

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

**Tuesday, 10th March, 2020**

**10.00 am**

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





## AGENDA

### GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

**Tuesday, 10 March 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 Apologies and Substitutes  
To receive apologies for absence and notification of any substitutes present
- 3 Declarations of Interest by Members in items on the Agenda  
To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared

- 4 Minutes of the meeting held on 17 January 2020 (Pages 1 - 8)
- 5 Verbal updates by Cabinet Members and Corporate Director  
To receive verbal updates by the relevant Cabinet Members
- 6 Government Funded Business Investment Schemes Monitoring Report - Q3 2019/20 (Pages 9 - 14)
- 7 Performance Dashboard (Pages 15 - 28)
- 8 Risk Management: Growth, Environment and Transport Directorate (Pages 29 - 44)
- 9 Kent County Council Resilience and Emergency Planning Update (Pages 45 - 52)
- 10 No Use Empty (NUE) - Update (Pages 53 - 60)
- 11 Kent's Rural Economy - a coordinated approach (Pages 61 - 66)
- 12 Work Programme 2020/21 (Pages 67 - 74)

### **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

**Monday, 2 March 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 Friday, 17 January 2020.

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

ALSO PRESENT: Mr P M Hill, OBE and Mr M Whiting

IN ATTENDANCE: Mr D Smith (Director of Economic Development)

**UNRESTRICTED ITEMS**

**201. Membership**

*(Item 2)*

The Chairman announced that Mr McInroy had replaced Mrs Beresford as a Member of the Committee.

**202. Apologies and Substitutes**

*(Item 3)*

Apologies for absence had been received from Mr J McInroy.

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

*(Item 4)*

There were no declarations of interest received.

**204. Minutes of the meeting held on 28 November 2019**

*(Item 5)*

It was RESOLVED that the minutes of the meeting held on 28 November 2019 are a correct record and that they be signed by the Chairman.

**205. Verbal updates by Cabinet Members and Corporate Director**

*(Item 6)*

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) provided an update on the following:

- (a) On Monday 2 December, the law that permitted same-sex couples to enter into a civil partnership was extended to mixed-sex couples and on 31 December 2019 the first heterosexual civil ceremony in Kent was conducted at Wellington House Registration Office. The couple's story was included with others on the BBC news website. Further information could be found on the following [link](#).
  - (b) The 2019 Turner Prize was presented to all four nominees at an award ceremony at Dreamland Margate, after the judges received a collective statement requesting that all four finalists be awarded the Turner Prize. Mr Hill commended the success of the event and the considerable number of visitors, making it one of the most visited Turner Prize exhibitions of all time since the Prize was established.
  - (a) The first phase of work for the Turner Contemporary Capital Project had started and would be completed within five weeks. Phase 2 of the refurbishment project was due to start in September 2020.
  - (b) The new polymer £20 note was due to be launched on 20 February 2020 and would feature the artist JMW Turner as well as scenes of Margate including the Turner Contemporary.
2. Mr Whiting (Cabinet Member for Economic Development) provided an update on the following:
- (a) 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) to ensure cross-border cooperation on topics of mutual interest. The first Thames Estuary Envoy (Kate Willard) had also been appointed and acting as the advocate for the region, she had been appointed Chair of the Thames Estuary Growth Board to forge positive relationships with local businesses, communities and local authorities and would be working with the Government to increase prosperity across the Thames Gateway area. Mr Whiting along with a number of Kent Business Leaders and Education Leaders would be attending a Summit in France on Wednesday 5 February 2020 to formalise the establishment of the Straits Committee.
  - (b) The Kent Excellence in Business Awards (KEiBA) which was an annual awards scheme staged and produced by KM Media Group and Kent County Council to recognise and reward excellence in Kent's businesses was in its 12<sup>th</sup> year. Mr Whiting advocated Kent County

Council's ongoing commitment to Kent businesses to help them grow and prosper and said that the KEiBA awards was an important way of encouraging businesses to promote themselves and achieve international growth and recognition. Mr Whiting asked that Members of the Committee promote the award and encourage interested businesses to apply online using the following [link](#).

- (c) The third Kent Business Summit, hosted by the Kent Business School, was held on Friday 10 January 2020 at the University of Kent and was attended by over 400 business leaders, local government decision-makers and academic experts. The event focused its attention on tackling regional challenges and innovative forward-thinking to ensure sustainable economic growth.
  - (d) The Government had announced that the decision on the Manston Development Consent Order had been delayed by four months.
  - (e) The No Use Empty Scheme which brought over 6000 properties back into use since its introduction had secured £12m of KCC Treasury Funds to help developers transform derelict and vacant sites into new residential units. The scheme would deliver a 1.5% return per annum on investment. A bid for £2m had been submitted to the Growing Places Fund to bring empty commercial properties back into use.
3. The Cabinet Members responded to comments and questions as follows:
- (a) Mr Hill confirmed that the work required at Sandwich Station to support the Open Golf tournament was on track to be delivered on time and on budget.
  - (b) Mr Whiting informed Members that the discussions between KCC and Kate Willard (Thames Estuary Envoy) were primarily around KCC's priorities for new infrastructure. No discussions had taken place on the topic of Manston airport.
  - (c) In response to queries relating to the UK Investment Fund which a previous Government had announced to replace the EU grant system, Mr Whiting said that no details had yet been given but agreed to share any feedback around the shared prosperity fund with the Committee at a future date.
  - (d) Mr Whiting informed Members that the purpose of the Straits Committee was to ensure collaborative working. France's local authorities continued to be heavily involved in the meetings. The work of the Straits Committee was supported by the British Embassy in Paris.

4. It was resolved that the verbal update be noted, with thanks.

## **206. The Kent Developers Group**

*(Item 7)*

*David Smith (Director of Economic Development), Nick Fenton (Chairman, Kent Developers Group) and Brian Horton (Co-opted Member, Kent Housing Group Executive Board & Housing Advisor, SELEP), were in attendance for this item.*

1. Mr Smith introduced the report that outlined the work of the Kent Developers Group (KDG).
2. Mr Fenton and Mr Horton addressed the Committee and highlighted the key objectives, achievements and future challenges that were to be faced by the KDG as it continued to improve its relationship with District Councils in order to deliver quality assured infrastructure and affordable housing.
3. Mr Fenton and Mr Horton responded to comments and questions as follows:
  - (a) With regard to the protection of great crested newts, Mr Fenton informed Committee Members that the KDG had worked with Natural England and the Department for Environment, Food and Rural Affairs (Defra) on safeguarding important environmental habits. The new streamlined approach ensured that both housing developments and habitat environments were strategically planned.
  - (b) In response to concerns regarding the membership of the Kent Developers Group, Mr Fenton assured the Committee that both officers and Members had attended meetings. Meetings were held at venues across the county and Members of the Committee would be welcome.
  - (c) Mr Fenton responded to Members concerns regarding the training opportunities highlighted in Commitment 2 of the Planning Protocol and clarified that this was not the statutory training that planners delivered to Council Members. The training opportunities referred to in the Planning Protocol was in regard to joint working opportunities with developers and other bodies (including elected Members) to build capacity and promote a common understanding of issues, approaches and good practice.

