, e.g. use of public toilets elsewhere.		N/A	N/A
		Customer feedback, comments & complaints during the pilot has not indicated a strong demand or significant levels of dissatisfaction.	No change			
	Visually impaired customers may find it difficult to access library services during Library Extra opening hours	Customers will undergo an induction when signing up to the pilot to ensure they are aware of (and agree to) the terms and conditions, and to check that they are able to operate any systems they need to,	Customers will feel comfortable in making use of library services during Library Extra opening hours; if they do not, they will still be able to access these services			
	Customers with learning disabilities may find it difficult to					

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	access library services during Library Extra opening hours	e.g. scanning their library card to enter the building, how to exit the building normally and where the fire exits are in case of emergency. There will be a series of audio and visual queues when the library is due to close, i.e. the lights dim slightly and a tannoy makes an announcement advising customers they have a certain amount of time to finish and leave the building.	during the core opening hours as they normally would.			
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Have the actions been included in your business/ service plan?

No, these will be monitored as part of the project and pilot



Date Document Updated 20/11/2019

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

To: Growth, Economic Development and Communities Cabinet Committee
– 28 November 2019

Subject: 2050 Vision for Kent and Medway Enterprise and Productivity strategy
& SELEP Local Industrial Strategy

Classification: Unrestricted

Summary

This paper provides members with an update on the development of a Kent and Medway 2050 Enterprise and Productivity Strategy and seeks views on a draft vision. It also explains the relationship to and progress with the South East Local Enterprise Partnership's emerging Local Industrial Strategy.

Recommendation

The Growth, Economic Development and Communities Cabinet Committee is asked to note progress made to date with both strategies and the draft vision for the Kent and Medway Enterprise and Productivity Strategy.

Introduction

1. Our Kent and Medway Enterprise and Productivity strategy continues to take its lead from the Government's National Industrial Strategy. Whilst we await confirmation of a new Government, their domestic policy agenda, and whether and under what circumstances we leave the European Union, it is prudent that we locally have a coherent view, backed by all local authorities, business and other public sector partners on a long term ambition, priorities, and response to those. The narrative and evidence we prepare through this strategy should form the building blocks of any future discussion with Government over funding and support. Our strategy will also nestle under and inform the LEP's Local Industrial Strategy, complementing the high-level framework set out over that much larger geography.

Progress Update

2. The consultants (Arup) that we appointed to support the delivery of an evidence base have prepared a final report, which we are in the final stages of amending and agreeing, and will form the basis of the strategy alongside the views we have gathered from a range of stakeholders (business, local authority, and wider public sector bodies).

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

Vision

4. The draft strategy is being developed iteratively and has been shared externally for discussion and input with all local authorities, business representative groups, colleges, universities and other key partners.
5. While the draft has been broadly well received, with support for the narrative and action areas within it, it requires more work on its focus and key messages. **With that in mind, we want to ensure that the vision sets the right direction of travel** – setting out what is distinctive about this geography, inclusive – speaking to the opportunities and challenges experienced by different places within Kent and Medway and to different audiences. Attached at appendix A is a draft vision, on which we invite the views of GEDC CC.

South East Local Enterprise Partnership (SELEP) Local Industrial Strategy (LIS)

6. The Government has invited each Local Enterprise Partnership to prepare a Local Industrial Strategy (LIS), setting out clearly defined priorities for how cities, towns and rural areas will maximise their contribution to UK productivity, making the most of their distinctive strengths. LIS's will also serve as a strategic framework to better co-ordinate economic policy at the local level, informing any approach to future local growth funding deployed through them.
7. The South East LEP is the largest LEP by population (with the exception of London), made up of 4 federated areas – Kent and Medway, Team East Sussex, Opportunity South Essex, and Success Essex. Our LEP is preparing a Local Industrial Strategy to cover the whole geography but given its size will be focusing on a small number of propositions which are relevant to all four federated areas, and where it can have a real impact operating at that geography. As set out above, our Kent and Medway strategy will nestle underneath the LIS, focusing on a more granular Kent & Medway specific story.
8. The SELEP are making progress with their LIS – they have an emerging evidence base which will underpin the strategy and have started to engage with business and wider public sector partners including local authorities on the propositions which might be the subject of the LIS. This engagement is taking place over the Autumn, with draft propositions considered by the LEP board in

December/ January, with a view to submitting a draft strategy for consideration by Government in early 2020.

Next steps for the 2050 Kent and Medway Enterprise and Productivity Strategy

9. By the end of November, we hope to have consensus on the vision and direction of travel set through the strategy. During December we intend to revisit and rework the draft strategy around that agreed vision which will be shared for discussion in the New Year initially with Cabinet and GEDC CC committee, and then with the Kent and Medway Economic Partnership board, Kent Leaders and Kent Chief Executives. Once we have a good draft of the strategy bought into by that audience, we will go out to public consultation later in February or March, ahead of adoption by Spring 2020, to time broadly with the Local Industrial Strategy timetable.

Financial Implications

10. We have identified a budget of £49,000 for this piece of work which will be funded from the Economic Development teams' budget in 2018-19.

Equalities Implications

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

Recommendation

12. The Growth, Economic Development and Communities Cabinet Committee is asked to note progress made to date with both strategies and the draft vision for the Kent and Medway Enterprise and Productivity Strategy.

Contact details

Report Author:

Johanna Howarth

Deputy Director of Economic
Development
03000 411797

Johanna.howarth@kent.gov.uk

Relevant Director:

David Smith

Director of Economic Development
03000 417176

David.Smith2@kent.gov.uk

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2050 Ambition for Kent and Medway

By 2050 Kent and Medway will be recognised for its successful network of super connected, distinctive and sustainable places, driven by a pool of forward thinking, resilient businesses, where everyone can aspire, succeed and live well:

1. Well led productive business

- Strengthening the voice of business to influence major funding and policy decisions
- Improved business leadership and management, capitalising on new technology to drive improved business productivity, and higher value jobs

2. Communities that feel the benefits of productivity so that everyone can aspire, succeed and live well

- raising education standards and skills, and improving the retention and use of graduates, enabling everyone everywhere to access and capitalise on employment and training opportunities
- drive an economic renewal of our coastal and post-industrial areas to deliver a step change in the prosperity and living standards, reducing dependency on the state

3. Supporting growth but not at any cost – super connected, distinctive sustainable places

- Creating super connected communities, and better designed places which are fit for the future and promote healthy living
- Enhancing our attractive living and commercial environment, backed by an ambitious 2050 zero carbon emissions target, and step change in approach to investment in and delivery of infrastructure of all kinds to meet future needs.

4. Realising the economic potential of our strategic location positioned between London and Europe....

- Grow a reciprocal spatial and economic relationship with London attracting higher value business to relocate through a much stronger offer centred around super digital connectivity, and affordable flexible spaces
- Lead from the front in renewing ours and the UK's relationship with Europe, supporting the development of smart borders, whilst getting the best deal for Kent and Medway business and exporters.

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From: Roger Gough, Leader of the Council

Mike Whiting, Cabinet Member for Economic Development

Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: Growth, Economic Development & Communities Cabinet Committee – 28 November 2019

Decision no: 19/00093

Subject: Reform of the South East Local Enterprise Partnership's (SELEP) governance

Classification: Unrestricted

Summary:

Kent County Council is a member of the South East Local Enterprise Partnership (SELEP). The Government has set out reforms that necessitate changes to SELEP's governance.

The report outlines these reforms, the activities that SELEP is undertaking to become compliant, and the consequence for SELEP of non-compliance. It also highlights the related decisions which Kent County Council must make if it wishes to remain a partner in SELEP.

Recommendation:

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Leader of the Council on the proposed decision for Kent County Council (as shown at Appendix A) to:

- Agree to Kent County Council remaining a partner in and member of the South East Local Enterprise Partnership (SELEP) after it becomes a company limited by guarantee in 2020.
- Confirm that the Leader of the Council will be the KCC nomination for appointment as a Director of SELEP Ltd, as per the proposed SELEP Board Membership arrangements.
- Confirm that the Leader of Kent County Council will be the formal voting representative of KCC at SELEP Strategic Board meetings of SELEP Ltd and at the SELEP Accountability Board, the latter to be governed by the updated Joint Committee Agreement; and
- Delegate authority to Kent County Council's Monitoring Officer, in consultation with the Leader and the Corporate Director for Growth, Environment and Transport, to enter into relevant contracts, legal agreements and put appropriate arrangements in place required to implement this decision, including but not limited to, signing an updated Joint Committee Agreement governing the SELEP Accountability Board.

1. Introduction

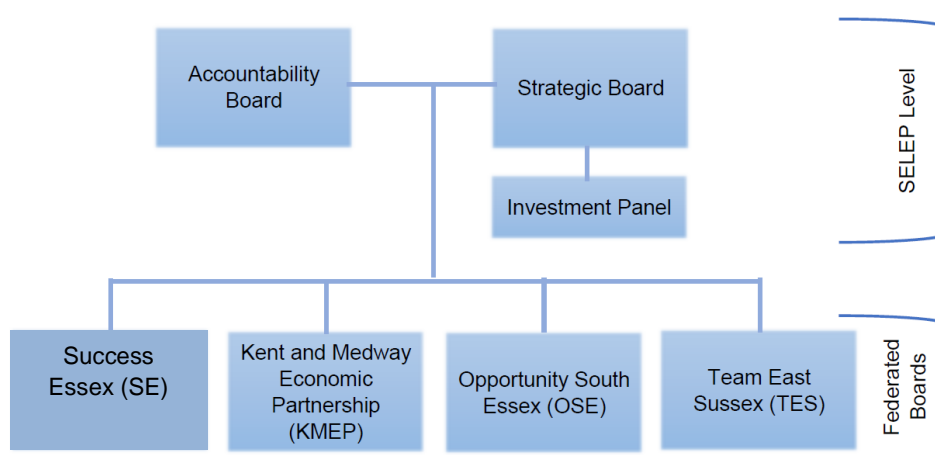
- 1.1 Local Enterprise Partnerships bring together local partners (namely local businesses, local authorities, universities, and further education colleges) in the pursuit of economic growth. Kent County Council has been a partner in the South East Local Enterprise Partnership (SELEP) since its inception in 2011.
- 1.2 In July 2018, the Government published ‘*Strengthened Local Enterprise Partnerships*’¹. This set out reforms to Local Enterprise Partnerships, which must be implemented by 31 March 2020.
- 1.3 The reforms include, inter alia, changes to the role, leadership, composition, governance, accountability, and performance management of LEPs. Reports were taken to GEDCC on 5th September 2018², and to the County Council meeting on 12th September 2019³, both of which provided detail on each reform.

2. The implementation of reforms by SELEP

- 2.1 SELEP has worked throughout 2019 to implement the reforms stipulated by the Government. Appendix B of this report details the changes that SELEP has already made to its governance in order to comply with the reforms.
- 2.2 However, two reforms must still be implemented. The Government has stipulated that every LEP must become a company with a separate legal personality. In addition, at least 33% of the LEP’s Company Directors must be female.

3. SELEP & its legal personality

- 3.1 SELEP is currently constituted as an informal partnership. It comprises three separate SELEP boards/panels, with four federated boards underneath, as depicted in this diagram below. Appendix B provides more information about the functions of the SELEP’s Boards and Federated Boards.



