

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

**Friday, 17th January, 2020**

**10.00 am**

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





## AGENDA

### GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Friday, 17 January 2020 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 (18)**

Conservative (15): Mr M C Dance (Chairman), Mr N J Collor (Vice-Chairman),  
Mr A M Ridgers, Mr S Holden, Mrs R Binks, Mr A Booth,  
Mr A H T Bowles, Mr D L Brazier, Mr A Cook, Mr J A Kite, MBE,  
Mr G Lymer, Mr S C Manion, Mr D D Monk, Mr J Wright and  
Mr J P McInroy

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

Labour (1) Mr D Farrell

#### **Webcasting Notice**

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#### **UNRESTRICTED ITEMS**

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

- 1 Introduction/Webcast announcements
- 2 Membership
- 3 Apologies and Substitutes  
To receive apologies for absence and notification of any substitutes present
- 4 Declarations of Interest by Members in items on the Agenda  
To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared

- 5 Minutes of the meeting held on 28 November 2019 (Pages 1 - 12)
- 6 Verbal updates by Cabinet Members and Corporate Director  
To receive verbal updates by the relevant Cabinet Members
- 7 The Kent Developers Group (Pages 13 - 30)
- 8 Draft Capital Programme 2020-23 and Revenue Budget 2020-21 (Pages 31 - 42)
- 9 Library Registration and Archives Strategy Implementation Update (Pages 43 - 48)
- 10 Work Programme 2020/21 (Pages 49 - 56)

### **EXEMPT ITEMS**

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

Benjamin Watts  
General Counsel  
03000 416814

**Thursday, 9 January 2020**

*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.*



**KENT COUNTY COUNCIL**

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

MINUTES of a meeting of the Growth, Economic Development and Communities Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 28 November 2019.

PRESENT: Mr A M Ridgers (Chairman), Mr S Holden (Vice-Chairman), Mrs P M Beresford, Mrs R Binks, Mr D S Daley, Mr A Booth, Mr A H T Bowles, Mr D L Brazier, Mr N J Collor, Mr I S Chittenden, Mr A Cook, Mr J Wright, Mr M C Dance, Mr M J Angell (Substitute for Mr J A Kite, MBE), Mr J P McInroy (Substitute for Mr S C Manion), Mr B J Sweetland (Substitute for Mr G Lymer) and Mr B H Lewis (Substitute for Mr D Farrell)

ALSO PRESENT: Mr M Whiting and Mrs S V Hohler

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

**UNRESTRICTED ITEMS****184. Apologies and Substitutes**

*(Item 2)*

Apologies for absence had been received from Mr G Lymer, Mr S Manion, Mr J Kite and Mr D Farrell.

Mr B Sweetland, Mr J McInroy, Mr M Angell and Mr B Lewis attended as substitutes respectively.

**185. Election of Chairman**

*(Item 3)*

1. The Committee elected Mr Dance as Chairman of the Committee.

*Agreed without a formal vote*

2. Mr Dance thanked Mr Ridgers for his hard work, commitment and valuable contribution to the Committee in his time as Chairman.

3. RESOLVED that Mr Dance be elected as Chairman of the Committee.

**186. Election of Vice-Chairman**

*(Item 4)*

Mr A Booth proposed, and Mr A Cook seconded that Mr N Collor be elected as Vice-Chairman of the Cabinet Committee. There being no other nominations, this was *agreed* without a vote.

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

*(Item 5)*

Mrs S Hohler declared an interest in item 15 of the agenda as the appointed Kent County Council Trustee of Turner Contemporary.

### **188. Minutes of the meeting held on 13 September 2019**

*(Item 6)*

It was RESOLVED that the minutes of the meeting on 13 September 2019 are a correct record and that they be signed by the Chairman.

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

*(Item 7)*

1. Mrs S Hohler (Deputy Cabinet Member for Community and Regulatory Services) provided an update on the following:
  - (a) The Library, Registration and Archive service had been awarded the Customer Service Excellence award in recognition of its high level of service delivery, its continual investment in infrastructure and its innovative engagement with communities. The assessment took place in September over the course of three and half days and included seven of Kent's libraries. Mrs Hohler commended the LRA service and all its staff for achieving the award.
  - (b) The Summer Reading Challenge 2019 had successfully encouraged an increased volume of participants to partake in the challenge compared with the previous year and commended the success of the event.
  - (c) Mrs Hohler expressed her delight in the array of work exhibited in Sessions House, Stone Hall, as part of the John Downtown Award. The 2019 exhibition had encouraged 313 entries from 31 schools. The winning entries were due to be displayed at Turner Contemporary from 18 January to March 2020.
  - (d) Turner Contemporary in Margate was due to host the award of the Turner Contemporary Prize 2019 on Tuesday 3 December. Mrs Hohler noted that it was the first time the award had been hosted in a smaller geographical location such as Margate. However, visitor numbers had exceeded those in previous years with 10,000 visitors in the first weekend of the event. The award of the Turner Prize would be covered by the BBC.
2. Mr M Whiting expressed his enthusiasm in his new role as the Cabinet Member for Economic Development and introduced Mr J McInroy as the newly appointed Deputy Cabinet Member. Mr Whiting applauded Kent County

Council in its achievement of securing the silver award for the 'Best Youth Destination 2019' and paid tribute to colleagues in Visit Kent and all those involved in achieving the award.

3. It was RESOLVED that the verbal update be noted, with thanks.

## **190. Performance Dashboard**

*(Item 8)*

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

1. Mrs Groombridge introduced the Performance Dashboard which showed progress made against targets set for Key Performance indicators (KPIs) up to the end of September 2019. Mrs Groombridge highlighted to Members that nine of the fourteen KPIs achieved target, three were below target, however, did achieve the floor standard and two failed to achieve the floor standard. Mrs Groombridge informed the Committee that there were five remaining KPIs that were awaiting sufficient survey returns before publication of those results could take place.
2. Officers responded to comments and questions as follows:
  - (a) With regard to KPI *DT14: Percentage of Public Rights of Way (PRoW) faults reported online*, Mrs B Cooper (Corporate Director of Growth Environment and Transport) informed Members that there was a certain demographic that preferred to report incidents via phone. The key piece of work that continued to be done by KCC was the review and improvement of systems interfaces to encourage those who relied on the telephone reporting system to switch to the automated online reporting tool.
3. It was RESOLVED that the Performance Dashboard, be noted.

## **191. Strategic Delivery Plan Monitoring: Quarter 2 2019/20**

*(Item 9)*

*David Firth (Policy Adviser) and Shannon Ryan (Business Planning Officer) were in attendance for this item.*

1. Mr Firth introduced the report that set out the Council's Strategic Delivery Plan Monitoring arrangements, along with the analysis and emerging themes from Quarter 1 and Quarter 2 of the 2019/20 Strategic Outcome 2 activity submissions. Mr Firth informed Members that the development of the Strategic Delivery Plan was supported by the Executive and Cabinet Committees and informed Members that further feedback was welcomed to ensure that the report was correctly tailored to provide the level of detail required from Members. It was suggested that Cabinet Committees might like to consider

any future substantive items on specific Strategic Delivery Plan activities as part of their agenda setting discussions. Cabinet Committees would receive the Quarter 4 analysis following the monitoring process in April – June 2020.

2. Mr Whiting (Cabinet Member for Economic Development) highlighted to Members the significant amount of work that continued to be undertaken by officers to ensure the delivery of all workstreams and commended their achievements.
3. It was RESOLVED that the Strategic Delivery Plan Monitoring arrangements, analysis and emerging themes from Quarter 2 2019/20 Strategic Outcome 2 activity submissions, be noted.

## **192. Regional Growth Fund Programmes Monitoring Report**

*(Item 10)*

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

1. Mr Riley introduced the report that set out the results of Kent County Council's (KCCs) monitoring returns for the period 1 April 2019 to 30 June 2019, from companies that had received loans from the three Regional Growth Fund Programmes: Expansion East Kent, Tiger and Escalate. As previously reported, the schemes were funded through money that had been allocated by Central Government and therefore KCC were subject to the conditions imposed by the Department for Business, Energy and Industrial Strategy (BEIS) in terms of its management.
2. Officers responded to comments and questions as follows:
  - (a) Mr Riley informed Members that KCC Internal Audit would engage with those companies considered to be involved in fraudulent activities such as the misappropriation of funds.
  - (b) In response to KCCs management for the repayment of funds, Mr Riley confirmed that KCC had adopted a flexible repayment method to ensure that the maximum amount of loan value was recouped. Mr Riley informed the Committee that the Regional Growth Fund scheme established in 2012 was initially set up to offer loans in the forms of grants. The allocation of loans to companies from KCC provided companies with the opportunity to take out a 0% interest loan, with a repayment period of between five to seven years. The approach adopted by KCC ensured that investment was monitored, repaid and reinvested into the Kent and Medway Business Fund.
  - (c) Mr Smith informed the Committee that the primary purpose of the scheme was to promote investment and jobs in Kent. The scheme had created and

safeguarded 4,500 jobs and Mr Smith commended KCC's success in its effectiveness to find and invest in companies that demonstrated an ability to grow whilst safeguarding the interest of the Tax payer through the monitoring and legal processes put in place to recover the funds from failed companies.