- (d) In response to Members' concerns over the diminution of commercial space, Mr Fenton commented on the issues around Permitted Development Rights (PDR) and the dichotomy of government objectives to provide both commercial space and affordable housing. Mr Horton assured Members that both the Kent Developers Group and Kent Housing Group were keen to support the infrastructure first concept and said that representations had been made to Government regarding its ambition to deliver homes and the requirements of what would be needed to deliver those in a sustainable way to ensure good growth.
- (e) Mr Horton commented on the points raised in relation to affordable housing and recognised the unintended implications as a result of PDR which had placed a strain on a number of communities where vulnerable people from outside of Kent were being placed into Kent accommodation. Mr Horton recognised that this was not a situation unique to Kent and again, a number of representations had been made to Government to ensure that developers were building homes in the right places and to the correct quality assured specification. Mr Horton informed Members that the vast majority of new homes developed under the affordable housing scheme were let through Kent's Homechoice (the partnership of Local Authorities and Housing Associations) and assured Members that those homes were offered to local people and not those from outside areas.
- (f) Mr Smith assured Members that Kent County Council followed strict guidelines and procedures in relation to planning applications.
- (g) Mr Fenton agreed to circulate the details of the Kent Developers Group to all Members of the Committee.

4. It was RESOLVED that the contents of the report, be noted.

**207. Draft Capital Programme 2020-23 and Revenue Budget 2020-21**  
*(Item 8)*

*Kevin Tilson (Finance Business Partner for Growth, Environment and Transport) was in attendance for this item.*

1. Mr Tilson introduced the report that set out the Draft Budget proposals for 2020-21 which were published on 6 January 2020. The Draft Budget took account of the response to the consultation and engagement campaign and provided Members of the Committee with the opportunity to comment on the Draft Budget proposals and suggest any changes which should be

made before the draft was presented to Cabinet on 27 January 2020 and to full County Council on 13 February 2020.

2. The officers responded to comments and questions as follows:
  - (a) In response to comments regarding the new Trading Standards posts and whether these were a direct result of the recommendations put forward by the Select Committee on Knife Crime in Kent, Mr Tilson informed Members that the posts had been created to analyse business intelligence around serious and organised crime which covered a number of elements that fell within other Cabinet Committee remits due to the extensive nature of the post.
  - (b) With regard to the specified budget around knife crime, the Chairman agreed that the officer liaise directly with Members after the meeting to discuss details of the Draft Budget that fell outside the Committee's remit.
  - (c) The Committee considered whether to recommend removing the £71,000 for Trading Standards Officers from the Draft Budget. Upon being put to the vote by the Chairman, the motion fell.
3. It was RESOLVED that the Draft Capital and Revenue Budgets and Medium-Term Financial Plan, including the responses to the consultation and estimate of the government's funding settlement, be noted.

## **208. Library Registration and Archives Strategy Implementation Update** *(Item 9)*

*James Pearson (Head of service, Libraries, Registration & Archives) was in attendance for this item.*

1. Mr Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the update report to Members which highlighted the progress that had been made to drive the Libraries, Registration and Archives (LRA) Strategy forward since its implementation in March 2019. Mr Hill commended the service on its ability to save £1m out of the LRA budget without causing significant disruption along with the successful implementation of reduced library opening times. Mr Hill paid further tribute to LRA for achieving a significant reduction in employees as a result of the revised library opening times, without the need for any compulsory redundancies.
2. Mr Pearson highlighted the key developments that would be delivered over the next year, including new LRA branding, a new mobile library vehicle and improved IT infrastructure. Mr Pearson also announced that the

Gravesend Library that had undergone urgent repair work was due to re-open on Monday 20 January 2020.

3. The officer responded to comments and questions as follows:
  - (a) In response to Members queries relating to the replacement of IT equipment and whether this would be recycled for use within other services/ external organisations, Mr Pearson agreed to liaise with the IT department and to circulate a response to Members in due course.
  - (b) Mr Pearson addressed Members comments regarding access to libraries outside of staffing hours and said that LRA had launched a new and consistent approach across the county as to how members of the public could access and utilise the library space outside of the core operating hours. However, Mr Pearson assured the Committee that LRA continued in its commitment to provide a safe, attractive and welcoming space for everyone's use and welcomed support from Members to promote and encourage residents to maximise the space available. Mr Pearson also referred to the Library Extra Pilot which utilised technology assisted opening to allow library customers (aged 16 and over) with a full membership card to access the library outside of staffed hours. Upon completion of the pilot period a strategy would be devised and gradually rolled out across the county to ensure consistency across all LRA services.
  - (c) In response to the anticipated time scale for the introduction of the new mobile library fleet, Mr Pearson confirmed that the first new vehicle was expected at the beginning of the next financial year (April 2020) and said that this would be announced in due course. Mr Pearson addressed comments relating to the environmental impact of the new vehicles and said that whilst it had not been possible to source an alternative fuel/ hybrid vehicle, a significant degree of work had been done in conjunction with Kent County Council's Sustainability and Highways Teams to ensure that the vehicles procured were as environmentally friendly as possible.
  - (d) Members commended Mr Pearson and the LRA staff for their achievements.
4. It was RESOLVED that the progress made in the delivery of the LRA strategy, be noted.

**209. Work Programme 2020/21**  
*(Item 10)*

1. Mr Smith (Director of Economic Development) informed Committee Members that the planned district visits to Maidstone and Canterbury had been postponed due to the election period. Members would receive a revised list of dates ahead of the next Cabinet Committee.
2. It was RESOLVED that the Work Programme be noted, subject to the inclusion of the following items:
  - (a) an update report on the consultation of the shared prosperity fund; and
  - (b) an update report on Faversham Creek bridge

**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 - 10 March 2020

**Subject:** Government Funded Business Investment Schemes Monitoring Report - Q3 2019/20

**Classification:** Unrestricted

**Summary:** This report summarises the results of KCC's monitoring returns for the period 1 October 2019 to 31 December 2019 from businesses that have received loans and equity from KCC managed Government funded Business Investment Schemes - the current Kent and Medway Business Fund (KMBF) scheme and the former Regional Growth Fund (RGF) schemes.