¹ Strengthened LEPs is available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/728058/Strengthened_Local_Enterprise_Partnerships.pdf

² <https://democracy.kent.gov.uk/documents/s85960/Item%2011%20-%20Strengthened%20Local%20Enterprise%20Partnerships%20LEPs.pdf>

³ <https://democracy.kent.gov.uk/documents/s92048/Item%208%20-%20SELEP.pdf>

- 3.2 A series of decisions have been made by the SELEP Strategic Board over 2019 as it works to transform SELEP into a legal personality.
- 3.3 The SELEP Strategic Board agreed on 22nd March 2019 that the future selected incorporated model will be a **'nil return' company**. The financial transactions of the LEP will remain within the Accountable Body and the new legal entity will have no financial transactions/activity. The reasons for this decision were twofold. Firstly, if the future company processed financial transactions, it would become liable for VAT, and the operational cost base of the Secretariat would increase by 20% overnight. Furthermore, the liabilities of Members and Directors of the new legal entity are limited by this 'nil-return' approach as the company would have neither assets nor liabilities.
- 3.4 On 28 June 2019, the SELEP Strategic Board agreed that the most suitable incorporation model is a **Company Limited by Guarantee**. This incorporation model requires a board of Company Directors and a membership.
- 3.5 On 4 October 2019, the SELEP Strategic Board agreed its approach to recruiting its **20 Company Directors, 5 Co-opted Directors**, and **Company Membership** for SELEP Ltd.
- 3.6 The new SELEP Strategic Board composition from March 2020 will comprise the following twenty Company Directors:
1. SELEP Chairman.
 2. SELEP Deputy Cabinet Member
 3. Leader of Kent County Council or Cabinet Member
 4. Leader of Medway Council or Cabinet Member
 5. Leader of East Sussex County Council or Cabinet Member
 6. Leader of Essex County Council or Cabinet Member
 7. Leader of Thurrock Council or Cabinet Member
 8. Leader of Southend-on-Sea Council or Cabinet Member
 9. Kent and Medway Economic Partnership (KMEP) Chair
 10. KMEP Business Representative
 11. KMEP Business Representative
 12. KMEP Business Representative
 13. KMEP Business Representative
 14. Team East Sussex (TES) Chair
 15. TES Business Representative
 16. TES Business Representative
 17. Success Essex (SE) Chair
 18. SE Business Representative
 19. Opportunity South Essex (OSE) Chair
 20. OSE Business Representative
- 3.7 In addition, there will be five co-opted Company Directors:
- District Council Leader or Cabinet Member
 - District Council Leader or Cabinet Member
 - Higher Education Representative
 - Further Education Representative
 - Third Sector Representative

3.8 The table below explains how each Company Director will be appointed to the Board of SELEP Ltd:

Cohort	Proposal
Chair and Deputy Chair	Open and transparent recruitment led by SELEP.
Local Authority Member from 6 County and Unitary Authorities	SELEP to receive formal notification of the named representative from the relevant local authorities. The representative must be either the Leader or a Cabinet Member according to HMG reforms.
Federated board Chairs and business representatives	Formal notification of nominated representative from the relevant Federated Board (e.g. KMEP).
Two local authority co-opted positions	Districts and Boroughs in a shire area will select their representative. In 20/21, the two representatives will come from the Counties of Kent and Essex.
FE representative	Appointment of the Chair of SELEP's Skills Advisory Group.
HE representative	Appointment of the nominated representative Vice Chancellor from SELEP's U9 group of universities.
Third Sector representative	Appointment of the nominated representative from the SELEP Social Enterprise working group.

3.9 SELEP has agreed the membership of SELEP Ltd should be the Company Directors listed in paragraphs 3.6 and 3.7, and the members of the four federated boards (see paragraph 3.1 above). These members will be invited to annual general meetings and they would be able to ask questions of the Board and therefore take a challenge and oversight role of the Board.

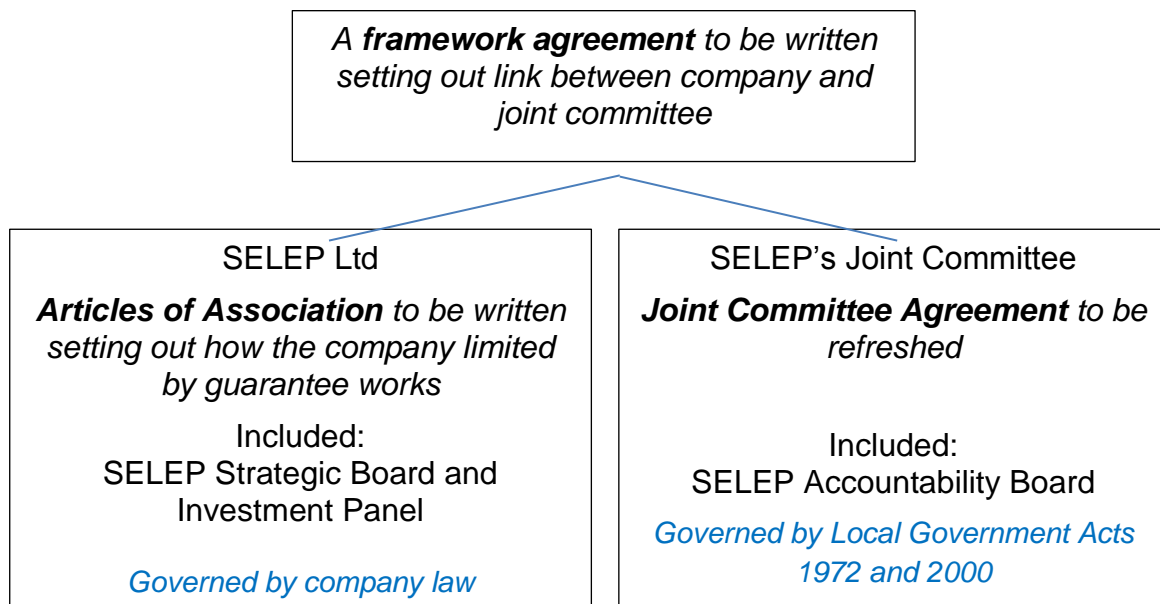
4. Forthcoming decisions for the SELEP Strategic Board

4.1 Essex County Council's Legal Services have been commissioned to draft **articles of association for SELEP Ltd**. The component parts that will make up SELEP Ltd will be the SELEP Strategic Board and the SELEP Investment Panel.

4.2 The draft articles of association will be circulated to the six county and unitary authority monitoring officers for comment, prior to the SELEP Strategic Board considering them for adoption on 6 December 2019.

4.3 In light of the SELEP decision in March 2019 that any company incorporated would be a 'nil return' company, all future funding will continue to be overseen by the Accountable Body (i.e. Essex County Council). As a result, this funding is subject to all the accounting, management and decision-making requirements of local authorities.

- 4.4 Where multiple local authorities wish to take decisions collectively, the only statutory mechanism by which this can be achieved is by way of a Joint Committee. Accordingly, in order to enable decisions to be taken with regards to the allocation of SELEP funding to identified projects, the county and unitary authorities in SELEP must do so through a joint committee arrangement. This was the basis for the establishment of the SELEP Accountability Board in 2015, and in light of the Board’s decision for a nil return company, remains the only viable mechanism through which these decisions can continue to be made.
- 4.5 Given the establishment of SELEP Ltd, the **Joint Committee Agreement**, signed on November 2015, will require minor changes to ensure it is fit-for-purpose. In addition, a **Framework Agreement** must be written to govern the relationship between the SELEP Ltd and the Joint Committee. Essex County Council’s Legal Services anticipate drafts of these two documents will be brought to the SELEP Strategic Board for them to consider and potentially adopt on 6th December 2019.
- 4.6 The diagram below highlights the three documents which must be agreed:



- 4.7 The SELEP Strategic Board papers for 6th December 2019 are expected to include further legal advice on the liabilities for the new Directors of the Board.
- 4.8 Furthermore, discussions around improving Board diversity in line with Government reform will take place at the SELEP Strategic Board meeting on 6th December 2019.
- 4.9 SELEP intends the 20th March 2020 to be the first Board meeting of the new company directors.

5. Benefits and implications for Kent County Council

- 5.1 Kent County Council has been a member of SELEP since its inception in 2011 and has benefited from its participation in the partnership.

- 5.2 One benefit has been to enable Kent County Council to prioritise its strategic aims within regional and national agendas, and influence strategy formation (such as the 2014 SELEP Strategic Economic Plan, and the forthcoming SELEP Local Industrial Strategy).
- 5.3 In addition, Central Government invites LEPs to bid for certain competitive funding pots, such as Local Growth Funding, to which local authorities do not have direct access. Kent County Council expects to receive over £150m in capital funding from 2015 to 2021 for projects across the county. In addition, being a member of the LEP has enabled Kent County Council to participate in the discussions regarding the use of European Structural Investment Funding (ESIF).
- 5.4 As SELEP is changing its legal personality and redrafting its Joint Committee agreement of which Kent County Council is a co-signatory, a key decision must be taken by Kent County Council (see Appendix A). There are two principal options:

OPTION 1

- 5.5 Kent County Council reaffirms its ongoing and in-principle commitment to SELEP and gives it support for the proposals for new governance arrangements, including:
- the establishment of a new legal personality,
 - the refresh of the Joint Committee agreement,
 - the nomination of the Leader of the Council to act as a SELEP Ltd Company Director.

OPTION 2

- 5.6 Kent County Council declines to participate in SELEP under the new arrangements, and consequently does not nominate a KCC representative to act as a Company Director, nor endorse the governance documentation.
- 5.7 Should Kent County Council choose option 2 and decline to participate in SELEP under the new arrangements, the Council would no longer be able to apply for or receive Local Growth Fund (LGF) or Growing Plans Fund (GPF) funding (or successor funds administered by LEPs), and would have a significantly weakened voice in setting regional priorities. This would be an unprecedented move, since all UK local authority areas are currently members of a LEP.

6. Conclusion

The benefits to Kent County Council of continuing to participate in SELEP justify supporting the necessary governance and legal status required by government. Therefore, it is proposed that Option 1 be progressed.

7. Recommendation

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Leader of the Council on the proposed decision for Kent County Council (as shown at Appendix A) to:

- Agree to Kent County Council remaining a partner in and member of the South East Local Enterprise Partnership (SELEP) after it becomes a company limited by guarantee in 2020.
- Confirm that the Leader of the Council will be the KCC nomination for appointment as a Director of SELEP Ltd, as per the proposed SELEP Board Membership arrangements.
- Confirm that the Leader of Kent County Council will be the formal voting representative of KCC at SELEP Strategic Board meetings of SELEP Ltd and at the SELEP Accountability Board, the latter to be governed by the updated Joint Committee Agreement; and
- Delegate authority to Kent County Council's Monitoring Officer, in consultation with the Leader and the Corporate Director for Growth, Environment and Transport, to enter into relevant contracts, legal agreements and put appropriate arrangements in place required to implement this decision, including but not limited to, signing an updated Joint Committee Agreement governing the SELEP Accountability Board.

8. Background documents

Appendix A – Proposed Record of Decision

Appendix B – The reforms, specified in Strengthened LEPs, which SELEP has instituted

Appendix C – SELEP's Boards and Federated Board Structure

9. Contact Details

Sarah Nurden

Kent & Medway Economic Partnership Strategic Programme Manager

KCC Economic Development Division

Telephone: 03000 416 518

Email: sarah.nurden@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY

Roger Gough

Leader of Kent County Council

DECISION NO:

19/00093

For publication

Key decision*

Yes - Expenditure or savings of more than £1m

Subject: Reform of the South East Local Enterprise Partnership's (SELEP) governance

Decision:

As Leader of Kent County Council, I agree to:

- Kent County Council remaining a partner in and member of the South East Local Enterprise Partnership (SELEP) after it becomes a company limited by guarantee in 2020.
- Confirm that the Leader of the Council will be the KCC nomination for appointment as a Director of SELEP Ltd, as per the proposed SELEP Board Membership arrangements.
- Confirm that the Leader of Kent County Council will be the formal voting representative of KCC at SELEP Strategic Board meetings of SELEP Ltd and at the SELEP Accountability Board, the latter to be governed by the updated Joint Committee Agreement; and
- Delegate authority to Kent County Council's Monitoring Officer, in consultation with the Leader and the Corporate Director for Growth, Environment and Transport, to enter into relevant contracts, legal agreements and put appropriate arrangements in place required to implement this decision, including but not limited to, signing an updated Joint Committee Agreement governing the SELEP Accountability Board.

Reason(s) for decision:

The decision relates to Kent County Council's continued involvement with the South East Local Enterprise Partnership. KCC is anticipated to receive over £150m from 2015 to 2021 for capital projects, and this central government funding is passported through SELEP. If Kent County Council decides to withdraw from SELEP, some of this funding will be at risk.

Cabinet Committee recommendations and other consultation:

The proposal will be considered by Members of the Growth, Economic Development and Communities Cabinet Committee at their meeting on 28 November.