- (d) In response to comments concerning the creation of jobs, Mr Riley confirmed that KCC had not made any further investment against the three Regional Growth Fund programmes for the past four years, therefore the reported figures were reflective of the jobs created from the existing loans. Mr Riley noted that KCC were contractually obliged by the Government to manage the Regional Growth Fund programme and to retain funds for reinvestment. The feedback from Government verified that the approach adopted by KCC had been well received. Mr Smith assured the Committee that the returned money continued to be reinvested into new companies with new jobs, however, the grant and equity investments fell outside the scope of the report to the Committee. Mr Smith agreed to provide an update report to the Committee in due course once the position of the national economy following Brexit had been resolved.
- (e) Mr Riley confirmed that the Loan Recovered figure of £248,741 included the recovered funds in the period which had previously been identified as bad debt.
- (f) Mr Smith confirmed that a new scheme had been launched which targeted smaller companies and offered loans up to £100k. Mr Smith agreed to reflect on the views of the committee concerning the promotion of the scheme and implement new marketing tools to encourage greater take-up.

3. It was RESOLVED that the report be noted.

### **193. 19/00095 - Discovery Park: Growing Places Fund**

*(Item 11)*

This item was withdrawn from the agenda and not considered.

### **194. Library Extra Pilot Evaluation**

*(Item 12)*

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

- 1. Mrs S Hohler (Deputy Cabinet Member for Community and Regulatory Services) and Mrs Taylor Smith introduced the update report on the Library Extra pilot and the evaluation of the uptake across the three pilot sites: Deal (tier 1), Paddock Wood (tier 3) and Higham (tier 4). Following the success of the pilot, the report sought the Committee's endorsement to continue the Library Extra pilot at each of the three sites for a further year; for Libraries, Registration and Archives (LRA) to explore the potential for a further pilot at a

tier 2 and tier 5 library; and for Library Extra be made available on Sunday at both Paddock Wood and Higham libraries during the normal Sunday trading hours of 10am to 4pm. Mrs Taylor-Smith informed the Committee, that as a result of the analysis, it was proposed that LRA explore Library Extra as the way to deliver additional library access/opening hours where there was demand, this was explored following the question raised at a previous meeting of this committee to consider Parish Councils paying for additional opening hours. To support the delivery of the Library Extra service, LRA would undertake a review of the funding options available, including the potential use of S106 or CIL funding and the potential use of local member grants and future KCC capital funding.

2. Officers responded to comments and questions as follows:

(a) With regard to the facilities management issue, Mrs Taylor-Smith informed the Committee that the pilot helped identify the potential faults that could occur when operating technology assisted opening. While a solution was found to resolve the issues at Higham library, it was recommended that for any future Library Extra installations, a new automatic door be installed instead of retrofitting an existing door.

(b) Mr Pearson responded to Members queries regarding Higham library and informed the Committee that LRA would liaise with the Parish Council to seek their views on how best to engage with the local community. The high level of community involvement and engagement was amongst one of the reasons why Higham was selected for the pilot and the analysis of the pilot would continue to inform the LRA Strategy going forward.

(c) In response to concerns as to whether the scheme was a precursor to the conversion of non-hub libraries into a state of non-attainment, Mr Pearson expressed the view that this was not the case and the LRA service was founded on providing people with options which would always include times with paid staff, and said that the additional technology-assisted access was based on customer preference. Customer engagement was critical to the evolution of the service, and that being recognised, the LRA was able to offer a number of activities alongside the borrowing of books and was able to provide the same level of service outside of normal operating hours to those with the enhanced membership card.

3. It was RESOLVED that the report be noted and that the recommendations 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) explore the potential for a further pilot at a tier 2 and tier 5 library; and
  - (c) Make Library Extra available on Sunday at both Paddock Wood and Higham libraries during the normal Sunday trading hours of 10am to 4pm,
- be endorsed.

**195. 2050 Vision for Kent and Medway Enterprise and Productivity strategy & SELEP Local Industrial Strategy**

*(Item 13)*

*Johanna Howarth (Deputy Director of Economic Development) was in attendance for this item.*

1. Mrs Howarth introduced the report which provided Members with an update on the development of a Kent and Medway 2050 Enterprise and Productivity Strategy alongside the progress of the South East Local Enterprise Partnership's emerging Local Industrial Strategy and sought the Committee's views on a draft vision.
2. The officer responded to comments and questions as follows:
  - (a) Mrs Howarth agreed with Members' comments regarding the need for Kent County Council KCC to adopt an infrastructure-before-growth approach and said that the points raised by the Committee had been echoed in the discussions between KCC and its stakeholders as well as with Government. Mrs Howarth informed the Committee that KCC was aiming towards improved collaborative working with Government; details of that work along with the draft Strategy would be presented to the Committee in due course.
  - (b) Mr Whiting (Cabinet Member for Economic Development) informed Members that as individual schemes were put forward, they would need to be fully scrutinised by local people. The Strategy aimed to bring partner agencies together, including District and business colleagues to ensure that the strategic framework reflected economic policy at a local level.
  - (c) In response to concerns regarding the disparity between parts of Kent and Medway, Mrs Howarth confirmed that the Strategy addressed the need for every young person and adult to be equipped with the skills and tools needed to access opportunities; and for this reason, the strategy would include success measures to review and monitor the narrowing gaps over the thirty to forty year window.
  - (d) With regard to the export opportunities for businesses in Kent and Medway, Mrs Howarth agreed that KCC needed to set its sights beyond Europe and to support those business in Kent and Medway that traded

internationally. Mrs Howard noted that infrastructure was key to drive that workstream forward.

3. It was RESOLVED that the progress made to date with both strategies and the draft version for the Kent and Medway Enterprise and Productivity Strategy, be noted.

**196. 19/00093 - Reform of the South East Local Enterprise Partnership's (SELEP) governance**  
*(Item 14)*

*David Smith (Director of Economic Development) and Sarah Nurden (Kent and Medway Economic Partnership Strategic Programme Manager) were in attendance for this item.*

1. Mrs Nurden introduced the report that set out the Government reforms of the South East Local Enterprise Partnership (SELEP), the activities that would be undertaken by SELEP to ensure compliance; and the consequences for SELEP of non-compliance. Prior to Members' comments on the proposed recommendation that Kent County Council remained a partner of SELEP, Mrs Nurden informed Members of the typographic error within paragraph 3.6.2 of the report and confirmed that the SELEP Deputy Cabinet Member should read SELEP Deputy Chairman.
2. The Officers and Cabinet Member responded to comments and questions as follows:
  - (a) Mrs Nurden informed the Committee that due to political uncertainties it was premature to determine future funding streams; however, the Government had announced that European Structural Investment Funding (ESIF) would continue to be allocated through SELEP.
  - (b) In response to queries regarding the representation and substitution of Board Members, Mrs Nurden assured the Committee that under the new governance arrangements, the Company Director position could be offered to the Leader, or Executive of the Council if the Leader were unable to attend. The nominated representative would have to be registered at Companies House.
  - (c) Mrs Nurden confirmed that on 4 October 2019, the SELEP Strategic Board agreed its approach to recruiting 20 Company Directors, 5 Co-opted Directors; and Company Membership for SELEP (as set out within paragraph 3.6 and 3.7 of the report). KCC paid an annual contribution of £72.5k to be part of SELEP.
  - (d) In response to the Membership of the Board, Mrs Nurden confirmed that out of the 20 Company Directors, 7 of those would be from Kent and Medway and would consist of the Leader of Kent County Council, the Leader of Medway Council and 5 business individuals from the Kent and Medway area (the proposal was to select these from the Kent and Medway Economic Partnership). The Government had also introduced diversity targets to increase the proportion of women on the SELEP. With regard to the District Council selection process, the SELEP had agreed that for the first year, the Co-opted Directors would be nominated from the District Councils within the Kent County Council administrative area and the other



would be an Essex District Councillor. The 12 District Councillors in Kent would be asked to choose their nominee and it would be for the District Council Leaders to choose who the nominee would be to represent the Kent District Councils.