The number of new and safeguarded jobs recorded up to the end of December 2019 is 4,622 (new jobs 3,236, safeguarded jobs 1,386). The average cost per job was £1,656.

By 31 December 2019, loan repayments to the value of £28,478,746 have been received. These repayments are being recycled through the Kent and Medway Business Fund to enable KCC to continue to offer financial support for new investment.

Out of the 104 loans being reported on in the period 1 October to 31 December 2019 period, 64% are rated as Green or Amber.

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

## 1. Background Information

1.1 The Regional Growth Fund (RGF) was established in June 2010 with three objectives:

- to facilitate new investment by private sector enterprise: the aim was to support projects with significant potential for economic growth and to create sustainable private sector employment.
- to help those areas and communities that are particularly dependent on the public sector to make the transition to sustainable private sector-led growth and prosperity; and
- to address a market failure in the provision of bank lending to viable small and medium sized businesses who have a limited credit history or track record and those which require finance on flexible terms given their limited collateral.

1.2 The Department for Business, Energy and Industrial Strategy (BEIS) allocated £55 million from the Government's Regional Growth Fund to KCC between 2011 and

2014. This funded three RGF schemes covering the whole of Kent and Medway and additional local authority areas:

- Expansion East Kent (East Kent - £35 million);
- Tiger (North Kent and Thurrock - £14.5 million);
- Escalate (West Kent and parts of East Sussex - £5.5 million).

- 1.3 These RGF schemes provided grants, loans and equity investments for businesses with investment plans leading to job creation and growth from November 2011 to January 2016. For most businesses, loan finance was provided at 0% interest, with a repayment period of between 5 and 7 years. The schemes also allocated grants and equity investments.
- 1.4 From January 2017, KCC used the recycled RGF loan repayments to enable the Kent and Medway Business Fund (KMBF) to provide loans and equity investments ranging between £50,000-£500,000 to eligible businesses across Kent and Medway. The majority of funding recipients receive 0% interest loans, with a repayment period of up to 5 years. The recycled RGF loan repayments are also used to finance the Kent Life Sciences Fund (KLSF), a sub-programme of the KMBF scheme. This provides equity investments predominantly in the life science sector. A summary of the equity investments can be found in Section 5 of this report.
- 1.5 All applications to RGF schemes and the KMBF undergo due diligence inquiries before being examined by the Investment Advisory Board (IAB). The majority of the members of this Board come from the private sector, including Finance and Banking, Manufacturing, and the Scientific and Creative Industries. Once an application has been reviewed by the Board, it makes a recommendation to KCC to Approve or Reject the project and what conditions should be set if funding is approved.
- 1.6 Invicta Law Ltd provides advice on contracts, insolvency issues and works with the KCC Business Investment Team to recover the maximum amount of loan value. KCC Internal Audit oversees the investment procedures and processes and advice on other matters related to the use of the funds.
- 1.7 In order to minimise risk, KCC requires applicants to provide some form of security, whether through assets, property or personal guarantees for all investments over £100,000. For loans between £50,000 and £100,000, the IAB may recommend a Personal Guarantee be taken before funding is given, though it is not a requirement.
- 1.8 Where businesses find it difficult to repay the loans KCC can offer to restructure their debt in order to support further business growth and resume repayments. In cases of non-engagement, KCC pursues loan recovery through Security or Personal Guarantees, where applicable.
- 1.9 Working with external partners, KCC has recently established a Recovery Working Group, a sub-group of the IAB, to advise on technical issues related to the recovery of existing investments.
- 1.10 This report is in a different format to that previously provided to the Growth, Economic Development and Communities Cabinet Committee: it now includes the Kent and Medway Business Fund and equity investments made to businesses using the RGF and KMBF schemes.

## **2. Update on all Government Funded KCC Business Investment Schemes**

2.1 The table below shows as of the 31 December 2019 the total funding committed in loan and equity investments, broken down by local authority area, the number of jobs created/safeguarded and private sector investment (leverage).

<b>Districts</b>	<b>Funding per Local Authority £</b>	<b>Private Investment £</b>	<b>No of Businesses</b>	<b>No of Jobs Created</b>	<b>No of Jobs Safeguarded</b>	<b>Total Number of Jobs</b>
Ashford	£572,600	£624,628	12	24	5	29
Canterbury	£8,693,080	£9,497,619	53	1,173	81	1,254
Dartford	£2,189,115	£1,631,428	12	105	42	147
Dover	£14,402,053	£12,351,972	49	402	215	617
Folkestone & Hythe	£6,363,468	£10,175,900	28	201	114	315
Gravesham	£881,062	£843,375	5	54	60	114
Maidstone	£3,094,587	£3,455,936	17	87	88	175
Medway	£4,288,621	£3,895,834	20	181	145	326
Rother <sup>(1)</sup>	£136,250	£136,250	3	18	3	21
Sevenoaks	£644,000	£760,472	7	46	18	64
Swale	£7,630,202	£19,085,158	26	265	285	550
Thanet	£8,211,256	£11,214,724	59	431	271	702
Thurrock <sup>(1)</sup>	£1,241,700	£3,066,356	5	72	12	84
Tonbridge & Malling	£1,073,510	£1,072,798	11	42	20	62
Tunbridge Wells	£1,993,000	£2,257,250	16	129	23	152
Wealden <sup>(1)</sup>	£200,000	£200,000	1	6	4	10
<b>Total</b>	<b>£61,614,504</b>	<b>£80,269,700</b>	<b>324</b>	<b>3,236</b>	<b>1,386</b>	<b>4,622</b>

(1) These districts are no longer part of the eligible area for the Kent and Medway Business Fund

2.2 All businesses are required to complete a monitoring return as part of their loan agreements with the County Council and these must include employment contracts and copies of payroll as evidence for jobs created and safeguarded. The cumulative total of jobs that have been created or safeguarded is 4,622 as of 31 December 2019. There is an overall target of 5,921 jobs (4,338 new jobs and 1,583 safeguarded jobs).