Any alternatives considered:

Kent County Council declines to participate in SELEP under the new arrangements, and consequently does not nominate a KCC representative to act as a Company Director, nor endorse the governance documentation.

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

.....
signed

.....
date

Name:

Appendix B

The reforms, specified in Strengthened LEPs, which SELEP has instituted

Reform in Strengthened LEPs	Changes which SELEP has made
<p>The LEP role must focus on the following four activities:</p> <ul style="list-style-type: none"> • Strategy • Allocation of funds • Co-ordination • Advocacy 	<p>SELEP adopted a new local Assurance Framework on 28 June 2019. This new framework stipulates SELEP's role in accordance with the reform. Please see paragraph 1.2 of the framework for full details: https://www.southeastlep.com/app/uploads/2019/07/Assurance-Framework-2019-FINAL.pdf</p>
<p>The LEPs' board composition must adhere to these rules:</p> <ul style="list-style-type: none"> • At least two-thirds of LEP board members are from the private sector. • Each LEP must have no more than 20 board members. However, five additional board members can be co-opted for the maximum of one year. • At least 33% of LEP board members should be female by 2020, rising to 50% in 2023.* <p>*Decisions have been made to amend board composition to fulfil the first two requirements listed above.</p> <p>SELEP will take the decisions around improving Board diversity at its Strategic Board Meeting on 6 December 2019 to fulfil this third requirement.</p>	<p>On 4 October, SELEP agreed a new Strategic Board Composition, which will come into effect in March 2020, that fulfils the reform's requirements.</p> <p>The new SELEP Strategic Board composition comprises the following 20 Directors:</p> <ol style="list-style-type: none"> 1. SELEP Chairman – Open and transparent recruitment led by SELEP. 2. SELEP Deputy Cabinet Member – Open and transparent recruitment led by SELEP. 3. Leader of Kent County Council or Cabinet Member 4. Leader of Medway Council or Cabinet Member 5. Leader of East Sussex County Council or Cabinet Member 6. Leader of Essex County Council or Cabinet Member 7. Leader of Thurrock Council or Cabinet Member 8. Leader of Southend-on-Sea Council or Cabinet Member 9. Kent and Medway Economic Partnership (KMEP) Chair 10. KMEP Business Representative 11. KMEP Business Representative 12. KMEP Business Representative 13. KMEP Business Representative 14. Team East Sussex (TES) Chair 15. TES Business Representative 16. TES Business Representative 17. Success Essex (SE) Chair 18. SE Business Representative 19. Opportunity South Essex (OSE) Chair 20. OSE Business Representative

	<p>The five co-opted Directors will be:</p> <ul style="list-style-type: none"> • District Council Leader or Cabinet Member • District Council Leader or Cabinet Member • Higher Education Representative • Further Education Representative • Third Sector Representative – Appointed by SELEP.
Each LEP must appoint a Deputy Chair.	As stated above, SELEP agreed on 4 October 2019 to recruit a Deputy Chair. SELEP also agreed a remuneration package of £10,000 per annum for the Deputy Chair. The draft Deputy Chair Job Description, Recruitment policy, and Shortlisting Criteria have been circulated by electronic procedure for the SELEP Strategic Board to consider and vote upon. The result of the vote is expected in the week commencing 4 November 2019.
Each LEP must have defined term limits for Chairs and Deputy Chairs.	<p>SELEP has agreed that the term of office is two years for each private-sector LEP Board Member (including the Chair and Deputy Chair), except for the co-opts which must change annually.</p> <p>The private-sector Board Members may reapply at the end of their term to serve two more terms, i.e. one Board Member can serve a maximum of 6 years (2+2+2).</p>
Each LEP must identify a single Accountable Body	Essex County Council has agreed to continue to act as SELEP's Accountable Body.
Each LEP must arrange and promote an AGM that is open to the public and business.	SELEP hosts AGMs every year (the last being held on 17 July 2019). It publicises the AGM on its website.
Each LEP must set out who is accountable for spending decisions, appointments, and overall governance.	<p>The SELEP local Assurance Framework, adopted on 28 June 2019, sets out who is accountable for spending decisions, appointments, and overall governance. Please see the framework for full details:</p> <p>https://www.southeastlep.com/app/uploads/2019/07/Assurance-Framework-2019-FINAL.pdf</p>
Each LEP must produce an annual delivery plan and end-of-year report.	The SELEP Strategic Board approved its Annual Delivery Plan for 2019/20 on 22 March 2019. An end-of-year report will be compiled in early 2020.

<p>Each LEP will have a mid-year review, as well as an annual conversation with Government's civil servants.</p>	<p>SELEP had its first mid-year review with Government in September 2019.</p>
<p>The Government will support LEPs to actively participate in relevant local authority scrutiny panel enquiries to ensure effective and appropriate democratic scrutiny of their investment decisions.</p>	<p>Kent County Council and the other five County and Unitary Authorities in SELEP are co-signatories to a Joint Committee Agreement which sets out terms of reference for the SELEP Accountability Board.</p> <p>There is a provision in this Joint Committee Agreement for each of the six local authorities' scrutiny panels to call in any decision of SELEP Accountability Board that impacts their area. In addition, the SELEP CEO has offered an open invitation to attend any scrutiny panel within the SELEP geography.</p> <p>The SELEP Strategic Board decided on 4 October 2019 to continue with these scrutiny arrangements.</p>

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Appendix C

SELEP's Boards and Federated Board Structure

SELEP Boards

The SELEP Strategic Board sets the vision for the Partnership. It is responsible for formulating and agreeing strategy (including investment strategies and thematic or sector-based strategies). It has an advocacy role to call on the Government and other local partners to invest in and prioritise our locality. One of the Strategic Board's responsibilities is agreeing which investment priorities should form a pipeline of projects for when future funding becomes available. It delegates this responsibility to the SELEP Investment Panel in respect of Local Growth Funding and Growing Places Funding.

The SELEP Accountability Board provides the system of checks-and-balances. While the SELEP Investment Panel can propose which projects should receive funding, the money is only released to these projects after the SELEP Accountability Board has met to review each project's business case and voted in its favour. The SELEP Accountability Board, whose voting members are the 6 county and unitary council leaders, must be confident that the projects which SELEP invests in demonstrate high certainty of delivering good value for money in a specified timescale. No funding can be drawn down without their approval.

The SELEP Accountability Board operates under a Joint Committee Agreement, which was signed on the 13th November 2015 by each of the six county and unitary councils within the SELEP area. Unlike the Investment Panel, the Accountability Board is not a sub-committee of the SELEP Strategic Board.

Federated Boards of SELEP

The South East Local Enterprise Partnership (SELEP) is the largest LEPs in the country by population, once London LEP is excluded.

To facilitate informed discussion of local economic development priorities over such a large geographical area, the South East Local Enterprise Partnership established and operated under a federated board model. This is an essential and fundamental component of SELEP.

There are currently four federated boards operating in SELEP. These four boards are:

- Kent and Medway Economic Partnership (KMEP)
- Team East Sussex (TES)
- Opportunity South Essex (OSE)
- Success Essex (SE)

The Kent and Medway Economic Partnership comprises 33 board members. These are:

- Leader (or their delegate) of Kent County Council – x1
- Leader (or their delegate) of Medway Council – x1
- Leaders (or their delegates) of the twelve district councils in Kent – x12

- A University Vice-Chancellor (this position is currently filled by Canterbury Christ Church University) – x1
- A Further Education College Principal (this position is currently filled by Mid-Kent College). – x1
- Business leaders from across Kent and Medway – x17. (These business leaders are selected by the Business Advisory Board – a business forum of 50 businesses, which is open to any business in Kent and Medway to apply to join).

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

To: Growth, Economic Development and Communities Cabinet Committee – 28 November 2019

Decision No: 19/00060

Subject: Turner Contemporary Capital Project Record of Decision

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: for Cabinet Member Decision

Electoral Division: Thanet

Summary: The report sets out the plan to reconfigure and update Turner Contemporary (TC) and the Rendezvous site in Margate. TC is a major cultural asset in Kent, and has been very successful in attracting significantly higher than expected visitor numbers since it opened. The building now requires a programme of capital works to maintain a high quality visitor offer, generate increased revenue, and enable the organisation to work towards sustainability.

Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision (shown at Appendix A) to:

- Enter into and or vary legal agreements including, but not limited to, a Memorandum of Understanding and Collaboration Agreement with Turner Contemporary, RNLI, Margate Yacht Club, Arts Council England and any other stakeholders as required.
- Authorise the Director of Infrastructure to enter into all necessary legal agreements for the delivery and the construction and land related matters of the project.
- Proceed with the project subject to KCC's VAT partial liability exemption position not being breached or in breach.

1. Introduction

1.1 The Gallery has exceeded its predicted visitor numbers and this has had a tangible effect on regeneration which has encouraged people to relocate to Margate and supported new businesses to become established in the surrounding areas. Capital investment is required to maintain this position and enable Turner Contemporary to move towards becoming more financially resilient.

1.2 The project is a combination of reconfiguration and updating of Turner Contemporary (TC) and the Rendezvous site. The aim of the project is to improve the visitor experience and make TC more financially sustainable by reducing running costs, improving the potential for increasing revenue income and making the TC building function more efficiently to service the high levels of visitors it currently attracts.

1.3 The scope of the project includes proposals to consider how best to maximise income generation through the inclusion of pay and display car parking, and enhancing the current retail and catering offer, while maintaining the current high standards of visitor experience.

2. Financial Implications

2.1 The total cost of the project is £1,995,000.

2.2 Arts Council England (ACE) has agreed £495k grant funding towards build costs and KCC has allocated £1.5m from its current Capital Programme.

3. Policy Framework

3.1 The Project delivers KCC's Strategic Outcome that Kent Communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life.

3.2 The project specifically helps meet supporting outcomes:

- **Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and supporting opportunities.** Turner Contemporary is an important visitor attraction, attracting high numbers of visitors from Thanet and further afield.
- **All Kent's communities benefit from economic growth and lower levels of deprivation.** Turner Contemporary has increased visitor numbers to Margate and enabled a number of local businesses to become established. Since the Gallery opened 40 new businesses have opened in the Old town and Cliftonville.
- **All children and young people are engaged, thrive and achieve their potential through academic and vocational education.** Turner Contemporary has a highly regarded programme of educational activities including the Young Navigators initiative which is nationally recognised by Ofsted as a model of good practice in gallery education.

4. Current Position

4.1 Since opening in 2011, Turner Contemporary has received over 3,000,000 visits, double the estimated annual figure of 150,000 for which the building was designed. Investment is required to make the building fit for purpose, improve the visitor experience and to enable TC to grow the business of the gallery to ensure it is sustainable into the future and, in turn, enable KCC to reduce its revenue funding over a phased period.

4.2 KCC has continued to support the gallery as part of the arts infrastructure across the county in recognition of the contribution made to community wellbeing, regeneration and quality of life for Kent residents.

4.3 Three options were explored:

Option 1, status quo. If no improvements are made to the Gallery the building will be unable to cope with the increase in visitor numbers and unable to maximise opportunities for income generation. The building will become unfit for purpose, which will jeopardise TC's business plan, ACE funding and reduce the profile of the gallery meaning its positive effect on regeneration will be lost.

Option 2, a large scale capital programme. Detailed work with architects and specialist consultants showed that greater benefit would be achieved through a smaller scale and less intrusive programme of works.

Option 3, a small scale capital programme is the preferred option and will enable an enhanced visitor experience and increased opportunities for maximising income generation.

4.4 Working with Turner Contemporary and ACE, KCC Economic Development have scoped and costed option 3 comprising a £2 million package of works to target visitor experience and revenue generation. The scheme comprises:

- a. Chargeable car park with 86 spaces to generate revenue for the gallery
- b. Finishing kitchen to support event catering and promote venue hire to generate additional revenue
- c. Upgrade main kitchen equipment & shop to improve customer experience and promote sales
- d. LED lighting to reduce running costs
- e. Digital improvements including broadband upgrade & AV equipment to improve customer experience and learning
- f. Automatic front & gallery doors to improve access
- g. Increase & upgrade WC provision to improve visitor experience
- h. Internal & external signage and CCTV upgrade to improve access and security
- i. External storage

4.5 Works are scheduled to take place in two phases, the first in January 2020 and the second in September 2020.

4.6 KCC will need to enter into and or vary a number of legal agreements with Turner Contemporary, Arts Council England and a number of partners, in order to secure the project, and enter into a number of contractual agreements to develop and deliver the site.