- (e) Mr Whiting (Cabinet Member for Economic Development) acknowledged Members' discontent in the democratic deficit within SELEP under the new Government arrangements and assured Members that all efforts had been made to rally against the federated structure. Mr Whiting affirmed that Kent County Council would continue to push for financial investment in order to achieve the best outcome for the people and businesses of Kent.
  - (f) With regard to liability and insurance, Mr Nurden confirmed that Essex County Council as the accountable body had been tasked with obtaining liability insurance information and were responsible for circulating this to Company Directors.
  - (g) Mr Smith assured Members that there would be a SELEP Accountability Board which would be governed by the updated Joint Committee arrangement. The Board would consist of 6 Local Authority Leaders (or Cabinet Members) from the 6 Councils across the SELEP region and they would be the only individuals on the Board that would be permitted to vote.
3. It was RESOLVED that the proposed decision (19/00093) to be taken by the Leader to:
- (a) 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,
  - (b) 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,
  - (c) 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
  - (d) 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,

be endorsed.

**197. 19/00060 - Turner Contemporary Capital Project Record of Decision**  
(Item 15)

*Tony Witton (Culture and Creative Economy Manager) was in attendance for this item.*

1. Mrs Hohler (Deputy Cabinet Member for Community and Regulatory Services) introduced the report that set out the plan to reconfigure and update Turner Contemporary and the Rendezvous site in Margate. Mrs Hohler commended Turner Contemporary as a major cultural asset in Kent and noted its success in attracting significantly higher than expected visitor numbers since it opened. However, the building required a programme of capital works to maintain a high-quality visitor offer and generate increased revenue which would enable the organisation to work towards sustainability. Mrs Hohler welcomed Members comments and sought their approval for endorsement.
2. Officers responded to comments and questions as follows:
  - (a) Mr Witton assured Members that Kent County Council already assisted the Royal National Lifeboat Institution, Margate Lifeboat Station (RNLI) with the movement of their vessels from the shared parking vicinity through the use of road markings and double yellow lines. Additional measures had also been proposed which included the introduction of traffic light controls at the entrance and exit of the water ramps. With regard to paid parking, Mr Witton noted that discussions were ongoing with RNLI to determine the best way to manage the site and parking enforcements. Similar discussions had also taken place with the Yacht Club.
  - (b) With regard to the promotion of Kent County Council, Mr Witton informed the Committee that the Council logo was visible on the exterior and interior of the building and Kent County Council continued to build a strong presence within the gallery through the art exhibitions. In particular the Turner Prize attracted a worldwide audience and ensured high visibility for Kent County Council.
  - (c) In response to concerns regarding the projected cost and timescale for completion, Mr Witton confirmed that the project would be delivered in two phases. The first phase was due to start in January 2020, and the second phase (as referred to in the report) was due to start in September 2020. Kent County Council had worked in conjunction with specialist Consultants and Quantity Surveyors over the course of two years to develop a robust plan which provided best value for each element of work required. Mr Witton noted that the challenge was around delivering a high-quality finish to a pre-existing building to ensure consistency throughout the gallery. The £2m project would provide Turner Contemporary with a number of improvements, including additional toilets and a finishing kitchen which would enhance the catering offer at the gallery to include conference and private venue hire.
3. It was RESOLVED that the proposed decision (19/00060) to be taken by the Cabinet Member for Community and Regulatory Services to:
  - (a) 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,

- (b) 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; and
- (c) Proceed with the project subject to KCC's VAT partial liability exemption position not being breached or in breach,

be endorsed.

## **198. European Funding**

*(Item 16)*

*Steve Samson (Trade Developer Manager) was in attendance for this item.*

1. Mr Samson provided an update on the state of play for Kent's participation in current and future European Union funding programmes and referred in particular to the concerns and implications of the UK leaving the EU. Mr Samson informed Members that 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 and said that the guarantee would remain in place even in the event of a 'no deal' scenario although the payment mechanisms may differ. Kent County Council (KCC) had been working closely with its neighbouring European counterparts and hosted 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 to ensure cross-border cooperation on topics of mutual interest. Those topics and priorities would then be shared with central government to make the case for continued access to European or equivalent financial resources in the future.
2. It was RESOLVED that the report be noted and that an update be presented to the Committee at a future date.

## **199. Members' Recent Visits to Ashford Borough Council**

*(Item 17)*

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

1. Mr Smith introduced the report that provided an update to Members on the recent visit to Ashford Borough Council and outlined the programme of future visits to other Kent districts in 2020. Mr Smith informed Members that due to the pre-election period, the scheduled visits for the remainder of 2019 had been postponed but they would be reinstated in due course.
2. Officers responded to comments and questions as follows:

- (a) Mrs B Cooper (Corporate Director of Growth, Environment and Transport) addressed concerns regarding the Local Growth Fund (LGF) application for the A28 and informed Members that Kent County Council (KCC) was unable to undertake the necessary work as Homes England failed to underwrite the risk to the building cost. Mrs Cooper informed the Committee that Homes England were obligated to carry out the required work on the A28, but the work would not start until the 400<sup>th</sup> home was occupied. The money had been redeposited into the LGF pot.

3. It was RESOLVED that the report and scheduled future visits be noted.

## **200. Work Programme 2019/20**

*(Item 18)*

It was RESOLVED that the Work Programme be noted, subject to the inclusion of the following items:

- (a) Library Extra Pilot Evaluation Update Report – April 2020
- (b) Enterprise and productivity strategy and SELEP local industrial strategy
- (c) European Funding

**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 17 January 2020

**Subject:** The Kent Developers Group

**Classification:** Unrestricted

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

**Electoral Division:** All

**Electoral Division:** All

**Summary:**

This report outlines the work of the Kent Developers Group (KDG) to encourage deliverable development, infrastructure and growth in jobs and housing.

**Recommendation:**

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

**1. Background/Context**

1.1 The Kent Developers Group (KDG) was originally formed in the early 1990's with the primary objective of encouraging commercial development across Kent & Medway and early membership included the Channel Tunnel Group and major landowners/developers such as Land Securities.

1.2 It has now evolved into a unique association which represents the development community as a whole and comprises developers of commercial spaces as well as residential and mixed-use schemes across the county, along with social housing agencies and various land, property and construction consultants.

1.3 Together they work alongside public sector partners including Kent County Council, Homes England, Natural England and the Environment Agency to address strategic issues affecting Kent & Medway.

## **2. Objectives**

2.1 The availability of appropriately priced homes and commercial property play a significant role in attracting new businesses to the county. In support of sustainable growth and in conjunction with the other related groups across Kent and Medway KDG's aim is to encourage effective working relationships between the private and public sectors to bring about deliverable development, infrastructure and growth in jobs and housing.

2.2 This work has encouraged government agencies and key organisations including Highways England, Network Rail and the Utility Companies who operate across Kent & Medway to engage, finding strategic solutions and innovative ways to accelerate delivery of high-quality development. There are a number of achievements in this respect, including the examples outlined below.

2.3 This work also includes engagement with SELEP, forming similar groups within Essex and East Sussex to encourage collaborative working across the region.

## **3. Function of the Group**

3.1 In operational terms, the stated benefits of KDG for the development sector therefore include:

- the opportunity to be part of the partnership working to remove barriers to growth and delivering future economic prosperity to Kent.
- the opportunity to discuss strategic issues with major public sector organisations.
- quarterly meetings, providing an excellent opportunity for networking and presentations on legal matters, planning, the environment, sustainability and design, as well as learning from other developers' experiences and exchanging useful contacts.

## **4. Achievements**

4.1 Recent Initiatives/Achievements amongst others include production of both a 'Planning Protocol' and a 'Viability Protocol' jointly working in association with Districts and County which are designed to help streamline the planning process and provide consistency of approach as far as possible (see 'Planning Protocol' at Appendix A and 'Viability Protocol' at Appendix B).

## **5. Recommendation:**

5.1 The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE the contents of this report.

**Contact details:**

**Report Author:**

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03000 417178  
[nigel.smith@kent.gov.uk](mailto:nigel.smith@kent.gov.uk)

**Relevant Director:**

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Director of Economic Development  
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A PLANNING PROTOCOL

# DELIVERING GROWTH

IN KENT AND MEDWAY





# A PLANNING PROTOCOL FOR DELIVERING GROWTH IN KENT AND MEDWAY

This planning protocol was developed jointly by Kent County Council, Kent Developers Group, Kent Housing Group and Kent Planning Officers Group.

Its role is to encourage continued collaborative working between all those involved in delivering growth in Kent. It is an advisory document and is not binding on any party, but by following these principles, all parties demonstrate their commitment to the agenda.

The Protocol relates principally to the pre-application and planning application stages of the process but where applicable the principles will also apply at the plan making stage.