## **3. Loan Monitoring**

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

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

3.2 Out of the 104 Loans being reported on during the monitoring period 1 October 2019 to 31 December 2019, 66 (64%) of returns were flagged as Green or Amber. The value of those loans was £11,337,648. Of the total number of businesses

monitored during the period 14 identified were in the Red Category B (No monitoring return) and 24 businesses were identified as Red Category C (Non-achievement of key milestones/targets).

- 3.3 58 businesses have had loans and equity which are in Category A (Bad Debt) with a value of £8,616,309, of which £960,848 has so far been recovered. The total of funds not yet recovered is therefore £7,655,461 which equates to 12.42% of the total loan and equity investments made. This includes businesses which KCC is still actively pursuing to repay the debt and where further debt recovery is still possible (£2,631,044). The total of loans written off (where debt recovery is no longer possible) is £5,024,417.

#### **4. Equity Investments**

- 4.1 Initially the RGF schemes offered only loans and grants but after 12 months KCC identified a need and demand for equity investments to work alongside loans. Between 2013 and 2016 KCC has made equity investments in 18 businesses at a cumulative initial value of £8,583,068 at the time the respective equity investments were made.
- 4.2 In January 2017 the Kent Life Sciences Fund (KLSF) was established with the aim of making equity investments in companies with game-changing medical technologies and advanced therapeutics. KCC has committed equity investments to 6 businesses at a cumulative initial value of £3,275,000. KLSF is funded from recycled RGF loan repayments.
- 4.3 In making these equity investments, KCC sees its role as a “patient investor” and it is anticipated the Council will not accrue a positive return from most of the businesses for a further 3 to 5 years. NCL Technology Ventures (NCL) have been appointed to manage, monitor and oversee these investments. NCL work with businesses to design an appropriate exit strategy for each investment. Quarterly reports on the performance of all the equity investments are provided to the KMBF Investment Advisory Board (chaired by a KCC Member) and an annual report is provided to the KCC Governance and Audit Committee as part of the reporting on companies in which KCC has an interest.
- 4.4 NCL have designated 14 of KCC’s equity investments as having Green Risk Status, 4 as Amber Risk Status and 3 as Red Risk Status (a further equity investment has yet to be committed, so has no designation). 2 of KCC equity investments (total initial value £1,120,020) are designated as Bad Debt as of 31 December 2019.

#### **5. Cost per Job**

- 5.1 The cumulative amount of repayments expected in the 8 years to December 2019 was £30,729,735. The actual amount receipted by the end of December 2019 was £28,478,746 which represents an achievement of 93%. In terms of the unrecovered funds, the cost per job is £1,656.
- 5.2 In terms of the total loan and equity awarded by the former RGF and KMBF schemes the average “cost” per job is £13,300 in comparison with the national average for Regional Growth Fund Schemes of £37,400 (over the first 4 RGF rounds according to the 2014 National Audit Office report on the Regional Growth Fund).

## **6. Recommendation**

### **Recommendation:**

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

## **7. Contact details**

### **Report Author:**

David Hughes  
Head of Business and Enterprise  
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### **Relevant Director:**

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

**To:** Growth, Economic Development and Communities Cabinet Committee – 10 March 2020

**Subject:** Performance Dashboard

**Classification:** Unrestricted

**Summary:**

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

Eleven of the of the sixteen KPIs with figures to December 2019 achieved target (Green), two were below target but did achieve the floor standard (Amber) and three did not achieve the floor standard (Red). These KPIs were the number of businesses assisted via Kent and Medway Growth Hub contract, the percentage of Public Rights of Way faults reported online, and the number of volunteer hours contributing to delivery of EPE Service.

Three KPIs are awaiting sufficient survey returns to publish results or have surveys planned for later in the year.

**Recommendation(s):**

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

**1. Introduction**

- 1.1. Part of the role of Cabinet Committees is to review the performance of those functions of the Council that fall within its remit. To support this role, Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the third report for the 2019/20 financial year.

**2. Performance Dashboard**

- 2.1. The current Growth, Economic Development and Communities Performance dashboard provides results up to the end of December 2019 and is attached in Appendix 1.
- 2.2. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) for 2019/20. These KPIs and targets came before the

Cabinet Committee for comment in May 2019. The Dashboard also includes a range of activity indicators which help give context to the KPIs.

- 2.3. KPIs are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

### **3. Economic Development**

- 3.1. The number of properties brought back to use through No Use Empty (NUE) is 415 so far this year, which is ahead of the target of 300, with a total of 6,326 since the start of the project. In this quarter, £8.18m was secured from developers of new housing sites for capital investment which was 82% of the amount sought. The number of businesses assisted via the Kent and Medway Growth Hub was below floor standard but is expected to improve by the year-end.

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

- 4.1. This quarter saw the successful implementation of the change to library opening hours. Work on the strategy has continued, with workshops to discuss the future branding of the service and procurement for the new mobile fleet has been completed. The new vehicles will be delivered between April to September 2020
- 4.2. Tunbridge Wells library closed for a short period and moved to the new temporary premises in the Royal Victoria Place shopping mall which re-opened on 11 November. The performance levels of the library are as expected for a temporary library.
- 4.3. During the quarter there was a number of building related issues which have affected delivery of services. Gravesend was closed for 2 weeks to carry out urgent building works, there was a 4-day closure at Ramsgate due to a heating issue with another 11 sites affected by heating problems, but which were able to remain open with the supply of supplementary heating. LRA is working closely with Infrastructure and facilities management teams to ensure any issues are quickly dealt with and any closures minimised.
- 4.4. Issues for the quarter decreased by 4% on the same period last year, however with an overall 18% reduction in opening hours this was within forecast parameters and better than anticipated. Visits decreased by 15%, again this was within the forecast parameters. During the same period customers taking up the e-offer increased by 28% with e-books and newspapers showing 15% and 50% rises respectively.
- 4.5. Interim results for Registration customer satisfaction show that to date satisfaction is 95% against the target of 96%. The target is expected to be met within the next quarter.
- 4.6. CIPFA carried out a survey of the archive distance enquiry service during the quarter, which showed 96% satisfaction against a target of 92%. In December there was a planned closure of the archive service for 3 weeks, to enable important collection work in preparation for developments in the document retrieval and online archive

service. As a result, online contacts were above expectations (up 40%) in the quarter and the number of enquiries were down.

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

- 5.1. Four of the six indicators for Environment, Planning and Enforcement exceeded target (Green). Of the two that were RAG rated Red having not met the floor standard, the percentage of public rights of way reported online has been improving each quarter towards an ambitious target; and the data collection process behind the number of volunteer hours contributing to delivery of EPE services is being reviewed. The measure is also expected to be boosted as more services who report annually do so towards year-end.