4.7 No adverse impacts have been identified in the Equalities Impact Assessment (Appendix B) and this will be kept under review as the project progresses.

4.8 There will be a direct impact on the council’s property portfolio as a result of the investment as the works will improve the asset.

5. Risk

5.1 Risks are being closely managed on a daily basis and the project is currently on programme and on budget. The top risks are shown in the table below.

Risk	Likelihood	Impact	Mitigating Actions
Managing expectations of partners leading to slippage in project timetable	Low	Medium	<ol style="list-style-type: none"> 1. Implement regular consultations/communications with partners to ensure expectations are managed. 2. All parties are made aware of programme and deadlines. 3. Ensure that the KCC and ACE funding criteria are clear to all parties.
Works overrun disrupting TCs core business	Low	High	<ol style="list-style-type: none"> 1. Agree timetable as part of the procurement process 2. Project monitoring of works
Failure or delay in securing statutory permissions	Medium	High	<ol style="list-style-type: none"> 1. Early engagement with Thanet District Council. Ensure regular communications. 2. Consult with TDC with specific reference to the car park, ANPR and ticket machines. 2. Robust submission by consultants to ensure planning cannot be challenged. 3. Public engagement to ensure buy in and listen to any concerns 4. Statutory Permissions Applications have been submitted - July 2019
Business case is not robust	Medium	Very High	<ol style="list-style-type: none"> 1. Quality assurance of the business case by all partners 2. Robust sign off process for business case 3. Prepare and sign off the Collaboration Agreement

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6. Conclusion

6.1 A small scale capital programme will be delivered to enhance the building enabling Turner Contemporary to maximise revenue generation, improve the visitor experience and future-proof the Gallery to enable it to move towards becoming sustainable.

7. Recommendations

Recommendations:

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision (shown at Appendix A) to:

- Enter into and or vary legal agreements including, but not limited to, a Memorandum of Understanding and Collaboration Agreement with Turner Contemporary, RNLI, Margate Yacht Club, Arts Council England and any other stakeholders as required.
- Authorise the Director of Infrastructure to enter into all necessary legal agreements for the delivery and the construction and land related matters of the project.
- Proceed with the project subject to KCC's VAT partial liability exemption position not being breached or in breach.

8. Background Documents

Appendix A – Proposed Record of Decision

Appendix B – Equality Impact Assessment

9. Contact details

Report Author:

Tony Witton, Culture and Creative
Economy Manager
03000 417204
tony.witton@kent.gov.uk

Relevant Director:

David Smith, Director of Economic
Development
03000 417167
david.smith2@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

<p>DECISION TO BE TAKEN BY</p> <p>Mike Hill</p> <p>Cabinet Member for Community and Regulatory Services</p>	<p>DECISION NO:</p> <p>19/00060</p>
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For publication

Key decision*

Yes – expenditure over £1m

Subject: Turner Contemporary

Decision:

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

- Enter into and or vary legal agreements including, but not limited to, a Memorandum of Understanding and Collaboration Agreement with Turner Contemporary, RNLI, Margate Yacht Club, Arts Council England and any other stakeholders as required.
- Authorise the Director of Infrastructure to enter into all necessary legal agreements for the delivery and the construction and land related matters of the project.
- Proceed with the project subject to KCC's VAT partial liability exemption position not being breached or in breach.

Reason(s) for decision:

The Turner Contemporary (TC) has become one of the most visited destinations in Kent, and one of the most popular contemporary visual arts galleries in England. The gallery has been a catalyst for the social and economic regeneration of Margate through the hundreds of thousands of people who visit the gallery annually. To sustain TC for the future, Kent County Council (KCC) in partnership with TC has launched the Turner Contemporary Phase II project that will enhance and refurbish TC's existing facilities and contribute to the long-term sustainability of the gallery.

Cabinet Committee recommendations and other consultation:

The proposal will be considered by Members of the Growth, Economic Development and Communities Cabinet Committee at their meeting on 28 November.

Any alternatives considered:

Not to invest in the refurbishment of the building would undermine future income generation opportunities and the long-term sustainability of the building

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

.....
signed

.....
date

Name:

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EQUALITY IMPACT ASSESSMENT

Partners:

Kent County Council, Turner Contemporary Trustees

Name of policy, procedure, project or service

Turner Contemporary Phase II Refurbishment and Car Parking

What is being assessed?

Capital Project. The project will undertake a combination refurbishment and supply of additional facilities including car parking.

Responsible Owner/ Senior Officer

David Smith (Service Director) Barbara Cooper (Project Sponsor)

Date of Initial Screening

October 2017 – updated March\April 2019

Update each revised version below and in the saved document name.

Version	Author	Date	Comment
0.1	Theresa Warford		Initial draft
0.2	Theresa Warford	22.12.17	Update for comments from KCC Corporate Lead for Equalities and Diversity
0.3	Liz Beadle/Lucy Keeley	25.9.18	Review of EqIA to reflect development since Dec 2017 to date (RIBA 1 & 2)
0.4	Tony Witton	18.12.18	Review to reflect updated project proposals
0.5	Matt Hayden	20.3.19	Review to reflect updated project proposals

Approvals

Name	Title	Date of Issue	Version
Matt Hayden	Project Manager	20.3.19	5
Tony Witton	Corporate Lead		
Barbara Cooper	Project Sponsor		

Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age Page 130	YES	High	Low	<p>Issues to be covered during design and layout work:</p> <ul style="list-style-type: none"> • Café and toilet facilities will need to cater for all ages, for example, suitable seating and changing facilities for young children/older people; • Parking requirements to be added for increased numbers and accessibility for older and younger persons; • Ensure guiding meets needs; • Clore Learning room – location has been considered to ensure safeguarding needs of cyp have been addressed and that security measures are in place; • External access to be considered in terms of ensuring that older people can physically access the building effectively • Internal access to be considered in terms of ensuring that younger people can physically access the building effectively • Provision of suitable seating/space in café and gallery areas 	<p>The design specification will take into account the need to plan for older and younger age groups;</p> <p>The digital strategy review will be able to consider the needs of specific users.</p>

				<ul style="list-style-type: none"> • Consideration of access movement within building; • New and Compliant signage strategy to be provided; <p>Other actions:</p> <ul style="list-style-type: none"> • Review and implementation of new digital strategy to ensure accessibility for all customers; • Continue to monitor and research demographic profile of users and adjust marketing/offer to address any identified gaps. 	
<p>Disability</p> <p>Page 131</p>	YES	High		<p>Ensure layout meets all needs and that all building changes meet equalities legislation.</p> <p>Issues to be covered in building design and layout work:</p> <ul style="list-style-type: none"> • Need to consider access and space within building, in particular the café and shop • Provision of suitable toilet and changing facilities with appropriate access. Provision of accessible WC facilities will be reviewed. • Parking requirements to be reviewed. • Provision of signage and induction loops. • External access to be considered in terms of ensuring that disabled people can physically access the building effectively • Internal access to be considered in terms of ensuring that disabled people 	<p>The design specification will take into account the need to plan for people of all ages with disabilities.</p> <p>The digital strategy review will be able to consider the needs of specific users.</p>

Appendix B

				<p>can physically access the building effectively</p> <ul style="list-style-type: none"> • Provision of suitable seating/space in café and gallery areas • Consideration of access movement within building <p>Other actions:</p> <ul style="list-style-type: none"> • Review of digital strategy to ensure accessibility for all customers • Continue to monitor and research demographic profile of users and adjust marketing/offer to address any identified gaps 	
Gender	NO	Low		<ul style="list-style-type: none"> • Provision of gender-neutral toilets for parents with young children 	
Gender identity	NO	Low		<ul style="list-style-type: none"> • Provision of transgender toilet facilities 	
Race	YES	Medium		<ul style="list-style-type: none"> • Continue to monitor and research demographic profile of users and adjust marketing/offer to address any identified gaps 	<ul style="list-style-type: none"> • Delivery of diverse events and exhibition programme
Religion or belief	NO	Low			
Sexual orientation	NO	Low			
Pregnancy and maternity	NO	Low		<ul style="list-style-type: none"> • Provision of feeding facilities / area for feeding young babies • 	
Marriage and Civil Partnerships	NA	NA	NA	NA	NA
Carer's responsibilities	YES	Medium	Low	<p>Issues to be covered in building design and layout work</p> <ul style="list-style-type: none"> • Parking requirements to be reviewed • Provision of suitable toilet and changing facilities 	The design specification will take into account the need to plan for specific users

				<ul style="list-style-type: none">• Provision of suitable seating/space in café and gallery areas• Consideration of access movement within building	
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Part 1: INITIAL SCREENING

Proportionality - Based on the answers in the above screening grid what weighting would you ascribe to this function

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

LOW – This project is likely to have a positive impact on protected characteristic groups for age, disability, race and carers as the build design will ensure that internal areas will take into account their specific needs, Additionally, the review of the gallery’s ICT digital strategy and CRM system will enable increased understanding of current and potential users, to develop appropriate marketing strategies and events to increase the galleries appeal.

Context

The project will deliver a combination of new build and refurbishment of the current Turner Contemporary (TC) in Margate. The aim of the project is to make the TC more financially sustainable by increasing revenue income and making the TC building function more efficiently to service the high levels of visitors it currently attracts.

As well as high visitor numbers, the Gallery has reached over 150,000 people through its education and learning programme and had a tangible effect on regeneration with its visibility and presence as a landmark visitor attraction creating an environment which has encouraged people to relocate to Margate and enabled new businesses to become established in the surrounding areas. Rail usage has increased significantly and property prices have improved.

The scope of the project will be to consider how best to maximise car parking income, retail and catering offer, while preserving the current standards of the facility and seeking to rationalise storage and staff accommodation in order to maximise income generation throughout the whole site.

The Project is consistent with KCC’s Strategic Outcome that Kent Communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life.

The project specifically helps meet supporting outcomes:

- Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and supporting opportunities. The TC is an important visitor attraction, attracting high numbers of visitors from Thanet and further afield.

- All Kent's communities benefit from economic growth and lower levels of deprivation. Footfall to the TC has enabled a number of local businesses to become established and benefit. Since the Gallery opened 40 new businesses have opened in the Old town and Cliftonville.
- All children and young people are engaged, thrive and achieve their potential through academic and vocational education. TC has a programme of educational activities including the Young Navigators initiative which is nationally recognised by Ofsted as a model of good practice in gallery education.

Aims and Objectives

- Increase income-generating capacity which will reduce the reliance on revenue support;
- Driver for economic development through cultural regeneration;
- Community development – for example, Young Navigators learning programme;
- Improve quality of the visitor experience; and
- Reduce future running costs through installation of solar panels and water saving mitigations.

Beneficiaries

- Kent residents
- Visitors to Kent
- Local businesses
- Tourism and hospitality sector

Information and Data used to carry out your assessment

The Gallery is a public space open to all residents and visitors. The current CRM system software does not deliver the range of functions to help develop and meet needs of diverse audiences. Going forward, the CRM system will be reviewed. This will complement the review of Gallery's Digital Strategy including customer engagement, marketing and social media

These reviews will enable the Gallery to ensure that the demographics of the local community are taken into account along with the individual facilities and resources that are available to all visitors.

Consultation and data

Public consultation on the project is planned through the planning application process.

Potential Impact

Adverse Impact:

While no adverse impacts have been identified in the Equalities Impact Assessment this assumption still needs to be tested as part of the planning consultation and access audit.

No negative impacts have been identified at this stage however this will be revisited to ensure this remains the case or where it is found not to be, mitigation measures will be considered.

Positive Impact:

The expansion of TC will have a positive impact on the local community, increasing access to creative and cultural opportunities to support the long-term delivery and sustainability of cultural infrastructure in Kent. By becoming more financially self-sufficient, there will be less reliance on public subsidy. The inclusion of environmental mitigations in the design will have long-term environmental benefits.