Paul Carter,  
Leader



Nick Fenton,  
Chair



Eileen Martin,  
Chair

Kent Council  
Leaders Group

Cllr David Jukes,  
Vice Chair

**KPOG**  
Kent Planning Officers Group

Simon Thomas,  
Chair

**Medway**  
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Cllr Alan Jarrett,  
Leader

BY 2034, KENT'S  
POPULATION WILL  
RISE BY MORE  
THAN 403,200



## INTRODUCTION

In Kent and Medway, we are ambitious for growth. Over the next twenty years, our population will rise by over 403,200 – an increase of 22.2%. This will mean delivery of some 199,200 new homes, the equivalent of nearly 10,000 per year – making a major contribution to the Government's commitment to a million new homes by 2020.

Yet in recent years delivery has failed to keep pace with demand. Over the past decade we have only built around 6,000 homes a year and the rate of delivery has fallen and infrastructure costs have impacted on viability.

So we must plan strategically for growth. We will strive to meet

projected demand and build resilient, sustainable communities for the future. Good progress is being made across the county in producing Development Plans to support growth.

But it will be councils and communities together with developers that will secure the right growth for Kent and Medway. This Protocol sets out our commitment to working together. It builds on the good practice already taking place across the county to promote a more collaborative approach. Together, local authorities, developers and infrastructure providers are vital to the delivery of quality, sustainable development: this Protocol is our shared commitment.

Statistics from Kent County Council



# OUR GOALS

## TOGETHER WE AIM TO:

Deliver, through the planning process, the environment for quality and sustainable growth in Kent and Medway to strive to meet the county's employment and housing needs.

Provide increased efficiency and certainty in the planning process for communities and developers.



### **Commitment 1:** We will ensure that appropriate resources are made available to deliver an efficient, high-quality planning service

- Councils, supported by developers, will ensure that there are sufficient planning officers with the right skills and qualifications to meet demand, work collaboratively and pro-actively to manage development proposals through the planning system, and facilitate sustainable development.
- Developers will ensure sufficient resources to make clear, evidenced, quality applications. This will ensure that development proposals are made with sufficient and accurate supporting information and are well-presented, enabling planners to efficiently manage the application through the planning system for determination within the statutory period.
- Developers, where appropriate, will provide financial support to authorities to buy in additional resources via Planning Performance Agreements, to assist in the efficient management of larger and more complex schemes.
- Charges for pre-application advice will be sufficient to support a high quality pre-application advice service, maximising the availability of planning officers to provide advice to developers and developers should utilise this service at the earliest opportunity.





## Commitment 2: We will promote training opportunities

- Councils will work jointly with developers and other bodies to provide training opportunities for all groups, including elected Members to build capacity and to promote a common understanding of issues, approaches and good practice.
- Elected Members will be offered regular training on planning issues and the opportunity to visit completed schemes and maintain a dialogue with developers.



### **Commitment 3:** We will communicate effectively

- We will ensure that council officers keep applicants updated with information about their applications and developments to facilitate greater common understanding and consensus on planning matters.
- Developers will engage positively and directly with planners and provide the required, high quality, information in a clear and accessible format within a reasonable timescale, including at pre-application stage.
- Planners and developers will positively engage through the pre-application process to allow early identification of key issues.
- High quality and consistent pre-application advice will be provided, with service standards published on the website of each council. This will increase certainty for developers and will include clear advice on consultation requirements and the information to be submitted with a formal planning application.
- Where appropriate, there will be an increased opportunity for engagement with elected Members, through briefings at the pre-application stage. This will ensure that community issues and needs are considered early in the process and that Members will have a better understanding of developers' proposals at the pre-application stage.
- Developers will engage early, openly and collaboratively with community and amenity groups and where relevant, Town and Parish Councils before and when planning applications are made. Where appropriate, developers will demonstrate in support of any subsequent planning application, how the responses to this engagement have been taken into account and have shaped the scheme.



## Commitment 4: We will increase certainty and consistency

All parties will engage positively and proactively with consultees to ensure that all considerations are addressed at an early stage.

- Developers and Councils will seek buy-in from the Statutory Consultees to the principles of this agreement.
- Where appropriate and for schemes that will have significant impacts, democratically elected Members will be invited to become involved in pre-application briefings to ensure that the needs of the local community are taken into account when proposals are formulated.
- The use of Planning Performance Agreements (PPAs) will be encouraged to achieve a more efficient and effective application process. Where appropriate, KCC Highways and the legal departments of other relevant parties will be included in PPAs, which should be established and set up at pre-application stage.
- Local Authority Officers including Housing Officers will provide planners with clear and consistent advice at an early stage in the planning process and will maintain dialogue throughout the application process up to and including the heads of terms of the section 106 agreement.
- Registered Providers (RPs) will be involved at the earliest possible stage in the planning process where affordable housing is required or proposed.
- Developers will provide draft heads of terms of section 106 agreements in advance of applications and at the earliest opportunity to ensure that all necessary information about the proposed development is available to decision makers.
- All parties will seek to negotiate and conclude section 106 agreements so that planning permissions can be granted without unreasonable delay.
- All parties will seek to minimise the number of pre-commencement conditions requiring the submission of further details.
- All parties will seek to develop a better shared understanding of design quality standards, and, where appropriate, to engage in a Design Review at the earliest stage.

## Monitoring success

This protocol sets out a shared approach to development by developers and local authorities. Kent Developers Group, Kent Housing Group and Kent Planning Officers Group will periodically review the implementation and effectiveness of the Protocol and share best practice that emerges from such reviews.



Supported by







# The Kent Viability Protocol



# KPOG





## **Kent Viability Protocol**

### **Introduction**

This Protocol has been developed by **Kent Housing Group, Kent Planning Officers Group, Kent Developers Group, Kent County Council** and the **Homes and Communities Agency**, as a direct result of a recommendation within the Kent Forum Housing Strategy. The Kent Forum Housing Strategy recognised the need for a shared understanding of viability by local authorities and planning applicants, to help ensure that new housing can be delivered in a timely and effective manner.

The Kent Viability Protocol is not a statutory document but a voluntary arrangement with an aim to avoid the often costly and lengthy adversarial approach that can sometimes arise when considering issues of viability. The aim of this protocol is for it to be an effective tool to speed up planning disputes regarding viability.

The focus of this Protocol is about planning applications which are currently not policy compliant.

This protocol should not be used as a tool to delay planning decisions where compliance with local planning policies is highly unlikely to be achieved, even after the mediation review process.

### **1. Pre Application Discussions & Publication of Information**

The Applicant and local planning authorities should whenever possible enter into pre-application discussions with a view to mutually gaining understanding of the viability of a proposed development. In particular local planning authorities should identify physical and social infrastructure that is likely to be essential for a development to proceed in order that the Applicant can take this into account at an early stage.

Prior to the adoption of a CIL (Community Infrastructure Levy) scheme for their area, where appropriate local planning authorities, working in association with Kent County Council should publish generic information regarding anticipated developer contributions on their website so that these costs can be taken into account by the Applicant when negotiating to buy land.

### **2. Providing Viability Information at the Outset**

If an Applicant states that they will meet all policy requirements for contributions and affordable housing it will not be necessary for the Applicant to provide a viability study. However, if the application is non policy compliant then the Applicant will provide all the information necessary, including financial information about viability, at the outset of submitting their planning application. (Refer to Section 4).



### **3. Speedy Validation of Planning Applications**

A local planning authority will only request additional information about a planning application if it is considered essential to the determination of an application; this can be at any point of the planning process. Local planning authorities will undertake registration of valid planning applications in a timely manner.

### **4. Key Feature and Benchmarks of a Viability Appraisal**

Applicants will set out within their submission key elements as set out in the Viability Spread sheet which includes:

- Income & Revenue for the Open Market Homes  
(Separated from the anticipated income from affordable and commercial)
- Net profit for Open Market Homes, Affordable Homes and Commercial units
- Planning Application Fee costing
- Construction costs for dwellings, externals, abnormals and prelims
- Contingency
- Community Levy Infrastructure (CIL)
- S106 costs
- Finance costs
- Land values (land fees to be identified separately)
- Margin (Overheads and Profit)
- Overheads
- Profit

The viability assessment submitted to the local planning authority will normally comprise of both a residual valuation that arrives at site value or profit return and a cash flow (discounted if appropriate) that sets out the timings of costs, outlays and revenue receipts and where appropriate show at what point a development does or does not become viable. This might be important for phasing affordable housing or other contributions.

If the residual method of land value is not used then the Applicant should be setting out in a narrative how they have arrived at the land value they have used in the valuation.

### **5. Affordable Housing**

The applicant will set out within their submission the discussions they have held with identified providers of affordable housing regarding housing mix, housing tenure, housing need and financial offers received.