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

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

## **7. Contact details**

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

## **Financial Year 2019/20**

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

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

**Publication Date: March 2020**



## Guidance Notes

### RAG RATINGS

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

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

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

### Activity Indicators

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

## Key Performance Indicators Summary

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

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

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

\* Insufficient survey returns to publish results at this point

Division	Director	Cabinet Member
Economic Development	David Smith	Mike Whiting

Ref	Performance Indicators	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20	Q3 19/20	YTD 19/20	YTD RAG	Target	Floor
ED05	Number of homes brought back to market through No Use Empty	95	96	136	138	141	415	GREEN	300	262
ED08	Developer contributions secured against total contributions sought	99%	99%	100%	100%	82%	89%	AMBER	93%	85%
ED10	Businesses assisted via Kent and Medway Growth Hub contract (cumulative from Nov 18)	605	1,500	2,148	2,521	3,264	3,264 <sup>1</sup>	RED	3,850	3,500
ED11	Businesses assisted through intensive support provided via the Growth Hub contract (cumulative from Nov 18)	23	39	75	135	193	193	GREEN	42	28

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ED08 – A total of £8.18 million as secured in the 3 months to December; the Q3 figure reduced to 82% of the amount sought due to one site's viability (Waterbrook Park in Ashford). All other sites delivered 100% of contributions sought.

ED10 – The Growth Hub team is confident that over 1,100 will be delivered in Jan-March which will take the number achieved over the Floor Standard.

<sup>11</sup> Figures for ED10 and ED11 are cumulative since November 2018, therefore the most recent quarterly performance is also the YTD performance

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

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

LRA06 – this is a new indicator that includes a combination of survey results. Survey responses are still being received and it is anticipated at the end of Quarter 4 the target will be achieved.

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

Ref	Performance Indicators	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20	Q3 19/20	YTD 19/20	YTD RAG	Target	Floor
LRA15	Number of customers attending events in libraries and archives	55,622	61,655	67,631	87,589	52,629	207,849	GREEN	171,000	146,250
LRA17	Number of volunteer hours adding extra value to the LRA service	11,036	11,538	12,007	11,854	10,310	34,171	GREEN	33,750	30,375
LRA21	Percentage of registration appointments available within statutory time targets	98%	99%	97%	95%	96%	96%	GREEN	95%	90%
LRA22	Percentage of total issues as e-issues	New indicator		16%	15%	20%	17%	GREEN	17%	14%

Ref	Activity Indicators	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20	Q3 19/20
LRA21b	Number of registration appointments	363	399	372	399	408

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

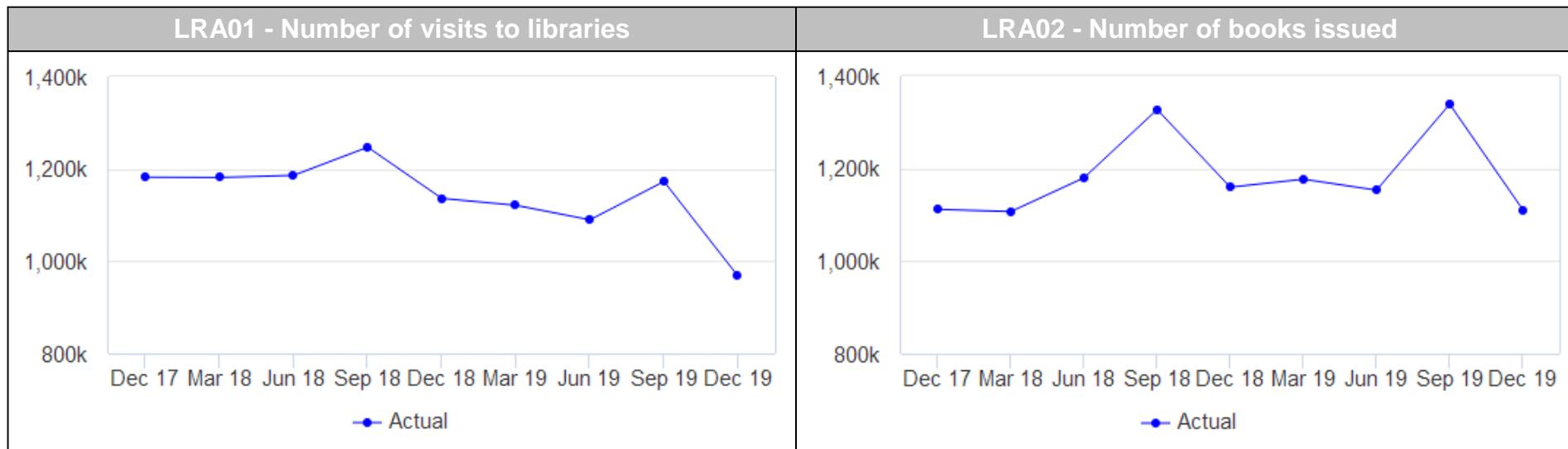
Ref	Activity Indicators	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20	Q3 19/20	In expected range?	Expected Activity	
								Upper	Lower
LRA01	Total number of visits to libraries (000s)	1,136	1,121	1,090	1,173	<b>968</b>	Yes	1,050	950
LRA02	Total number of books issued (includes audio- and e-books) (000s)	1,160	1,177	1,153	1,339	<b>1,111</b>	Yes	1,184	1,071
LRA04	Total number of online contacts to Libraries and Registration services (000s)	644	685	639	695	<b>662</b>	Yes	708	641
LRA24	Number of online contacts for Kent archives (000s)	56	47	74	74	<b>78</b>	<b>Above</b>	58	53
LRA25	Number of archive enquiries answered	New Measure		3,620	3,143	<b>2,344</b>	<b>Below</b>	3,200	2,930

LRA24 – Facebook activity and visits to the website have been higher than anticipated, reflecting the improved website. There may also be people who used the online service due to the planned 3-week closure of the Archive search room and enquiry service at the Kent History and Library Centre in Maidstone.

LRA25 – The target was set for this indicator prior to the agreement that the Archive service would close for 3 weeks in December. As a result of this planned closure enquiry levels were below the previously forecast levels.

Please note that LRA01, LRA02 and LRA04 have been amended from previous reports. They all now show total numbers rather than daily averages which is consistent with activity forecasts presented to this Committee in May 2019. In addition, LRA22b has been removed as it is now covered by LRA02.