JUDGEMENT

Option 3 – Full Impact Assessment

An access consultant will be appointed to advise the architects and project team on all related matters. The access group will play a key role in determining what the access requirements of the design are. An access audit will be produced which will accompany the ACE Stage 2 application and RIBA Stage 3 report.

Monitoring and Review

Equalities Impact Assessment will be reviewed post-consultation including a review post implementation if deemed necessary.

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:

Name:

Job Title:

Date:

DMT Member

Signed: David Smith

Name: David Smith

Job Title: Economic Development Director

Date:

Equality Impact Assessment - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age	Café and toilet facilities Parking Guiding and signage Digital Strategy (marketing)	Include in design specification and layouts Review of ICT strategy and CRM, including undertaking a digital accessibility audit Undertake an access audit	Building layout and design accommodates needs of all users Digital accessibility Set of access requirements to be fed into the design	Project Board	TBA – as part of the business case	Will be incorporated in budget envelop for building works
Disability	Access within building Toilet and changing facilities. Parking Signage and induction loops. Digital strategy (marketing)	Include in design specification and layouts Review of ICT strategy and CRM, including undertaking a digital accessibility audit Undertake an access audit	Building layout and design accommodates needs of all users Digital accessibility Set of access requirements to be fed into the design	Project Board	TBA – as part of the business case	Will be incorporated in budget envelope for building works
Race	Marketing and Exhibited works	Programme development Undertake an access audit	Diverse exhibition programme Set of access requirements to be fed into the design	Project Board	On-going	N/A
Carer's responsibilities	Parking	Include in design specification and	Building layout and design accommodates	Project Board	TBA – as part of the business case	Will be incorporated in budget envelop for

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
	Changing facilities Seating in café and gallery areas Access within building	layouts Undertake an access audit	needs of all users Set of access requirements to be fed into the design			building works
Maternity and pregnancy	See comment above on screening	Undertake an access audit	Set of access requirements to be fed into the design			

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

To: Growth, Economic Development & Communities Cabinet Committee - 28 November 2019

Subject: European Funding

Classification: Unrestricted

Past Pathway of Paper: N/A

Electoral Divisions: All Divisions

Summary:

This paper provides an update on the state of play for Kent's participation in current and future European Union funding programmes.

Recommendation:

The Growth Economic Development and Communities Cabinet Committee is asked to NOTE this report.

1. Introduction

1.1. Kent County Council and Kent organisations have a good track record of accessing European Union funding. The majority of this has come from the Interreg programmes which facilitate cross-border and transnational working across Europe (see **Annex 3** for maps of the eligible areas) including with Kent's neighbouring regions in France, Belgium and the Netherlands. Kent has also secured funding under the nationally administered 'ESIF' (European Structural & Investment Fund) programme which includes 'European Social Fund' (ESF), 'European Regional Development Funding' (ERDF) and the European Agricultural Fund for Rural Development (EAFRD) including 'Leader'. Some Kent organisations have also accessed the pan-European programmes such as the Horizon 2020 research programme or the Erasmus+ programme which supports educational development. EU funding has helped Kent organisations to deliver projects on a range of topics including economic development, trade & investment, rural development, tourism, research & innovation, health & social care, skills and protecting the environment. With the current 2014-2020 EU funding period now coming to an end, this paper reviews current EU funded activity in Kent and provides an update on potential future funding arrangements for the UK.

2. Approved Projects & Project Pipeline

2.1. More than 50 projects involving Kent organisations have been approved during the 2014-2020 programming period bringing around €100m¹ into Kent.

¹ This figure includes €60m secured by the Port of Dover under the 'Connecting Europe Facility'. The other €40m was mostly secured under the various Interreg programmes.

Since the last update to GEDCCC in April 2018, additional European funding has been secured by Kent-based organisations: 12 new projects were approved under the Interreg '2 Seas' and 'Channel' programmes worth a total of £12m. The projects approved under these and other programmes are listed under **Annexes 1 & 2**. **Annex 4** breaks down funding secured by KCC itself, KCC working with other Kent partners, and by other Kent-based organisations.

2.2. Although the European programmes have now allocated most of their funding, several new project applications have recently been submitted under the Interreg '2 Seas' Interreg programme in September 2019 including nine full project applications worth a potential €5m for Kent organisations. Four of these projects involve KCC and seven involve Kent's universities. If approved at the end of November, the projects could operate until 2022. There are still further opportunities to apply for funding under the Interreg Channel programme and there may be small pots of 'capitalisation' funding available from other Interreg programmes until the end of 2020.

2.3. A number of current Kent-based ESIF projects are also in the process of seeking extensions until 2023 which could bring up to £10m to Kent to further develop the creative sector, attract further inward investment into the county through Locate in Kent and provide grants for small businesses through the SE Business Boost project and LOCASE grants to help companies transition to low carbon activities.

2.4. KCC manages 2 of the 3 'Leader' programmes covering rural parts of the county and has been able to award over £3m to 81 projects in the East Kent and Kent Downs & Marshes programme areas since 2014. There may be opportunities to increase the amount of money available to applicants in the coming months.

3. What next for Current EU-Funded projects?

3.1. Many current EU-funded projects have been concerned about the implications of the UK leaving the EU and what this means for their activities and funding. In July 2018 the government confirmed that the Treasury would guarantee the full amount of funding secured by UK organisations for any European-funded projects approved prior to the UK leaving the European Union. More recently, the Ministry for Housing Communities & Local Government (MHCLG) has confirmed that this guarantee will cover any planned payments to beneficiaries until the end of 2023. The guarantee remains in place even in the event of a 'no deal' scenario although the payment mechanisms may be different; for example, where UK partners currently receive payment directly from the European Commission or where a Managing Authority is based in mainland Europe, the UK government might need to make payments to UK-based organisations instead.

3.2. Current projects are being urged by central government to continue to operate as originally planned but are also being encouraged to consider different scenarios such as a UK lead-partner in a project having to transfer this responsibility to a partner in an EU Member State in the event of a no-

deal Brexit. In addition to this, MHCLG has been contacting all UK project partner organisations (including KCC) to advise them to consider whether any changes might be necessary to planned activities after the UK leaves the European Union.

4. EU funding – what next?

4.1. In normal circumstances, the government would be focusing on leading 'business as usual' planning activity to secure the UK's involvement in the next round of EU funding activity (2021-2027) but this has been delayed and made more difficult due to Brexit uncertainty. EU Member States including the UK are involved in early discussions but the potential involvement of the UK in Interreg and pan-European programmes is far from certain at the moment.

4.2. Once the UK has left the EU, it would technically be possible for the UK to 'buy in' to certain European cooperation programmes in the future where the participation of organisations in 'third countries' is an option as is the case currently for example with Norway. However, the government would need to be convinced of the added value of continued participation in such programmes in order to allocate the necessary national financial contribution to join these programmes. It is understood that the university sector has been very active in lobbying central government for future participation in the 'Horizon Europe' research programme, but local authorities and other organisations across the country have, to date, been less forthcoming about highlighting the benefits of continued involvement in Interreg. KCC has regularly been feeding in reports and information to MHCLG and BEIS (the Department for Business, Energy & Industrial Strategy) about the importance of cooperation funding to Kent to make the case for continued access to resources that would enable the county to work with its European neighbours on topics of shared importance in the future. In addition to this, KCC is currently working with MHCLG to organise a visit to the county for officials from the 'European Territorial Cooperation' team to meet with project leads and find out about the benefits the Interreg projects have brought to Kent.

4.3. Back in 2016, the Government announced that a UK 'Shared Prosperity Fund' (SPF) would be launched as a replacement for EU domestic funding in the UK which is currently allocated to LEP areas. It was announced that funding would link to Local Industrial Strategies and would be aimed at reducing inequalities between communities and boosting productivity. In the 2014-20 programme period EU funding brought over €5bn to the UK (including €185m to SELEP). The Local Government Association recently sent a briefing to the House of Commons emphasising the need for clarity on the new fund; how it will operate, what it might finance and how the allocations will be determined across the UK. Detail on the funding however has not been published and no formal consultations about the fund have yet been launched (initially this should have taken place in 2018) so it is still unclear what may be available to Kent in the future. We understand that the proposed SPF is likely to be heavily scrutinised in any future Government's spending review after the General Election.

5. Future Priorities for Kent

5.1. KCC's responses to recent government consultations about the impacts of Brexit, have highlighted the importance of ensuring fair access and funding allocations to the Shared Prosperity Fund and replacements for domestic EU funding, particularly given Kent's gateway to Europe position.

5.2. KCC's Economic Development team has also sent reports to MHCLG and BEIS outlining the importance and benefits of EU cooperation (Interreg) funding for Kent in recent years. The reports highlighted Kent's unique characteristics and the need to work with European counterparts to implement activities linking to Kent's strategic priorities. The team has also met with Directorate Management Teams across KCC to discuss priorities and topics which would lend themselves to future cooperation with European partners. Examples include:

- **ASCH:** Innovation & digital technology, sustainable care economy models, alternatives to hospital admissions, vulnerable adults, autism, good practice in residential care models etc.
- **CYPE:** culture, school-school links, children's mental health, preventing radicalisation, unaccompanied asylum-seeking children, diet & obesity, special education needs etc.
- **GET:** low carbon, clean growth, protecting the natural environment, air pollution, community cohesion through arts & culture, cross-channel traffic management, trade & inward investment, tourism development etc.

5.3. Firstly, these priority topics will be used to respond to any informal or formal consultations led by MHCLG and BEIS about the UK's future participation in European cooperation programmes. Secondly, these topics will be shared with Kent's strategic partner authorities in nearby Europe to form the basis of a list of common priorities that can be shared with respective governments and decision makers.

5.4. KCC has been working very closely with its neighbouring European counterparts including hosting a meeting on 22 October 2019 in Maidstone between senior elected Members and officials from the Hauts-de-France region, Nord and Pas-de-Calais 'departments' (France) and the provinces of West Flanders (Belgium) and Zeeland (the Netherlands) as well as colleagues from the wider South East LEP area. A number of common priority themes emerged during the discussions which will be further developed and followed up by a series of cross-Channel working groups in the coming months. The work will commence with a Cross-Channel forum for which Kent County Council and the Pas de Calais council have secured £7,000 to organise a cross-border conference in 2020. Kent's European partners are very committed to continued cross-border cooperation on topics of mutual interest such as:

- Cross-border transport fluidity
- Revitalising coastal towns

- Social innovation
- Environmental protection & energy transition
- Developing the knowledge-economy
- Young people, skills and training

6. Financial Implications

6.1. In addition to the finances secured by Kent organisations since 2015, KCC itself has secured some €19m since 2015 to deliver projects which add value to its core business. The Council will continue to feed into central government to stress the importance of access to future European cooperation funding for Kent and to funding which might replace current domestic EU funding. KCC will highlight Kent's particular needs and priorities where external funding would be required, especially where Brexit may present unique challenges for the county.

7. Legal Implications

7.1. There are no legal implications foreseen for Kent County Council related to its current or future access to European and equivalent funding. Current projects are being run in line with European, national and internal regulations.

8. Equalities Implications

8.1. Negotiations around future EU (or replacement) funding mechanisms are being led by the UK government. At the moment, KCC is keeping a watching brief on developments as well as feeding in both informally and formally to the government departments involved in discussions with the European Commission (MHCLG and BEIS). KCC will make the case for Kent to continue to access resources for European cooperation and other funding to benefit Kent residents (including those with protected characteristics) and businesses and ensure that Kent's unique characteristics are taken into account in the future funding landscape.

9. Conclusion

9.1. European funding has played an important role in Kent in recent years in enabling the County Council and other local organisations to implement a range of successful projects which add value to the county's strategic priorities and tackle shared challenges with Kent's European neighbours. There are a large number of EU-funded projects currently underway and these will continue to receive their allocated funding although they may need to make some changes to the way in which they are implemented when the UK leaves the European Union. Kent County Council is working to establish lists of priorities for future funded activity both locally and with its European partners. These priorities will be shared with central government to make the case for continued access to European or equivalent financial resources in the future.