## **6. Assessing Viability Appraisals**

Local planning authorities will whenever possible assess viability appraisals “in house” without reference to external consultants. Local planning authorities will endeavour to ensure that they are up to date on viability issues, and for staff where possible undertake training to assist in this process. On larger and more complex applications local planning authorities will probably engage specialist consultants to advise them on the viability appraisal; but subject to all relevant and up to date information being provided at the outset it will not seek to prolong this process and timely reporting will be built into the consultant’s contract.

## **7. Mediation Review**

Where following assessment of a viability appraisal there is no agreement between the Applicant and a local planning authority, regarding key inputs in the viability appraisal or its conclusion the matter can be referred for mediation review, this must with the mutual agreement of both parties.

The mediation review process can be triggered by either the Applicant or the local planning authority but can only go ahead if both parties agree.

A planning application will not be refused while the peer review is in process. The Applicant will fund any costs of a mediation review which will be fixed in advance of the process taking place.

A mediation review panel will be convened taken from an approved list of mediation review members; this will be an independent panel, with members with knowledge and experience of housing, planning and economics. The panel will also have representation from the Homes and Communities Agency. Panel members will be chosen from a suite of colleagues who have agreed to participate in this process. Once the panel members are selected they will have sight of the papers relating to the dispute and will meet or converse electronically within four to six weeks of a mediation review process being triggered, and must report within two weeks of meeting or corresponding electronically. The panel will provide an advisory view to both parties and will produce a written summary of this view for public consumption. This summary will not contain any commercially sensitive information.

The panel’s recommendation will not be binding upon either party and cannot be used in an appeal without agreement from the applicant.

The secretariat for the mediation review will be provided by the Kent Economic Board.



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## 8. Confidentiality

In order that an informed and transparent assessment can be made by the local planning authority, the Applicant should include within their viability assessment as much information as possible. While the local planning authority should expect to receive a copy of the Applicants own viability, for the purposes of Commercial Confidentiality the peer review should receive it in an anonymous format.

At the very least the main strands and the conclusions of the financial appraisal should be included in a non technical summary that will be included in the public consultation process.

However, local planning authorities recognise that some financial information is commercially sensitive and if access to this is to be restricted to planning officers, consultants, key stakeholders and mediators then this should be set out in a separate document clearly marked as **CONFIDENTIAL** with reasons provided as to what it is necessary to treat as such.

## 9. Review

The content of the Kent Viability Protocol will be reviewed by all participating parties and amended following case reviews and in the light of changing economic conditions.

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**From:** Peter Oakford – Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services  
 Mike Hill – Cabinet Member for Community and Regulatory Services  
 Mike Whiting – Cabinet Member for Economic Development

**To:** Growth, Economic Development and Communities Cabinet Committee – 17 January 2020

**Subject:** Draft Capital Programme 2020-23 and Revenue Budget 2020-21

**Classification:** Unrestricted

**Summary:**

The Draft Budget proposals for 2020-21 were published on 6<sup>th</sup> January 2020 to support the scrutiny and democratic process through Cabinet Committees, Cabinet and culminating in the annual County Council budget setting meeting on 13<sup>th</sup> February 2020. The Draft Budget takes account of the response to the consultation and engagement campaign.

This report provides Growth, Economic Development and Communities Cabinet Committee with an opportunity to comment on the Draft Budget proposals and make recommendations to Cabinet Members as part of this process.

Members are asked to bring to this meeting the draft (black combed) 2020-21 Budget Book document published on 6<sup>th</sup> January 2020 as information from this document is not repeated in this report.

**Recommendations:**

Members of the Growth, Economic Development and Communities Cabinet Committee are asked to:

- a) NOTE the draft capital and revenue budgets and MTFP, including responses to consultation and the estimate of the government’s funding settlement; and
- b) SUGGEST any changes which should be made before the draft is presented to Cabinet on 27th January 2020 and full County Council on 13th February 2020.

**1. Introduction**

1.1 The Local Government Finance Act 1992 and KCC Constitution requires the Council to consult on and ultimately set a legal budget and Council Tax precept for the forthcoming financial year, 2020-21.

The accompanying Draft Budget book sets out the detailed proposals. This document is designed as a reference document and includes a number of sections/appendices. This report is produced as a guide to help navigate the document.

- 1.2 The democratic process through Cabinet Committees, Cabinet, and ultimately full County Council is the culmination of the budget setting process, which takes almost a year to evolve beginning almost immediately after the budget is approved in February.

This starts with the forecasts for the subsequent year(s) in the MTFP at the same time as the approved budget for the forthcoming year, including the indicative central government settlement. These are based on estimates and subject to regular revision and refinement.

- 1.3 In previous years an interim update of the MTFP has been provided to County Council through the Autumn Budget Statement report. This year an Autumn Budget Statement report was not produced primarily due to the degree of uncertainty following the one-year Spending Review and lack of detail around the local government finance settlement. A multi-year plan for 2021-22 and beyond has not been produced given the settlement is for one year only.

- 1.4 On 16<sup>th</sup> October 2019 the formal budget consultation was launched as required under the Council's Constitution to set a legal budget and Council Tax. The Draft Budget published in January for the final democratic process is based on funding assumptions derived from the Spending Round and technical consultation on the provisional local government finance settlement. It is also based on provisional Council Tax and business rate tax bases from districts.

There is no indication when the local government finance settlement will be announced, and districts have until 31<sup>st</sup> January to finalise their tax base estimates. The Draft Budget also includes the proposed response to the consultation, estimates of spending demand and cost pressures and local spending priorities.

- 1.5 The Budget will be presented to County Council on 13<sup>th</sup> February 2020 for approval and the final Budget Book will be published in March.

## **2. Fiscal and Economic Context**

- 2.1 The national fiscal and economic context is an important consideration for the Council in setting the Budget. This context does not just determine the amount received through central government grants, but also sets out how local government spending fits in within the totality of public spending. This latter aspect essentially sets the government's expectations of how much local authorities would raise through local taxation.

- 2.2 The Chancellor announced on 4<sup>th</sup> September 2019 the government's spending plans for 2020-21 which are hereon referred to as the



Spending Round (SR2019). SR2019 included additional spending compared to the previous plans.

The stated aim of SR2019 is to provide stability and certainty in funding in 2020-21 to enable government departments and devolved administrations to focus on delivering Brexit. The Chancellor has confirmed that a multi-year Spending Review will follow in 2020 although the exact timing of this has not been confirmed.

- 2.3 SR2019 was originally set within the current fiscal targets: keeping the structural deficit below 2 per cent of GDP in 2020-21 together with total debt falling as a percentage of GDP, and structural deficit to be eliminated and converted to a surplus by the middle of the decade.

The Chancellor would normally be expected to make his annual Budget statement during the autumn in response to forecasts from the Office for Budget Responsibility (OBR) of performance against the targets. The Budget would have included any tax changes necessary to finance spending plans within the targets. In October the Chancellor postponed the Budget statement scheduled for 6<sup>th</sup> November.

In November he announced the introduction of revised fiscal targets:

- Balance current spending (i.e. excluding capital spending) in three years' time
- Investment limited to 3% of GDP
- Borrowing plans to be reviewed if total debt interest exceeds 6% of tax revenues.

- 2.4 SR2019 was based on a “rollover” concept with the continuation of a number of grants received in 2019-20. The grants continuing are listed in table 1 below with estimates for both the national and KCC amounts in 2020-21:

Table 1 – List of 2019-20 grants which are continuing in 2020-21

Description of grant or fund	2019-20		2020-21 Estimate	
	National Amount £'m	KCC Amount £'m	National Amount £'m	KCC Amount £'m
Revenue Support Grant <sup>1</sup>	2,284	9.5	2,323	9.6
Business Rate Top-up <sup>1</sup>	-	136.2	-	138.5
Business Rate Baseline <sup>1</sup>	12,276	48.7	12,484	49.5
New Homes Bonus Grant	918	6.4	918	6.4
Social Care Support	410	10.5	410	10.5
Business Rate Compensation for under indexation of the multiplier <sup>2</sup>	424	6.1	424	6.1

<sup>1</sup> Uplifted by 1.7% uplift to business rate multiplier based on September CPI and adjusted to include notional RSG for business rate retention pilot authorities

<sup>2</sup> Notified after final settlement

Business Rate Compensation for other reliefs <sup>2</sup>	1,373	4.9	1,373	3.9
Improved Better Care Fund <sup>3</sup>	1,837	42.4	2,077	48.5
Winter Pressure Grant	240	6.2		
New Social Care grants			1,000	23.8

- 2.5 SR2019 included an additional £1bn nationally to support Adult and Children’s Social Care pressures. The technical consultation proposed that this would be allocated according to the adult social care relative needs formula (RNF) with up to 15% adjusted to reflect ability to raise council tax. For KCC, this equates to £23.8m share of the £1bn total.
- 2.6 SR2019 also confirmed that the Government intends to set the Council Tax referendum threshold for 2020-21 at 2% (this level is subject to final decision by Parliament). In addition, councils with responsibility for adult social care can choose to levy up to a further 2% increase on council tax under the social care precept.
- 2.7 Finally, the SR confirmed that the £2 billion funding provided to government departments for Brexit will be continued in 2020-21, although at this stage it is not known how much KCC will receive.
- 2.8 There are no indicative spending plans/local government settlement, or Council Tax referendum limits for 2021-22 and beyond, meaning the future funding envelope remains incredibly uncertain. These will not be known until after the outcome of the full Spending Review, which was originally anticipated sometime during 2020 but might be delayed. A further rollover for 2021-22 settlement is one of many possibilities.
- 2.9 Further details are still awaited on whether the new government will proceed with the proposed 75% business rate retention arrangements, and the reforms following the Fair Funding review. These are likely to have a significant impact on future year’s settlements and the Council’s MTFP, this uncertainty makes forward financial planning very imprecise.
- 2.10 In light of the uncertainty, a one-year only plan has been published.