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



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

Ref	Performance Indicators	Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20	Q3 19/20	YTD 19/20	YTD RAG	Target	Floor
DT14	Percentage of Public Rights of Way (PRoW) faults reported online	66%	67%	68%	69%	70%	70%	RED	85%	75%
EPE04	Number of businesses supported by Trading Standards and the Sustainable Business Team	221	184	116	143	137	396	GREEN	315	283
EPE15	Income generated by EPE charged for services (£000s)	1,121	1,189	807	1,041	980	2,828	GREEN	2,580	2,362
EPE16	Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure)	20	28	21	16	15	n/a	GREEN	24	28
EPE18	Investment secured by EPE services (Grants / EU funding) (£000s)	910	2,746	791	656	1,286	2,733	GREEN	2,500	2,259
EPE19	Number of volunteer hours contributing to delivery of EPE services	13,732	13,054	9,966	7,635	10,549	28,150	RED	40,995	36,900

DT14 - There has been a steady improvement from 2018-19, with the levels of on-line reporting up by 4% on the same period last year. The Service continues to signpost customers to the on-line reporting system; however, preference was expressed by those in older age groups for direct reporting by phone. These customers are generally reporting via the Contact Centre.

EPE19 - Quarterly variation is not unexpected and approach to data collection is currently under review to ensure robustness. Certain projects will boost figures in the final quarter when some annual returns are made, particularly for windmills with expectations in the region of 10,000 volunteer hours.

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

Ref	Activity Indicators	Previous Year YTD	YTD
EPE02	Value of criminal activity investigated by Trading Standards	£1,401,000	£4,740,000
EPE03	Value of items prevented from entering or removed from the market by Trading Standards	£313,600	£5,800,000

EPE03 – the figure reflects the quantity of high value items that were prevented from entering or removed from the market.

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

**To:** Growth, Economic Development and Communities Cabinet Committee – 10 March 2020

**Subject:** **Risk Management: Growth, Environment and Transport Directorate**

**Classification:** **Unrestricted**

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

**Electoral Division:** All

**Summary:**

This paper presents the strategic risks relating to the Growth, Economic Development and Communities Cabinet Committee, comprising of two risks featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner' on behalf of the Corporate Management Team; plus a summary of key risks from within the directorate.

**Recommendation(s):**

The Cabinet Committee is asked to consider and comment on the risks presented.

**1. Introduction**

- 1.1 Risk management is a key element of the Council's internal control framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled.
- 1.2 Directorate risks are reported to Cabinet Committees annually and contain strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment & Transport directorate, and often have wider potential interdependencies with other services across the Council and external parties.

- 1.3 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register.
- 1.4 The majority of these risks, or at least aspects of them, will have been discussed in depth at the relevant Cabinet Committee(s) throughout the year, demonstrating that risk considerations are embedded within core business.
- 1.5 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly, the current level of risk is assessed, taking into account any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a 'target' risk level is set, and further mitigating actions introduced with the aim of reducing the risk to a tolerable and realistic level.
- 1.6 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the KNet intranet site.

## **2. Growth, Environment and Transport led Corporate Risks**

- 2.1 The Corporate Director for the Growth, Environment and Transport directorate is the lead Director for two of the council's corporate risks. A brief summary of changes over the past year are outlined below, with full details contained in the risk register attached at appendix 1. The risks are regularly reviewed by directorate and divisional management teams.

CRR0004	Emergency Response and Resilience.	20 (High)	15 (Medium)
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A report providing an overview of KCC’s resilience and emergency planning duties, its current activity and a forward look at emerging risks is being presented to the Growth, Economic Development and Communities Cabinet Committee on 10<sup>th</sup> March 2020.

While there are a large number of robust controls in place for this risk, the level of risk was raised from 16 (High) to 20 (High) in November. This is due to the impact score being revised from 4 ‘serious’ to 5 ‘major’, to reflect the fact that a consequence of the risk could be, “Potential increased harm or loss of life if response is not effective.” There are several controls in place relating to climate change adaptation, and the context of the risk is to be updated to further reflect resourcing challenges for the future to deal with cost of responses to various events, including severe weather. Unless a major incident is declared KCC services are required to support responses from within existing resources.

CRR0003	Securing resources to aid economic growth and enabling infrastructure.	16 (High)	12 (Medium)
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The risk centres around two concerns, namely an inability to secure sufficient contributions from development to support growth and funders not recognising Kent priorities for investment. There are particular challenges to ensure appropriate infrastructure is in place to support planned housing growth.

KCC is working with District and Borough Council partners to progress an Infrastructure proposition to Govt for infrastructure to support housing growth. There has been no announcement from Government regarding the UK Shared Prosperity Fund as yet, but in the meantime a Kent and Medway Enterprise and Productivity Strategy is being prepared, and e KCC is providing input into the South East Local Enterprise Partnership’s Local Industrial Strategy. Officers continue to develop and submit bids as appropriate e.g. Local Growth Fund, Major Roads Network.

- 2.2 The corporate risk (CRR0042) relating to post-Brexit border systems, infrastructure and regulatory arrangements is being reviewed and refreshed now that the UK has left the EU. The risk is evolving in the current transition period and more information is required to appropriately assess the risk, although it will still reflect potential impacts of friction at the Kent border and working to adjust to a new regulatory framework in the lead up to December 2020 and beyond. Work is underway with partners to mitigate friction at the ports and Eurotunnel, including border checks etc., although not all elements of the risk are in KCC’s control. A revised or new risk will be added to the register relating to transition arrangements for border controls to December 2020 and beyond, after consultation with Corporate Board.

### 3. Growth, Environment and Transport risk profile

3.1 The current risks in the GET Directorate risk register are shown below. Risks are presented in order of significance (highest first).

Risk Reference	Risk Description	Current Score	Target Score
GT0023	Transition period, border regulations and impact on public protection regulatory arrangements.	Risk level to be reassessed – further information awaited.	
The nature of this risk is evolving and is closely linked to the broader corporate risk referenced in paragraph 2.1 above. It highlights risks regarding the future UK/EU relationship and the potential to significantly impact on the regulatory environment and KCC's ability to discharge its public protection responsibilities.			

GT0021	Internal services provided to the Directorate do not meet an acceptable standard.	16 (High)	16 (High)
The Directorate Management Team is continually liaising with KCC commissioners on any issues that arise regarding performance of service providers (e.g. KCC Local Authority trading companies or outsourced services), and the directorate's services are increasingly being involved as key stakeholders in matters of strategy and service design. This is in addition to liaising with corporate services to ensure they can provide expert advice at the right time. The target risk score has been raised to match the current score to reflect the fact that many factors in relation to the risk are outside of the directorate's direct control.			