10. Recommendation:




10.1 The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE this report.


Contact details:

Report Author: Steve Samson, Trade Development Manager
03000 417167 steve.samson@kent.gov.uk

Relevant Director: David Smith, Director of Economic Development
03000 417176 david.smith2@kent.gov.uk

Annex 1: Details of 2014-2020 European Territorial Co-operation Projects Involving Kent & Medway Organisations

Funding Programme	Countries involved	Programme Priorities	Projects approved & ERDF Grant	Kent Organisations involved in Projects
<p>Interreg '2-Seas' Cross-Border Cooperation</p> 	<ul style="list-style-type: none"> • England • France • Belgium (Flanders) • The Netherlands 	<ul style="list-style-type: none"> • Innovation • Low Carbon • Climate Change • Resource Efficiency 	<p>25 projects involving Kent organisations</p> <p>£14m ERDF grant for Kent</p>	<ul style="list-style-type: none"> - Kent County Council - University of Kent - Health & Europe Centre - East Kent Hospitals - Visit Kent - University of Greenwich - NIAB East Malling Research - Kent Wildlife Trust - Kent Invicta Chamber of Commerce - Canterbury Christ Church University - Kent Community NHS Trust - Kent and Essex Inshore Fisheries Conservation Authority - Kent Sussex Surrey Academic Health Science Network
<p>Interreg 'Channel' Cross-Border Cooperation</p> 	<ul style="list-style-type: none"> • England • France 	<ul style="list-style-type: none"> • Innovation • Low Carbon • 'Enhanced Attractiveness' • Balanced Development 	<p>8 projects involving Kent organisations</p> <p>£7,6m ERDF grant for Kent</p>	<ul style="list-style-type: none"> - Kent County Council - University of Kent - Health and Europe Centre - Visit Kent - Kent Wildlife Trust - Gravesham BC - South East Health Technologies Alliance - East Kent Hospital Foundation Trust - Canterbury Christ Church University
<p>Interreg North West Europe Transnational Cooperation (NWE)</p>	<p>Belgium France Germany UK Ireland Austria</p>	<ul style="list-style-type: none"> • Innovation • Low Carbon • Resource Efficiency 	<p>1 Project involving Kent organisations</p>	<p>Kent County Council</p> 

		Netherlands Luxembourg Switzerland		ns £196K ERDF grant for Kent	
Interreg Region Transnational Cooperation	North Sea (NSR)	UK Belgium Denmark Germany Sweden Norway, Netherlands	<ul style="list-style-type: none"> • Innovation • Low Carbon • Climate Change • Environment • Sustainable Transport 	3 Projects involving Kent £507K ERDF grant for Kent	Kent County Council 
Interreg Interregional Cooperation	Europe	All 28 EU Member States	<ul style="list-style-type: none"> • Research, Innovation • SME Competitiveness • Low Carbon • Environment 	3 Projects involving Kent £595K ERDF grant for Kent	Kent County Council

The European Union has funded Kent projects on a range of topics including economic development, trade & investment, rural development, health & social care and the environment. For the current EU programming period 2014-20, KCC set itself an overall target of securing £100 million from EU funding for the county.

Project	Organisations Involved	European Grant for Kent	Project Summary
Interreg 5A 2 Seas Cross-Border Co-operation Programme			
ISE (Innovative Sector	KCC, Kent Invicta Chamber of	£431,000	A business support project helping Kent companies

Exchange)	Commerce, ADITEC Pas de Calais, POM West Flanders,		innovate and internationalise by connecting them to SMEs in nearby European partner regions to promote collaborations.
SCAPE (Shaping Climate Change Adaptive Places)	Kent County Council AONB	£200,000	To make coastal landscapes better-adapted and more resilient to climate change.
Triple A (Adoption of low carbon technologies by homeowners through increased Awareness and easy Access)	Kent County Council	£320,000	A financing scheme for domestic energy efficiency measures
Triple C (Climate resilient community-based catchment planning and management)	Kent County Council AONB	£180,000	Climate resilient community-based catchment planning and management which will support natural flood management measures in the Upper Darent.
CASCADE (Community Areas of Sustainable Care and Dementia Excellence in Europe)	Health & Europe Centre, Canterbury Christ Church University	£3,700,000	To develop a financially sustainable approach to elderly & dementia care (EDC) that can be replicated across Europe.
DWELL (Diabetes and Wellbeing)	Health & Europe Centre, KCC, Canterbury Christ Church University	£850,000	To encourage people with poorly controlled diabetes to make sustainable changes to health and wellbeing related behaviour.
PROFIT (PROfessional Framework for Innovation in Tourism)	Visit Kent	£240,000	To support Kent-based tourism SMEs to innovate and adapt traditional business models to encourage long-term growth.
EDUCAT (Empowerment of Disabled People through co-production of Assistive Technology)	University of Kent, East Kent Hospitals	£500,000	Empowering disabled people through assistive technology.
INCASE (Towards Industry via Networking Control Applications and Sustainable Engineering)	University of Kent/University of Greenwich	£260,000	To facilitate smart growth through the development of automation technologies.

PACE (Providing Access to Childcare and Employment)	Kent County Council	£275,000	Develop and test new models for childcare services to facilitate new routes to employment for vulnerable parents.
ICARES (Innovation Cluster Accelerating Remote Sensing)	Kent County Council AONB	£ 108,000	Develop remote sensing technology for monitoring agriculture, nature and water.
SBS (Step by Step)	Health & Europe Centre, KCC, Canterbury Christ Church University	£500,000	Improving the physical and mental well-being of men, increasing the uptake of health interventions.
TICC – Transforming Integrated Community Care	Health & Europe Centre, KCC, Kent Community Health Foundation Trust	£1,500,000	A project to transfer an innovative and cost-effective Dutch social care model to Kent where teams of staff will manage themselves and provide all aspects of integrated care at home in a designated neighbourhood.
SUMARIS	Kent and Essex Inshore Fisheries Conservation Authority	£80,000	A project to improve the management of fish stocks (rays and skate) – in the Channel
STAR2CS	Kent County Council	£360,000	Reduce the impacts of future flooding and adapt to climate change by demonstrating how to build cost-effective and incremental adaption measures into planning and decision-making.
PROWATER	Kent County Council	£83,000	A project which will explore how land management in Kent can improve the infiltration of rainwater to replenish aquifers.
Biosafe	NIAB East Malling Research	£155,000	A project researching resource efficiency (water and fertiliser use) and safeguarding in horticulture by using bio-stimulants and innovative sensors
Grassification	Kent Wildlife Trust, Canterbury Christ Church University	£374,000	A project which will research the possibilities of using roadside grass clippings as an alternative and renewable energy resource and as a source of feedstock in industrial processes
Cool Towns	Kent County Council, University of Greenwich	£493,000	A project which will improve the management of heat-stress in town centres and reduce the risks associated with extreme weather conditions
Valgorize	University of Greenwich	£463,000	A research project seeking to develop algae-based food

			production and commercialisation
MOTION	University of Greenwich, University of Kent, Canterbury Christ Church University, Kent Sussex Surrey Academic Health Science Network	£1,130,000	A research project which aims to develop robotic exoskeletons for children with Cerebral Palsy
SHIFT	KCC, Kent Community Health NHS Foundation Trust, Medway Council	£590,000	A project tackling sexual health issues in the over-45s
PATH 2	Health & Europe Centre, Kent & Medway NHS & Social Care Partnership	£855,000	A project which will test new solutions to help people dealing with peri-natal health issues
H4DC	University of Kent	£714,000	Research into dairy cow health and associated public health risks
Interreg 5A France-England Channel Programme			
ADAPT	International Health Alliance	£1,400,000	Development of innovative assisted technology for people with severe cognitive and physical disabilities.
GO TRADE	University of Greenwich	£173,000	Using traditional markets as a catalyst for job creation, skills development and growth through the visitor economy.
H20 Source to Sea	Kent Wildlife Trust, Kent County Council	£1m	Nature-based solutions to improve water management and reduce pollution
SURFAS (Flexible smart surfaces for augmented indoor communications)	University of Kent	£175,000	Development of energy-efficient solutions to reduce the cost of Communicating Devices (CDs) including alarms, wireless access etc.
INCREASE	Optivo	£1,300,000	Develop a new cross-border training programme to help social housing residents set up their own micro-businesses or achieve other forms of employment
Connected Communities	Kent County Council	£681,000	Supporting the ageing population through social prescribing
Experience	Visit Kent, Kent County Council	£3m	Develop out of season experiential tourism offer and increase visitor numbers and spend in the partner areas
ASPIRE	Health & Europe Centre, Kent	£1.12m	The focus is on reducing obesity and tackling the link

	County Council, Kent Community Health NHS Foundation Trust, Medway Community Healthcare CIC		between obesity and unemployment to get people closer to the labour market and providing training and activity around healthy eating and employment in the food sector
Interreg 5B North West Europe (NWE) Programme			
Boost4Health	Kent County Council	£197,000	A project to connect Kent's new life science cluster and companies from different European countries and support them in their export journey by providing access to relevant expertise and business contacts through an innovation voucher scheme.
E = 0 - Creating a mass market for net zero energy retrofits in NEW	Moat Homes Ltd	£1,080,000	<i>Addressing poor energy performance of residential buildings by generating a new mass market for net zero energy retrofits across NWE</i>
Interreg 5B North Sea Region (NSR) Programme			
Inn2Power (Innovation to Push Offshore Wind Energy Regions)	Kent County Council	£185,000	To improve innovation capacity and access to the offshore wind industry for SMEs by creating the appropriate support conditions.
FRAMES (Flood Resilient Areas by Multilayer Safety)	Kent County Council	£263,000	A project focusing on risk and crisis management and develop new mechanisms to improve local resilience to flooding.
BEGIN (Blue Green Infrastructure through social Innovation)	Kent County Council	£110,000	To identify climate adaptation solutions for flooding in urban areas (Swale) service management approaches, business cases and social innovation approaches.
C5a - Cluster for Cloud to Coast Climate Change Adaptation	Kent County Council	£67,440	To deliver a whole system approach to water and flood risk management in response to current and future risks from climate change
Interreg Europe Programme (the whole of the EU)			
PASSAGE (Public authority supporting low	Kent County Council	£213,000	Development of low carbon strategies to prevent pollution in maritime borders.

carbon growth			
SME Internationalisation Exchange (SIE)	Kent County Council	£195,000	A policy exchange project focusing on the challenges and solutions for SME internationalisation. The project will enable KCC to learn and test new ways of supporting Kent SMEs into export markets and to forge links with other EU regions to help with market entry.
Green Pilgrimage	Kent County Council – Kent Downs AONB	£187,000	Promotion of green pilgrimage in support of tourism, health and wellbeing outcomes focused on the North Downs Way National Trail.