Appendix A in the draft Budget Book provides detail of individual growth pressures and savings. Different scenarios of funding for future years will continue to be modelled so that the potential impact from each scenario is understood.

### **3. Revenue Budget Strategy and Proposals**

- 3.1 The Council’s revenue expenditure is what is spent on the provision of day to day services e.g. care for the elderly/vulnerable adults, supporting children in care, maintaining and managing the road network, library services, etc.

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<sup>3</sup> Includes winter monies in 2020-21

It includes the cost of salaries for staff employed by the Council, contracts for services commissioned by the Council, the costs of servicing debt incurred to support the capital programmes, and other goods and services consumed by the Council.

Revenue spending priorities are determined according to the Council's statutory responsibilities and local priorities as set out in the MTFP, which is the financial expression of the vision set out in the Strategic Statement.

3.2 The Draft Budget book includes the following sections in relation to the revenue budget proposals:

- Section 3 – Revenue Budget - Summary
- Section 4 – Revenue Budget - Key Service Analysis
- Appendix A – Detailed Revenue Plan by Directorate
- Appendix B – Budget Risk Register

The revenue budget sections set out the planned spending on services, the revenue plans in the appendices show the main reasons for year on year changes.

3.3 In order to meet the legal requirement to set a balanced budget, the Corporate Director of Finance must be satisfied that it is based on robust estimates and includes adequate provision for reserves to cover risks and uncertainties. The Draft Budget is increasing by £68m, from £986.4m in 2019-20 to £1,054.3m in 2020-21, although this requires the remaining gap of £1.9m to be resolved.

3.4 The Draft Budget includes provision for £83.1m of additional spending demands (changes to existing budgets plus forecasts for future demand and cost increases) and £21.1m to replace the use of one-off funding/savings in the 2019-20 approved budget.

3.5 These spending demands include the decision to change budgets based on current activity/costs, future known unavoidable cost increases (including contractual price increases, legislative changes and financing capital programme), forecasts for future eventualities (including estimated demand, non-specific price increases and contract retender), and local policy choices (including investment in services, and Kent pay scheme).

The Draft Budget also includes £6.0m of growth for spending priorities that support the new Strategic Statement.

3.6 The 2020-21 Draft Budget includes savings and income proposals of £34.3m. The vast majority of these arise from the full year effect of existing savings plans, or the roll out of existing charging policies.

3.7 The revenue budget can be summarised in the following equation. This equation assumes the Council agrees the proposed Council Tax precept

increases up to but not exceeding the assumed 2% referendum limit and the 2% social care levy.

<b>Spending and Savings</b>			
			£000s
Realignment			10,453.4
Reduction in Grant Income			1,400.0
Pay			7,693.0
Prices/Inflation			20,284.4
Demand/Demography & Legislative			21,238.5
Service Improvements			22,001.4
<b>Sub Total - Pressures</b>			<b>83,070.7</b>
Replace use of one-off solutions used in 2019-20			21,115.2
Savings and Income			-34,283.6
			<b>69,902.3</b>
<b>Funding</b>			
	Spending Round £000s	Other £000s	Total £000s
Council Tax	37,185.0	-4,975.0	32,210.0
Business Rates	827.5	154.9	982.4
Government Grants			
- Business Rate Top Up and RSG	2,476.9		2,476.9
- Other grants	23,836.0	8,463.6	32,299.6
	64,325.4	3,643.5	<b>67,968.9</b>
<b>Current Budget Gap</b>			<b>1,933.4</b>

The remit of the Growth, Environment and Transport (GET) directorate spans two Cabinet Committees and, consistent with prior years, the MTFP is shown at directorate level only.

However, Section 6 of this report sets out the main revenue spending demands and savings/income proposals of both the GET directorate, as a whole, as well as highlighting key entries pertinent solely to this committee.

- 3.8 The 2020-21 MTFP plan is presented in appendix A. This represents the most realistic estimate of future funding following SR2019 (including estimated distribution through the local government finance settlement) and provisional tax base estimates/assumed council tax increases. The plans also include forecasts for future spending pressures and replacing the one-off funding/savings used to balance the previous year's budget.

## **4. Budget Consultation**

- 4.1 As described in paragraph 1.4, the consultation on the Council's revenue budget and Council Tax proposals was launched on 16<sup>th</sup> October and closed on 25<sup>th</sup> November. This consultation sought views on a general Council Tax increase, the social care levy and KCC's spending priorities.

The consultation was web based supported by a social media campaign. This approach was in line with last year, which helped to achieve increased engagement at lower cost, and a total of 1,360 responses were received (compared to 1,717 responses last year). Furthermore, there were fewer numbers who started a response but did not complete the survey (552 compared to 698 last year).

- 4.2 The campaign also aimed to increase public understanding of the Council's budget and the financial challenge arising from rising demand for/cost of providing council services, the need to find cost savings whilst at the same time protecting valued services, and impact on Council Tax. Further evaluation of the extent to which these aims were achieved will be undertaken.
- 4.3 The finance team have worked in collaboration with colleagues responsible for updating the Strategic Statement. A number of engagement events took place between September and November 2019 with residents, businesses, voluntary sector organisations, parish councils, young people and staff.

At these events, information on KCC's current spending plans were provided, and the financial challenges faced next year. Their views on what is important to them and their views on spending priorities have been captured and fed into the budget consultation process.

- 4.4 Overall there was an increased proportion of respondents supporting council tax increases than in last year's consultation, but still lower than historical levels of support in previous years.

In relation to spending priorities, respondents highlighted Adult Social Care for Older People, Education & Youth Services and Public Protection as their three highest priorities. The three lowest spending priority areas were Community Services, Libraries Registration and Archives and Social Support within Adult Social Care.

- 4.5 A detailed report on the information and insight gained from the consultation and engagement strategy is available in the background documents section of this report and on the Council's website.

## **5. Capital Programme**

- 5.1 Capital expenditure is spent on the purchase or enhancement of physical assets, where the benefit will last longer than the year in which it is incurred e.g. school buildings, roads, economic development schemes, IT

systems, etc. It includes the cost of purchasing land, construction costs, professional fees, plant and equipment and grants to third parties.

As with revenue, capital spending plans are determined according to the Council's statutory responsibilities and local priorities as set out in the MTFP, with the ultimate aim of delivering the vision set out in the Strategic Statement.

- 5.2 Capital spending has to be affordable, as the cost of interest on borrowing and setting aside sufficient provision to cover the initial investment funded by loans over the lifetime of the asset, are borne as revenue costs each year over a very long period. This affordability would also apply to invest to save schemes which need to have a reasonable payback period.
- 5.3 Sections 1 and 2 of the Draft Budget Book set out the proposed 2020-23 programme and associated financing requirements. The summary (section 1) provides a high-level overview for the whole Council, and the individual directorate pages (section 2) provides more detail of rolling programmes and individual projects.

As with the Revenue MTFP, Section 6 of this report highlights any key additions, or changes to, the Capital MTFP programme in relation to the GET directorate.

- 5.4 The capital strategy has been revised for the 2020-23 budget and one of the principles is to have a longer-term capital programme over a ten-year period, within which statutory responsibilities and strategic priorities are paramount. It is particularly important to provide some stability for services in a year with a one-year funding settlement from Government. The timing of capital projects and programmes has also been reviewed to ensure capital plans and delivery are as realistic as possible.
- 5.5 Some additional capital spending has been deemed appropriate to meet statutory responsibilities, for invest to save projects or to enable continuation of other key capital ambitions. A total of £120m additional borrowing (across KCC) will be used to fund this spend over the three-year period 2020-23. The revenue consequences of this capital spending have been included in the budget.