GT0008	Ash Dieback. Destruction of the Ash species and associated costs to KCC.	12 (Amber)	9 (Medium)
During the past year, monitoring of the spread has shown that Ash Dieback has become more prevalent and spread to parts of the County that had previously been unaffected. The degree of spread has caused concerns over the future of Ash trees in the County as well as cost implications regarding the management of the disease. Most of the mitigations involve multi agency monitoring, which KCC leads, as well as the publication of information to the general public. The risk was considered in more detail at Environment and Transport Cabinet Committee in late 2019.			

GT0003	Directorate Response and Resilience to Severe Weather incidents.	16 (High)	9 (Medium)
This is a directorate-focused version of the corporate emergency response and resilience risk. The number of severe weather events affecting the county has increased in the past few years, which can have a significant impact on all GET services, businesses and the Kent community. Services within the directorate continue to play an important role in planning for, responding to, and recovering from			

these events. During the winter period 2019/20, the directorate and 3<sup>rd</sup> parties have been responding to a number of severe weather events, which has impacted on operational aspects such as volume of customer enquiries, as well as having cost implications. This has resulted in the current risk score being raised.

GT0024	Information Governance. Management of personal data.	12 (Amber)	6 (Low)
<p>The scope of the risk has been broadened to cover information governance considerations, now that the General Data Protection Regulations are in effect and the required process amendments have been implemented. Staff in the directorate complete the relevant KCC mandatory training. Work is in progress to review and embed GDPR processes, including ensuring Data Protection Impact Assessments are conducted in a timely fashion at the inception of new projects. There are dependencies to be managed regarding 3<sup>rd</sup> party handling of data on our services' behalf.</p>			

GT0020	Identification, planning and delivery of Medium-Term Financial Plan targets.	8 (Amber)	4 (Low)
<p>The directorate is required to make its contribution to the challenging savings targets required by the council over the medium term. There is a reduced ability for the directorate to mitigate year-on-year, but the Directorate participates fully in financial monitoring processes and has developed savings and income proposals that have been fed into the MTFP. Key projects are overseen by the GET Portfolio Board where they are monitored.</p> <p>The risk score has recently been reduced (although still amber) now that the 2020/21 budget has been settled, although the uncertainty beyond that point still presents significant risk.</p>			

GT0001	Health, safety and wellbeing considerations for public, contractors and staff.	10 (Amber)	10 (Amber)
<p>Health and Safety reviews are carried out regularly and after accidents and near misses at sites and regular training for staff takes place as appropriate e.g. Libraries, Registration and Archives staff have received de-escalation of conflict training. During the past year a greater focus has been on the welfare of our own staff, and a Health and Safety Strategy for 2020-2024 is being developed, with an associated route map, to be launched in April 2020. The Strategy will be subject to regular monitoring of progress and impact. Technology to support lone working is being actively progressed.</p>			

GT0004	Skills shortage and capacity issues to apply for and secure funding and manage contracts and projects.	9 (Amber)	6 (Low)
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As part of the external bidding process officers have to submit suitable business cases, which requires staff with the appropriate skill set to manage contracts, projects and for planning applications. It is possible that the directorate would be unable to attract or retain suitably trained project managers as the private sector remains competitive in this area.

A workforce strategy and action plan has been developed and is regularly reviewed, aiming to address key skills gaps. Particular emphasis has been placed on raising project management standards and as a consequence a Portfolio Management Office is being established.

GT0019	Delivery of in-year budget targets.	12 (Medium)	4 (Low)
The level of this financial risk has increased due to recent severe weather events impacting on delivery of the 2019/20 budget, despite the directorate being prudent.			

**4. Key Divisional Risks**

4.1 The Corporate and Directorate risks are underpinned by risks at a divisional level that are typically more operational in nature. The Directorate Management Team has regular oversight of significant divisional risks, which currently includes those relating to:

- Ensuring services continue to comply with significant policy changes at national level and meet service delivery standards in challenging financial context
- Sufficiency of capital funding for highway asset management
- Successful delivery of major projects and service transformation
- Implementation of new Highways maintenance contractual arrangements
- Operational risks such as unplanned highway collapses, health and safety concerns in household waste recycling centres

**5. Recommendation**

The Cabinet Committee is asked to consider and comment on the risks presented in this report.

**6. Background Documents**

6.1 KCC Risk Management Policy and associated risk management toolkit on KNet intranet site. <http://knet/ourcouncil/Management-guides/Pages/MG2-managing-risk.aspx>

## Contact details

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### **Relevant Corporate Director:**

Barbara Cooper, Corporate Director, Growth, Environment and Transport

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## **Appendix 1**

**Growth Economic Development and Communities Cabinet Committee**

**GET-Led Corporate Risks**

## Corporate Risks - Summary Risk Profile

Low = 1-6
Medium = 8-15
High =16-25

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since March 2019
CRR0003	Securing resources to aid economic growth and enabling infrastructure	16	12	↔
CRR0004	Emergency Response and Resilience	20	15	↑
CRR0042	Post-Brexit border systems, infrastructure and regulatory arrangements – <i>Risk being revised to reflect the evolving nature of the risk during transition period and beyond</i>			

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

The overall risk score is derived from multiplying the likelihood and impact scores.

Likelihood & Impact Scales					
<b>Likelihood</b>	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
<b>Impact</b>	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	CRR0003	Risk Title	Securing resources to aid economic growth and enabling infrastructure			
<b>Source / Cause of Risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
<p>The Council actively seeks to secure the resources/funding necessary to provide the infrastructure required to support growth.</p> <p>However, for a number of reasons there is often a significant gap between the overall costs of the infrastructure required and the Council's ability to secure sufficient funds through the current funding systems, including S106 contributions, Community Infrastructure Levy and other growth levers.</p> <p>In addition, Government funding for infrastructure is limited, competitive and increasingly subject to the drive to deliver housing and employment outputs.</p> <p>A UK Shared Prosperity Fund is due to replace EU structural funds, with further clarity to be provided on how to access, and links with Local Enterprise Partnerships (also being reviewed) and the development of Local Industrial Strategies.</p>	<p>The inability to fully secure sufficient funding, including contributions from development, to deliver the infrastructure necessary to support growth may require gap funding in order for KCC to fulfil its statutory duties.</p>	<p>Key opportunities for growth missed.</p> <p>The Council finds it increasingly difficult to fund services across Kent and fully mitigate the overall impact of housing growth on KCC services and, therefore, communities.</p> <p>Kent becomes a less attractive location for inward investment and business.</p> <p>Our ability to deliver strategic / enabling infrastructure becomes constrained.</p>	<p>Barbara Cooper, Corporate Director Growth, Environment and Transport (GET)</p> <p><b>Responsible Cabinet Member(s):</b></p> <p>On behalf of Cabinet:</p> <p>Mike Whiting, Economic Development</p> <p>Michael Payne, Highways &amp; Transport</p>	<p>Likely (4)</p> <p><b>Target Residual Likelihood</b></p> <p>Possible (3)</p>	<p>Serious (4)</p> <p><b>Target Residual Impact</b></p> <p>Serious (4)</p>	
<b>Control Title</b>				<b>Control Owner</b>		
Growth and Infrastructure Framework for Kent and Medway published, setting out the infrastructure needed to deliver planned growth				Stephanie Holt-Castle, Interim Director Environment Planning & Enforcement (EPE)		
Teams across the Growth, Environment and Transport directorate work with each individual District on				David Smith, Director		