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Annex 2: Examples of Kent Projects under other EU Funded Programmes (Non-exhaustive list)

Project	Organisation/Contact	Grant sought for KCC/Kent	Project Summary	Current Status
South East LEP ESIF Programme (ERDF)				
LOCASE (low carbon across the South East)	Kent County Council	£3,800,000	A business support project for supporting the shift towards a low carbon economy in all sectors.	Approved July 2016 Extension & further funding currently being sought (Nov 2019)
Inward Investment Kent	Kent County Council (with Locate in Kent)	£1,752,000	A joint project with Locate in Kent which involves attracting foreign and domestic investment into Kent and Medway as well as supporting expansions of businesses already in the county.	Approved August 2016 Extension & further funding currently being sought (Nov 2019)
South East Business Boost (SEBB)	Kent County Council (Southend BC)	£1,100,000	SEBB will provide direct 1:1 advice to Start-Up and early stage businesses and firms that are seeking to grow through process and product innovations. It also offers a grant programme focused on innovation.	Approved Extension & further funding currently being sought (Nov 2019)
South East Creative, Cultural and Digital project (SECCADS)	Kent County Council & Thurrock DC	£200,000	A three-year programme of creative industry business support incl. Creative Hubs in Margate and Folkestone.	Approved

South East LEP ESIF Programme (ESF)				
Enhancing Apprenticeships Kent and Medway (SFA opt-in service)	Skills Training UK (provider)	£7,234,000	Apprenticeship services Kent & Medway	MOU agreed November 2016. Runs to July 2018

Digital skills (EFSA)	East Kent College (Provider)	£1,416,550 (whole SELEP area)	East Kent College delivering digital skills for people in employment across SELEP area, working with local colleges. Courses at level 3 and above matched to growth sectors	Runs to 2018
Higher level skills	Ixion Holdings (Provider)	£4,604,575 (whole SELEP area)	Delivering higher level skills (level 3+) for people in employment across the SELEP area. Skills to align to priority sectors and employer need	Runs to July 2018
Basic skills	Skills Training UK (Provider)	£2,000,000 (whole SELEP area)	Supporting basic skills in the workplace (up to level 2) across the SELEP area for adults (19+)	Runs to July 2018
Numeracy skills	Skills Training UK (Provider)	£2,160,000 (whole SELEP area)	Supporting numeracy in the workplace across the SELEP area for adults (19+)	Runs to July 2018
Employment Support for people with disabilities and long term health issues	Sussex Community Development Foundation	£3,574,000 over 3 years	Funding for third sector partnerships to provide intensive and ongoing practical employment support for disadvantaged people with long term physical health issues or disabilities to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.	Approved
Employment support for people with mental health issues	Porchlight and Sussex Community Development Foundation	£2,260,000 over 3 years	Funding for third sector partnerships to provide intensive and ongoing practical employment support for disadvantaged people with either a primary or secondary mental health condition to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.	Approved

Employment support for older people	Social Enterprise Kent CIC	£483,000 over 3 years	Funding for third sector partnerships to provide intensive and ongoing practical employment support for older people (aged 45 and over) to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.	Approved
Employment support for lone parents	Gingerbread (national charity)	£831,000 over 3 years	Funding for third sector partnerships to provide intensive and ongoing practical employment support for lone parents to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex areas	Approved.
Employment support for people with difficulty sustaining employment	Royal British Legion Industries Ltd	£870,000 over 3 years	Funding for third sector partnerships to support people who are furthest from the labour market to overcome barrier to move towards and into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.	Approved.
South East LEP ESIF Programme (EAFRD)				
Biddenden Fruit Handling and Contract Processing	Biddenden Vineyards	£70,850	Purchase and installation of new fruit handling and pressing machinery.	Approved at ESIF Committee on 15 March 2016.
Simpson's Wine Estate Business Growth	Simpson's Wine Estates	£143,150	Conversion of 2 agricultural buildings into a winery.	Approved at ESIF Committee on 15 March 2016.
Business growth project	RG Gibson Ltd.	£151,400	Farm shop expansion	Approved in 2017
Business diversification	Rankins Farm	£135,250	Installation of Glamping pods	Approved in 2017
Business development	SW Attwood & Partners	£418,300	Grain storage & processing	Approved in 2017
Business development	WB Chambers Farms	£266,700	Project starfruit	Approved in 2017

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Connecting Europe Facility (CEF) Programme				
BRIDGE (Building the Resilience of International & Dependent Gateways in Europe)	Port of Dover	£18,900,000	Maritime and civil works – including new quay walls, dredging, land reclamation to create additional freight vehicle capacity.	Approved 10 July 2015 and Implementation underway.
BRIDGE - Motorways of the Sea II	Port of Dover	£23,450,000	Financing of refrigerated cargo terminal in Dover and relocation of cargo operations to initiate port-centric distribution and utilise empty backloads.	Approved 10 July 2015 and Implementation underway.

ERASMUS + (Education & Training)				
Inclusion for Young Newcomers!	Kent County Council	£62,700	Comparative research across systems of education in Europe to improve classroom teaching and practice and consider similarities and differences.	Approved July 2016; implementation underway.
TABLO	International Health Alliance	£46,000	To train staff in the use of the Arts for the benefit of patients with long-term conditions.	Approved and implementation underway.
Working Together to promote Diversity and Inclusion	Kent County Council	£8,000	Youth Exchange.	Approved.

Annex 3: Maps of Interreg & ESIF Programme Areas

Interreg '2-Seas' Cross-Border Cooperation Programme 2014-20

Promoting joint working and cross-border cooperation between partner organisations in England, France, Flanders and The Netherlands

- o € 257 million
- o Managing Authority: Nord-Pas de Calais
- o 60% Co-financing rate



www.interreg4a-2mers.eu/2014-2020

Interreg 'Channel' Cross-Border Cooperation Programme 2014-20

Franco-British Cooperation across the English Channel

- o €223 million
- o Managing Authority: Norfolk



www.interreg4a-manche.eu

North West Europe (NWE) Transnational Cooperation Programme 2014-20

Addressing EU-wide challenges and opportunities across a wide geographical area

- o €396 million budget
- o Enhancing the capacity of NWE to generate innovation; climate change mitigation and investing in eco-innovation and resource efficiency



www.nweurope.eu/index.php

North Sea Region (NSR) Transnational Cooperation Programme 2014 - 20

Will cover the three Priority Themes of Innovation, Environment and Transport

- o €167 million budget
- o Revitalising the NSR Economy; Leading on Sustainable Growth and Sustainable Transport and Logistics



www.northsearegion.eu

Interreg Europe Programme



www.interreg4c.eu/interreg-europe

SELEP EU STRUCTURAL & Investment Fund (ESIF) 2014-2020



www.southeastlep.com

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Annex 4: Funding Received per Organisation in Kent

Kent County Council		
Project Name	European Funding Grant Secured	Project Purpose
SCAPE (Shaping Climate Change Adaptive Places)	£200,000	To make coastal landscapes better-adapted and more resilient to climate change.
Triple A (Adoption of low carbon technologies by homeowners through increased Awareness and easy Access)	£320,000	A financing scheme for domestic energy efficiency measures
Triple C (Climate resilient community-based catchment planning and management)	£180,000	Climate resilient community-based catchment planning and management which will support natural flood management measures in the Upper Darent.
PACE (Providing Access to Childcare and Employment)	£275,000	Develop and test new models for childcare services to facilitate new routes to employment for vulnerable parents.
ICARES (Innovation Cluster Accelerating Remote Sensing)	£ 108,000	Develop remote sensing technology for monitoring agriculture, nature and water.
STAR2CS	£360,000	Reduce the impacts of future flooding and adapt to climate change by demonstrating how to build cost-effective and incremental adaption measures into planning and decision-making.
PROWATER	£83,000	A project which will explore how land management in Kent can improve the infiltration of rainwater to replenish aquifers.
Connected Communities	£681,000	Supporting the ageing population through social prescribing
Boost4Health	£197,000	A project to connect Kent's new life science cluster and companies from different European countries and support them in their export journey by providing access to relevant expertise and business contacts through an innovation voucher scheme.
Inn2Power (Innovation to Push Offshore Wind Energy Regions)	£185,000	To improve innovation capacity and access to the offshore wind industry for SMEs by creating the appropriate support conditions.
FRAMES (Flood Resilient Areas by Multilayer Safety)	£263,000	A project focusing on risk and crisis management and develop new mechanisms to improve local resilience to flooding.

BEGIN (Blue Green Infrastructure through social Innovation)	£110,000	To identify climate adaptation solutions for flooding in urban areas (Swale) service management approaches, business cases and social innovation approaches.
C5a - Cluster for Cloud to Coast Climate Change Adaptation	£67,440	To deliver a whole system approach to water and flood risk management in response to current and future risks from climate change
PASSAGE (Public authority supporting low carbon growth)	£213,000	Development of low carbon strategies to prevent pollution in maritime borders.
SME Internationalisation Exchange (SIE)	£195,000	A policy exchange project focusing on the challenges and solutions for SME internationalisation. The project will enable KCC to learn and test new ways of supporting Kent SMEs into export markets and to forge links with other EU regions to help with market entry.
Green Pilgrimage	£187,000	Promotion of green pilgrimage in support of tourism, health and wellbeing outcomes focused on the North Downs Way National Trail.
LOCASE (low carbon across the South East)	£3,800,000	A business support project for supporting the shift towards a low carbon economy in all sectors.
South East Business Boost (SEBB)	£1,100,000	SEBB will provide direct 1:1 advice to Start-Up and early stage businesses and firms that are seeking to grow through process and product innovations. It also offers a grant programme focused on innovation.
South East Creative, Cultural and Digital project (SECCADS)	£200,000	A three-year programme of creative industry business support incl. Creative Hubs in Margate and Folkestone.
Inclusion for Young Newcomers!	£62,700	Comparative research across systems of education in Europe to improve classroom teaching and practice and consider similarities and differences.
Working Together to promote Diversity and Inclusion	£8,000	Youth Exchange
Total European Grant Secured by KCC:	£8,795,140	

Kent County Council & Other Kent Partners Working Together		
Project Name	European Funding Grant Secured	Project Purpose
ISE (Innovative Sector Exchange)	£431,000	A business support project helping Kent companies innovate and internationalise by connecting them to SMEs in nearby European partner regions to promote collaborations.
DWELL (Diabetes and Wellbeing)	£850,000	To encourage people with poorly controlled diabetes to make sustainable changes to health and wellbeing related behaviour.
INCASE (Towards Industry via Networking Control Applications and Sustainable Engineering)	£260,000	To facilitate smart growth through the development of automation technologies.
SBS (Step by Step)	£500,000	Improving the physical and mental well-being of men, increasing the uptake of health interventions.
TICC – Transforming Integrated Community Care	£1,500,000	A project to transfer an innovative and cost-effective Dutch social care model to Kent where teams of staff will manage themselves and provide all aspects of integrated care at home in a designated neighbourhood.
Cool Towns	£493,000	A project which will improve the management of heat-stress in town centres and reduce the risks associated with extreme weather conditions
SHIFT	£590,000	A project tackling sexual health issues in the over-45s
H2O Source to Sea	£1,000,000	Nature-based solutions to improve water management and reduce pollution
Experience	£3,000,000	Develop out of season experiential tourism offer and increase visitor numbers and spend in the partner areas
ASPIRE	£1,120,000	The focus is on reducing obesity and tackling the link between obesity and unemployment to get people closer to the labour market and providing training and activity around healthy eating and employment in the food sector
Inward Investment Kent	£1,752,000	A joint project with Locate in Kent which involves attracting foreign and domestic investment into Kent and Medway as well as supporting expansions of businesses already in the county.
Total European Grant Secured by KCC	£11,496,000	

and Kent-based partner organisations

Other Kent Organisations

Project Name	European Funding Grant Secured	Project Purpose
CASCADE (Community Areas of Sustainable Care and Dementia Excellence in Europe)	£3,700,000	To develop a financially sustainable approach to elderly & dementia care (EDC) that can be replicated across Europe.
SUMARIS	£80,000	A project to improve the management of fish stocks (rays and skate) – in the Channel
PROFIT (PROfessional Framework for Innovation in Tourism)	£240,000	To support Kent-based tourism SMEs to innovate and adapt traditional business models to encourage long-term growth.
EDUCAT (Empowerment of Disabled People through co-production of Assistive Technology)	£500,000	Empowering disabled people through assistive technology.
Biosafe	£155,000	A project researching resource efficiency (water and fertiliser use) and safeguarding in horticulture by using bio-stimulants and innovative sensors
Grassification	£374,000	A project which will research the possibilities of using roadside grass clippings as an alternative and renewable energy resource and as a source of feedstock in industrial processes
Valgorize	£463,000	A research project seeking to develop algae-based food production and commercialisation
MOTION	£1,130,000	A research project which aims to develop robotic exoskeletons for children with Cerebral Palsy
PATH 2	£855,000	A project which will test new solutions to help people dealing with peri-natal health issues
H4DC	£714,000	Research into dairy cow health and associated public health risks
ADAPT	£1,400,000	Development of innovative assisted technology for people with severe cognitive and physical disabilities.