## **6. Headline Directorate Proposals**

- 6.1 The proposed net revenue budget for the Growth, Environment and Transport (GET) directorate for 2020-21 is £177.9m. This represents a net increase of £5.5m, with the 2019-20 budget currently set at £172.4m.
- 6.2 New spending demands (pressures) of £8.1m are proposed and these can be further analysed between:
- Price: £2.892m,
  - Demography: £0.672m
  - Legislative: -£0.038m

- Realignment: £1.107m
- Service Strategies and Improvements: £3.469m

6.3 The vast majority of these pressures fall under the remit of a different Cabinet Committee, however, significant pressures relating to this committee include:

- Coroners – Pathologist fees £277k. An uplift in the fee given a national dearth of Pathologists working Coroners' cases.
- Income realignment – Libraries, Registration and Archives (LRA) and Economic Development (ED) have adjusted their income targets for specific services of £130k.
- Coroners – staffing and new Area Coroner provision £166k. Due to increased caseloads, a new Area Coroner was appointed in 2019.
- Tackling Crime – Knife Crime and Serious & Organised Crime £71k. Two new posts/pilots have been created to analyse and support these priority areas.
- Resilience – standby rota costs £71k. This is to adequately remunerate staff/tactical managers who are on standby as part of emergency response.

Enforcement – creation of new post and legal support £99k. This post will look to analyse the current methodologies across GET in terms of enforcement, with a view to a consistent and targeted approach.

6.4 New savings and income proposals of £3.056m are proposed and these can be further analysed between:

- Efficiency: £1.636m
- Income: £588k
- Transformation: £88k
- Policy: £0.75m

6.5 As with the spending demands, a significant proportion of these savings and income fall within the remit of another cabinet committee. However, the notable entries for this committee include:

- LRA Ambition – full year impact of £500k. The total saving, last financial year and this, will equate to £960K and is primarily delivered from the review of library opening hours. The service has now identified additional efficiencies, which means savings from the strategy now total £1m.
- Turner – reduction in grant and estimated impact of car parking income, combined £150k. The full year effect (£70k) of the £200k

grant reduction (over two years) is added to the potential surplus of the new car park.

- Staffing – across a number of services £250k. Staffing efficiencies are proposed in Sports, Economic Development and various services within the Environment, Protection and Enforcement division.
- Income – review of targets £80k. The income targets for both Coroners (given Medway pay a proportion of cost) and Registration have been increased based on future expectation of revenues generated.
- Dividends – from East Kent Opportunities joint venture £300k. This relates to the forecast dividend from this property venture whereby industrial units are built and sold on, with surplus funds shared between partners.

6.6 The GET directorate has a significant and ambitious capital programme in excess of £1bn including “later years” e.g. beyond the 3-year 2020-23 timeframe. The 3-year programme (including spend to date) amounts to £713m and the majority of which falls under the remit of another cabinet committee.

The significant changes pertinent to this committee, include:

- Digital Autopsy (Coroners) – this innovative scheme was included in the capital programme in 2019-20 at a figure of £1.2m. The proposed costs of this scheme has increased to £3m on the basis of an enlarged modular design that could, in the future, accommodate a KCC Public Mortuary.

The increase in costs has also led to a significant increase in the level of savings that could be generated from the scheme, as well as resisting future unfunded pressures.

- Public Mortuary (Coroners) – a notional high level sum of £3m is included in ‘future years’ e.g. outside of the capital programme 2020-23. These costs will be further refined and updated once the Digital Autopsy scheme (including body storage, communal facilities and space to accommodate a digital scanning machine) is delivered.
- Turner – whilst there was an entry in the previous capital programme, the scope of works (including an extension) have been refined and a new £2m project, funded by KCC £1.5m and Arts Council England (ACE) £0.5m, is due to be delivered over the next two years.
- No Use Empty (NUE) – whilst this is not being funded through the capital programme, the ability to divert up to £12m of KCC funds is



being investigated in order establish a new element to the NUE suite of schemes that will concentrate on derelict and vacant sites. This will cover its costs, deliver a small return as well as generate new council tax receipts.

- Various schemes – the above list covers the new/amended schemes during the next three years, however existing schemes under the remit of this committee include: Tunbridge Wells Cultural hub (the Amelia), Southborough Hub, Herne Bay library, Kent & Medway Business Fund, Marsh Million, Inward Investment (3i), Broadband and the Open Golf.

## 7. Recommendations

### Recommendations:

Members of the Growth, Economic Development and Communities Cabinet Committee are asked to:

- a) NOTE the draft capital and revenue budgets and MTFP, including responses to consultation and the estimate of the government's funding settlement; and
- b) SUGGEST any changes which should be made before the draft is presented to Cabinet on 27<sup>th</sup> January 2020 and full County Council on 13<sup>th</sup> February 2020.

## 8. Background Documents

### 8.1 KCC's Budget webpage

<https://www.kent.gov.uk/about-the-council/finance-and-budget>

### 8.2 KCC's approved 2019-20 Budget and 2019-21 Medium Term Financial Plan

[https://www.kent.gov.uk/\\_data/assets/pdf\\_file/0006/93390/Budget-Book-2019-20.pdf](https://www.kent.gov.uk/_data/assets/pdf_file/0006/93390/Budget-Book-2019-20.pdf)

### 8.3 KCC Budget Consultation launched 16<sup>th</sup> October 2019

<https://www.kent.gov.uk/about-the-council/finance-and-budget/our-budget>

### 8.4 HM Treasury Spending Round 2019 document

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/829177/Spending\\_Round\\_2019\\_web.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/829177/Spending_Round_2019_web.pdf)

### 8.5 KCC report on 2019 Budget Consultation

[https://www.kent.gov.uk/\\_data/assets/pdf\\_file/0012/103530/Summary-and-analysis-of-budget-consultation-responses.pdf](https://www.kent.gov.uk/_data/assets/pdf_file/0012/103530/Summary-and-analysis-of-budget-consultation-responses.pdf)

8.6 KCC Draft Budget book 2<sup>nd</sup> January 2020

<https://www.kent.gov.uk/about-the-council/finance-and-budget/our-budget>

## 9. Contact details

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**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 – 17 January 2020

**Subject:** Library Registration and Archives Strategy Implementation Update

**Classification:** Unrestricted

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

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

**Electoral Division:** All

**Summary:** This report updates on the progress being made to take forward the Libraries, Registration and Archives (LRA) strategy since its implementation in March 2019.

**Recommendation:** Cabinet Committee is asked to comment and note the progress made on the delivery of the LRA strategy.

## 1. Introduction and background

- 1.1 The Libraries, Registration and Archives Service (LRA) is a statutory and highly valued public service delivered through a network of 99 libraries, five register offices; five mobile libraries; an archive centre; the stock distribution and support function building at Quarrywood; the information service - 'Ask a Kent Librarian' as well as the 24-hour accessible online services. LRA also delivers the Record Management Service on behalf of KCC, the Prison library service in Kent and is commissioned to deliver the registration service for the London Borough of Bexley.
- 1.2 LRAs three-year strategy was developed in 2018, consulted upon in late 2018 through to early January 2019 and the decision to implement the new strategy was taken by the Cabinet Member for Community and Regulatory services in March 2019.
- 1.3 This report updates on the progress made to date and highlights key developments that will be delivered over the next year.

## 2. Library Tiering Model

- 2.1 The first major change put in place was the proposal to adopt the tiering model. This changed the library opening hours across the county using evidence of

activity and usage to develop a new model. Following the decision to implement local engagement was conducted in all the libraries where opening hours were changing. Customers' preferences on the new opening hour patterns were gathered and used to shape the final opening hour patterns that came into effect on 30<sup>th</sup> September 2019.

- 2.2 In parallel a staff restructure was completed, reducing the number of staff working (39.35 FTE) in our front-of-house roles. Through prudent vacancy management and engagement with staff throughout the process these were achieved without the need for compulsory redundancies. Staff timetables were also completely redesigned to work with the new hours.
- 2.3 This was an uncertain and difficult time for staff. The LRA Management team want to put on record our thanks to all staff affected by this review for their engagement, willingness to change and unfailing focus on delivering superb service to our customers while the changes were progressing.