GO TRADE	£173,000	Using traditional markets as a catalyst for job creation, skills development and growth through the visitor economy.
SURFAS (Flexible smart surfaces for augmented indoor communications)	£175,000	Development of energy-efficient solutions to reduce the cost of Communicating Devices (CDs) including alarms, wireless access etc.
INCREASE	£1,300,000	Develop a new cross-border training programme to help social housing residents set up their own micro-businesses or achieve other forms of employment
E = 0 - Creating a mass market for net zero energy retrofits in NWE	£1,080,000	<i>Addressing poor energy performance of residential buildings by generating a new mass market for net zero energy retrofits across NWE</i>
Enhancing Apprenticeships Kent and Medway (SFA opt-in service)	£7,234,000	Apprenticeship services Kent & Medway
Digital skills (EFSA)	£1,416,550 (whole SELEP area)	East Kent College delivering digital skills for people in employment across SELEP area, working with local colleges. Courses at level 3 and above matched to growth sectors
Higher level skills	£4,604,575 (whole SELEP area)	Delivering higher level skills (level 3+) for people in employment across the SELEP area. Skills to align to priority sectors and employer need
Basic skills	£2,000,000 (whole SELEP area)	Supporting basic skills in the workplace (up to level 2) across the SELEP area for adults (19+)
Numeracy skills	£2,160,000 (whole SELEP area)	Supporting numeracy in the workplace across the SELEP area for adults (19+)
Employment Support for people with disabilities and long term health issues	£3,574,000	Funding for third sector partnerships to provide intensive and ongoing practical employment support for disadvantaged people with long term physical health issues or disabilities to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.
Employment support for people with mental health issues	£2,260,000	Funding for third sector partnerships to provide intensive and ongoing practical employment support for disadvantaged people with either a primary or secondary mental health condition to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.
Employment support for older people	£483,000	Funding for third sector partnerships to provide intensive and ongoing practical employment support for older people (aged 45 and over) to move into sustainable volunteering, education,

		training or employment across the Kent, Medway and East Sussex area.
Employment support for lone parents	£831,000	Funding for third sector partnerships to provide intensive and ongoing practical employment support for lone parents to move into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex areas
Employment support for people with difficulty sustaining employment	£870,000	Funding for third sector partnerships to support people who are furthest from the labour market to overcome barrier to move towards and into sustainable volunteering, education, training or employment across the Kent, Medway and East Sussex area.
Biddenden Fruit Handling and Contract Processing	£70,850	Purchase and installation of new fruit handling and pressing machinery.
Simpson's Wine Estate Business Growth	£143,150	Conversion of 2 agricultural buildings into a winery.
Business growth project	£151,400	Farm shop expansion
Business diversification	£135,250	Installation of Glamping pods
Business development	£418,300	Grain storage & processing
Business development	£266,700	Project starfruit
BRIDGE (Building the Resilience of International & Dependent Gateways in Europe)	£18,900,000	Maritime and civil works – including new quay walls, dredging, land reclamation to create additional freight vehicle capacity.
BRIDGE - Motorways of the Sea II	£23,450,000	Financing of refrigerated cargo terminal in Dover and relocation of cargo operations to initiate port-centric distribution and utilise empty backloads.
TABLO	£46,000	To train staff in the use of the Arts for the benefit of patients with long-term conditions.
Total European Grant Secured by other Kent organisations:	£71,674,674	

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

To: Growth, Economic Development and Communities Cabinet Committee
- 28 November 2019

Subject: Members' Recent Visits to Ashford 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 visit by KCC Members to Ashford Borough Council (ABC) 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' visit to Ashford Borough Council on 11 October 2019.

2. Visit to Ashford Borough Council

- 2.1 The visit to ABC on 11 October was arranged with the full support of ABC senior officers of the Council who provided a briefing about the economic development and regeneration opportunities and challenges for the district which are listed below.
- 2.2 District Deal:

ABC emphasised the importance of the deal between KCC and ABC and the significant progress made in delivering key strategic projects and improved ways of working together.
- 2.3 The 'Big 8' Projects: all being delivered successfully or have been completed:
 - Commercial Quarter
 - Junction 10a of the M20

- Chilmington Green
- Designer Outlet expansion
- Elwick Place
- International College Campus
- Jasmin Vardimon
- Ashford International signalling

2.4 The New Emerging Big 8 Projects:

- Carbon Neutral by 2030
- South of Ashford Garden Community
- Town Centre Masterplanning
- Victoria Park / Conningbrook
- Vicarage Lane and Multi-Storey Car Park
- Integrated Transport Strategy
- Newtown Works
- Cultural Centre

2.5 The importance of the provision of broadband infrastructure.

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

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

3. Programme of Further Visits

3.1 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.

3.2 The visit programme for 2019/20 is:

Thanet	postponed from 22 November at request of TDC to 2020 due to the General Election
Canterbury	postponed from 13 December at request of CCC to 2020 due to the General Election
Maidstone	5 February 2020
Sevenoaks	18 May 2020

Members will be advised of new dates for visits to Canterbury and Thanet.

The Committee has already visited Swale, Ashford, Folkestone and Hythe, Dover, Dartford, Tunbridge Wells and Gravesham.

A visit to Tonbridge and Malling is being arranged for next year.

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

4. Financial Implications

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

5. Recommendation

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

7. Appendices:

Appendix 1 - GEDCCC District Visits Programme - Highlights of the visit to Ashford Borough Council on 11 October 2019

6. Contact details

Report Author

Rob Hancock

Programme Manager

03000 417 087

rob.hancock@kent.gov.uk

Relevant Director:

David Smith

Director of Economic Development

03000 417 176

david.smith2@kent.gov.uk

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GEDCCC District Visits Programme

Highlights of the visit to Ashford Borough Council on 11 October 2019

1. District Deal

Kent County Council (KCC) Members were welcomed by the Leader of Ashford Borough Council (ABC) who outlined the importance of the District Deal between the two councils. Leader Gerry Clarkson felt that improved ways of working together were critical to the significant progress made in delivering key strategic projects.

ABC Leader also emphasised the importance of working with the range of partners engaged in the successful projects in Ashford namely KCC, Network Rail, Highways England, Southern Water, Homes England and Arts Council England.

The District Deal Board meet twice yearly with the Delivery Board meeting quarterly supported by an Officer Group.

2. The 'Big 8' Projects

These were outlined in a presentation which is available from the author of the report to GEDCC. These projects are all now being delivered or have been completed:

Commercial Quarter

A mixed-use development that will maximise the advantages of its location. It will be the dynamic new main business hub in the town, next to the domestic and international railway stations. It will stimulate major investment opportunities, creating several hundred jobs, up to 590,000 square feet of office space and 150 apartments. The council has agreed to work with local developers Quinn Estates Ltd and George Wilson Holdings Ltd on bringing this forward. Phase 1, a 80,500 sq ft office block, opened in spring 2018. A new public realm around International House and along Dover Place is now complete, creating a sense of place, forming an attractive and unmistakable first impression of the town.

Junction 10a of the M20

The future development of Ashford has depended on new motorway junction capacity – specifically J10a of the M20. The government's decision to fund the long-awaited junction will be a catalyst for economic and commercial development in Ashford, creating job opportunities and improving the infrastructure of the town. The South East Local Enterprise Partnership (SELEP) has secured substantial funding from the Government to help deliver the junction. Work nears completion which is expected in 2020.

Chilmington Green

Outline planning permission was granted in October 2014 for a major new residential community that, subject to further planning consents, will see the development of up to 5,750 quality homes. There will also be schools and infrastructure, including dualling of the A28, and the creation of over 1,000 jobs on the site in shops and education etc. in the next 20 years. Chilmington Green is key to meeting the borough's need for extra homes and

nearly 10 years of careful planning points firmly towards a high quality, carefully planned development. There is a real commitment to delivering the best at Chilmington Green with a charter, outlining 32 commitments to making a quality place and vibrant community, agreed to by developers. Work is currently underway.

Designer Outlet expansion

The expansion of the outlet centre has the scope to further Ashford's international appeal, while creating stronger links to the station and having an offer that complements the town centre with different, significant retailers. The McArthurGlen-planned large expansion would look to create the next generation of designer outlet, reflecting the quality of its flagship McArthurGlen Designer Outlets in Continental Europe and attracting up to 7 million visits a year. The planning application was approved by the council in September 2015. Work started in January 2018 with the expansion expected to open in November 2019.

Elwick Place

Planning permission was granted in December 2015 for a town centre cinema offer with places to eat and drink around a new square and meeting place for the town centre. This first phase of the Elwick Place development opposite County Square will help to bring extra vitality to the town during the day and evening. The Picturehouse cinema and Travelodge Hotel opened in late 2018, with the retail units expected to be filled in due course. The town centre cinema will complement the IMAX cinema at the Eureka Leisure Park at J9 of the M20.

International College Campus

This is a new Ashford College offering further and higher education on a new £26m campus in a key location in the town centre. The Station Road/Elwick Road campus provides a high quality learning facility, immediately opposite the Commercial Quarter, which will help to significantly increase activity in the town centre. The new college opened to students in September 2017 and was the first of the Big 8 projects to be completed

Jasmin Vardimon

A project to provide more cultural space for the Jasmin Vardimon Dance Academy to expand their offer. Progress is being made on their new base on the Henwood Industrial Estate where they would be able to share their inspiring work with local audiences. This renowned company tours nationally and internationally, performing at high profile venues across Europe, Asia, the Middle East and US.

Ashford International signalling

Providing a signalling solution for Ashford International Station, so that the next generation of Eurostar trains can continue to stop at the station is vitally important. A partnership of Kent County Council, Ashford Borough Council, Network Rail, Eurostar, HS1, Department for Transport and the Office for Road and Rail worked closely together to deliver the new signalling by spring 2018.

3. The New Emerging Big 8 Projects

Carbon Neutral by 2030

An aspiration is to achieve this for the borough as a contribution to tackling the effects of climate change.

South of Ashford Garden Community

South of Ashford Garden Community - Garden Village Status The South of Ashford Garden Community is comprised of three developments (Chilmington, Court Lodge and Kingsnorth green) representing 7,250 homes (2,175 affordable), over 1,000 jobs, a 142 hectare Discovery Park along with new schools, health provision, play spaces and ecological areas to be protected.

The Council's largest, most complex, longest running project it is part of the 'BIG 8'. It is intended to be over 50% open space and aims to be a model for sustainable living The Chilmington Management Organisation is now incorporated to manage the assets of the community in the future.

Members were given a guided tour of new houses being built on the site by Hodson Developments.

Town Centre Masterplanning

This includes the masterplanning and improvements to the Victoria Park located centrally within the town centre and adjacent to the newly completed Elwick Road developments.

Conningbrook

A housing development currently underway to the east of the Julie Rose Stadium and surrounding Conningbrook Lakes.

Vicarage Lane and Multi-Storey Car Park

Provision of a new multi-story car park on Station Road and demolition of the existing Odeon Cinema (retaining the façade) to provide a new public square to the rear with cafes and bars.

Newtown Works

Major redevelopment of the former railway works immediately south of the Eurostar and High Speed One railway lines east of Ashford International Station. A significant mixed-use development centered on the creation of TV and film production space. Members were given a guided tour of the existing site by developers Quinn Estates and project partners The Creative District Improvement Company.

Provision of broadband infrastructure

- Openreach micro trenching pilot in Godinton Park.
- Local Plan Policy EMP 6 – Fibre to the Premises policy (FTTP)
- New Supplementary Planning Document (SPD) – draft by November.
- Developer and Provider event to discuss SPD Nov/Dec 2019.
- Promoting new KCC top-up vouchers for businesses and residents.

In addition is the development of an **Integrated Transport Strategy** and also a **Cultural Centre**

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From: Benjamin Watts, General Counsel

To: Growth, Economic Development and Communities Cabinet Committee – 28 November 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

Report Author:
Georgina Little
Democratic Services Officer
03000 414043
Georgina.little@kent.gov.uk

Lead Officer:
Benjamin Watts
General Counsel
03000 410466
benjamin.watts@kent.gov.uk

**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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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	Discovery Park Enterprise Zone – Growing Places Fund	YES	03/10/2019	
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	Investigations and Enforcement update	NO	12/07/2019	
8	District Visits Programme 2019 (Standing Item)			
9	Work Programme (Standing Item)	NO		

Items for Consideration that have not yet been allocated to a meeting	
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
Ebbsfleet Development Corporation	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
Artificial Intelligence (Kent and Medway Enterprise and Productivity Strategy)	Date TBC
The effectiveness and efficiency of Solar and wind energy	Date TBC

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