### **3. LRA and Turner Contemporary: Bringing the Turner Prize across Kent**

- 3.1 Having secured funding from the Arts Council, Kent Libraries worked in partnership with Turner Contemporary and KCC Arts Culture and Creative Economy service on the Turner Prize 2019. The aim of the partnership was to celebrate the Turner Prize not just in Margate but to maximise awareness and participation across the whole of the county.
- 3.2 LRA was involved in the creation of digital artist Yuri Suzuki's 'The Welcome Chorus' which gives everyone who visits the Turner gallery a 'Kent welcome' when they arrive. Twelve horns each representing a district of Kent sing lyrics generated by artificial intelligence software.
- 3.3 Workshops took place at Kent libraries in all districts which generated words about Kent that were then fed to the artificial intelligence to turn into the chorus. The groups involved included Beyond Words book groups for people with learning difficulties, Talktime groups for older people, Knit and Knatter groups, secondary school art classes and creative writing groups. All the participants were given the opportunity to join a coach trip to Margate and have a tour of the Turner Prize Exhibition.
- 3.4 Twelve libraries received an additional 50 books on contemporary art and the Turner prize nominated artists. Alongside these is also an I-pad and display, which is showing information about the Turner Prize exhibition and highlighting a film about JMW Turner's links to the gallery and to the prize.
- 3.5 This is just one example of the innovative work LRA is now delivering in relation to art and culture, a role that will be developed over the next two years. LRA has a unique reach and access to people and communities across the county and is keen to act as a window for a host of experiences customers can enjoy.

#### **4. Library Branding**

- 4.1 One of the top priorities identified by customers, the cross-party member working group and through staff engagement has been the need for the service to have better branding and marketing material.
- 4.2 Four brand concepts have been developed for Kent Libraries and these are now being tested with focus groups including the cross-party member working group, staff and customers. Customer feedback is key, so we have engaged with community groups who meet in libraries, as well as hosting a public feedback event at Oakwood House on 11 January 2020.
- 4.3 The final brand will be agreed in February 2020. This will enable us to complete a new marketing plan including reviewing our buildings to improve the signage and overall external look of our buildings with the aim of encouraging more visitors. A new, consistent look will roll out across 2020/21, helping to create a recognisable Library brand. We will then review the branding for the Kent Archives.

#### **5. New Mobile Library Vehicle**

- 5.1 The condition of the current mobile library fleet means that we are seeing an increased frequency of breakdowns. One of our key commitments is to replace the old unreliable vehicles with a new mobile library fleet, better suited to Kent's roads, more cost effective and reliable.
- 5.2 We have developed a new specification for the mobile library vehicle. It is a smaller vehicle and whilst it will carry fewer books, data and evidence has shown that not all the stock on our existing vehicles is well used and can be reduced by 30% without affecting issues.
- 5.3 We have now completed the tender process and ordered replacements for all five mobile vehicles. While an electric mobile library is not yet possible to source, reducing the environmental impact of the vehicle has been considered every step of the way. This will see, for example, the inclusion of solar panels which will assist in generating the vehicles power.
- 5.4 The first new vehicle is expected at the beginning of next financial year with new vehicles being delivered throughout the financial year 2020/21. Customers can look forward to a more sustainable and more reliable mobile library service.

#### **6. Fit for Purpose Public IT and Developing our Digital Offer**

- 6.1 As part of the strategy, LRA committed to keep developing the IT infrastructure and the digital offer for customers. The table below highlights the key developments customers will see over the coming months.

<b>What is being introduced</b>	<b>Information</b>	<b>Start of rollout</b>
Wi-Fi Printing- New to all 99 libraries	This will enable customers to print from their own device e.g. phone/laptop/tablet	Pilot Jan 2020 full rollout March
Upgraded Public PCs- 504 across all 99 libraries	With more people bringing their own device and use of the PCs declining we will be reducing the number of public PCs from 667. They will now be a new model which includes Windows 10.	January 2020
Replacement of our public printers and photocopiers	Rather than separate printers and photocopiers we will now have one device to cover both needs.	Rollout started November 2020
New Registration booking system	This will include an improved online customer booking system	Expected to be implemented at start of next financial year- 2020/21
Simple on-line Library Joining	Soon it will be even quicker to join the library with a complete online membership. Customers will be able to join at home or wherever they are and get immediate access to our virtual services e-books, e-magazines, e-newspapers and our online resources will be fully accessible.	February 2020
Access to IT courses that give an industry recognised standard qualification- CISCO academy.	In partnership with the CISCO academy we will be providing through our public PCs the means to complete online professional level IT courses.	April 2020
Improved Self-service technology	We will be upgrading our library self-service units with a new upgraded PC that includes Windows 10 as well as a new customer interface allowing us to better promote events and activities.	February 2020
Continuation of Archive Digitisation	Our partnership with Find My Past has been a great success with the Parish Registers digitised- 154,036 digital images now online. Over the next two years this will continue and collections, Canterbury Diocese Consistory and Archdeacons'	Ongoing

What is being introduced	Information	Start of rollout
	court books dating 1364-1735 such as our local studies postcard collections and KCC school registers will be added to our growing digital archive via our website and Find My Past.	

## 7. Welcoming Spaces

7.1 LRA is committed to providing safe, attractive and welcoming spaces to everyone who visits a library or register office. The following projects to improve our internal LRA spaces have been agreed for completion over the next year;

- Cheriton library (2019/20)
- Cliftonville registration room (2019/20)
- Gravesend library local history collection storage and display (2019/20)
- Greenhithe library (2019/20)
- Lenham library (2019/20)
- Pembury library (2019/20)
- Sandwich library community room (2019/20)
- Herne Bay Library (2020/21)

## 8. Equalities Implications

8.1 While we have not completed an EQIA for this paper these are being completed for each individual area of work and are available to review if requested.

8.2 All the areas highlighted have improving access or awareness of LRA services at their heart and are all in line with our ambition of making everyone welcome. This applies to however people choose or need to access our service - through our physical buildings, our digital service or outreach services.

## 9. Budget Implications

9.1 LRA is on target to deliver the Medium-Term Financial Plan (MTFP) targets the strategy was tasked with delivering by the end of 2020/21. In addition, the new mobile vehicle and public printing solutions will enable some further efficiencies to be delivered next financial year as a direct result of the strategy implementation.

Area	Full year saving £000
Library tiering saving	870
Additional savings from LRA non-staffing budgets	90
<b>Original Total</b>	<b>960</b>

Area	Full year saving £000
Expected efficiency saving 2020/21 from new mobile Vehicle needing less maintenance	20
Expected efficiency saving 2020/21 from new public printing solution	20
<b>Revised total of strategy savings achieved by end of financial year 2020/21</b>	<b>1,000</b>

## 10. Conclusion

10.1 LRA have started an ambitious programme of work that has laid a firm foundation to put the service on a path of continued evolution and sustainability. While challenging to take a strategy document and make it real, LRA has made a good start in year one and looks forward to continuing this over the coming year.

**Recommendation:** Cabinet Committee is asked to comment and note progress made on the delivery of the LRA strategy.

## 11. Contact details

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**From:** Benjamin Watts, General Counsel

**To:** Growth, Economic Development and Communities Cabinet Committee – 17 January 2020

**Subject:** Work Programme 2020 -2021

**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 2020/21.

## **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 2020 - 2021**

- 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 2020/21.

**6. Background Documents:** None

### **7. Contact details**

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**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE  
WORK PROGRAMME 2020/21**

(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
Regional Growth Fund Monitoring	Bi-annual reporting (6 monthly) – November and May
Work Programme	At each meeting
Programme of Visits to Districts	At each meeting

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	Risk Report	NO		
8	District Visits Programme 2020 (Standing Item)	NO		
9	Work Programme (Standing Item)	NO		

7 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	Strategic Delivery Plan monitoring	NO		
8	Regional Growth Fund Monitoring	NO		
9	Library Extra Pilot Evaluation – update report	NO	28/11/2019	
10	Investigations and Enforcement update	NO	12/07/2019	
11	District Visits Programme 2020 (Standing Item)	NO		
12	Work Programme (Standing Item)	NO		

3 July 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	Annual Equality and Diversity Report	NO		
8	District Visits Programme 2020 (Standing Item)	NO		
9	Work Programme (Standing Item)	NO		

25 September 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 2020 (Standing Item)	NO		
8	Work Programme (Standing Item)	NO		

17 November 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	Strategic Delivery Plan Monitoring	NO		
8	Regional Growth Fund Monitoring	NO		
9	District Visits Programme 2020 (Standing Item)	NO		
10	Work Programme (Standing Item)	NO		

19 January 2021				
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 2020 (Standing Item)	NO		
8	Work Programme (Standing Item)	NO		

23 March 2021				
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 2020 (Standing Item)	NO		
8	Work Programme (Standing Item)	NO		

15 June 2021				
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 2020 (Standing Item)	NO		
8	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
European Funding (further update requested at GED&C CC 28/11/2019)	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
New Developer Contributions Guide s106	Date TBC

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