composition of local infrastructure plans and priorities for CIL and Section 106 contributions, to articulate needs for the demands on services	Economic Development / Stephanie Holt-Castle, Interim Director EPE	
Single Monitoring System (SMS) is used to track individual s106 planning obligations from the Council's initial request for developer contributions through to the issue of invoice for payment.	Economic Development / EPE	
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developers Group	David Smith, Director Economic Development	
Strong engagement with South East LEP and its Local Industrial Strategy with central Government to ensure that KCC is in a strong position to secure resources from future funding rounds	Dave Hughes, Head of Business and Enterprise	
Local Transport Plan 4 produced and approved by County Council	Tom Marchant, Head of Strategic Planning & Policy	
KCC has responded to the Government's 'Strengthened Local Enterprise Partnerships' review	David Smith, Director Economic Development	
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Engage with stakeholders to draw up an agreed Enterprise & Productivity Strategy 2020-2050	David Smith, Director Economic Development	November 2020
Respond to consultation on Government's UK Shared Prosperity Fund when available	David Smith, Director Economic Development	TBC – once consultation has been launched.
Work with LEP partners to implement new LEP arrangements arising from the 'Strengthened Local Enterprise Partnerships' review as appropriate, including contributing to the development of a Local Industrial Strategy	David Smith, Director Economic Development	April 2020
Refresh of Growth and Infrastructure Framework	Stephanie Holt-Castle, Interim Director EPE	March 2020 (proposal sign-off) March 2021 (completion)
Re-establishment of an infrastructure funding group, covering areas such as local plans, management of planning applications etc.	Tom Marchant, Head of Strategic Planning & Policy	March 2020
Officers are working on bids to secure funding as appropriate including Local Growth Fund, Housing Infrastructure Fund, Major Roads Network	Lee Burchill, Local Growth Fund Manager / Joe Ratcliffe, Transport Strategy Manager	Ongoing

Risk ID	CRR0004	Risk Title	Emergency Response and Resilience			
<b>Source / Cause of Risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood and impact of major incidents and emergencies. This includes responses associated with the Government's Counter-terrorism Strategy (CONTEST) 2018. Ensuring that the Council works effectively with partners to respond to, and recover from, emergencies and service interruption is becoming increasingly important in light of recent national and international security threats, severe weather incidents, threats of 'cyber attacks' and uncertainties around implications of the future UK/EU relationship.	<p>Failure to deliver suitable planning measures, respond to and manage these events when they occur.</p> <p>Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities.</p> <p>Lack of resilience in the supply chain hampers effective response to incidents.</p> <p>Focus on post UK/EU transition contingency planning means less opportunity to progress other aspects of emergencies and resilience agenda.</p>	<p>Potential increased harm or loss of life if response is not effective.</p> <p>Serious threat to delivery of critical services.</p> <p>Increased financial cost in terms of damage control and insurance costs.</p> <p>Adverse effect on local businesses and the Kent economy.</p> <p>Possible public unrest and significant reputational damage.</p> <p>Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies Act or other associated legislation.</p>	<p>On behalf of CMT:</p> <p>Barbara Cooper, Corporate Director Growth, Environment &amp; Transport (GET)</p> <p><b>Responsible Cabinet Member(s):</b></p> <p>On behalf of Cabinet:</p> <p>Mike Hill, Community &amp; Regulatory Services</p> <p>Susan Carey, Environment</p>	<p>Likely (4)</p> <p><b>Target Residual Likelihood</b></p> <p>Possible (3)</p>	<p>Major (5)</p> <p><b>Target Residual Impact</b></p> <p>Major (5)</p>	
<b>Control Title</b>						<b>Control Owner</b>

Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Includes sub-groups relating to Health and Severe Weather	Mike Overbeke, Head of Public Protection (for Kent Resilience Team Activity)
The Director of Public Health works through local resilience fora to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to public health	Andrew Scott-Clark, Director of Public Health
Management of financial impact to include Bellwin scheme	Cath Head, Head of Finance (Operations)
Implementation of Kent's Climate Adaptation Action Plan	Carolyn McKenzie, Head of Sustainable Business and Communities
Local multi-agency flood response plans in place for each district / borough in Kent, in addition to overarching flood response plan for Kent	Lisa Guthrie, KCC Manager, Kent Resilience Team
On-going programme of review relating to ICT Disaster Recovery and Business Continuity arrangements. ICT resilience improvements are embedded as part of the ICT Transformation Programme	Andrew Cole, Head of ICT Strategy and Commissioning
Kent Resilience Team in place bringing together personnel from KCC, Kent Police and Kent Fire and Rescue Service in an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent	Mike Overbeke, Head of Public Protection
Multi-Agency recovery structures are in place at the Strategic and Tactical levels & working effectively over the short term	Stephanie Holt-Castle, Interim Director Environment Planning & Enforcement (EPE)
KCC and local Kent Resilience Forum partners have tested preparedness for chemical, biological, radiological, nuclear and explosives (CBRNE) incidents and communicable disease outbreaks in line with national requirements	Andrew Scott-Clark, Director Public Health / Stephanie Holt-Castle, Interim, Director EPE
Emergency planning training rolled out at strategic, tactical and operational levels. KCC Resilience Programme in place to deliver further training opportunities and exercises regularly conducted to test different elements of KCC emergency and business continuity arrangements with partners	Stephanie Holt-Castle, Interim Director EPE
Updated and expanded Duty and Recovery Director rota introduced	Stephanie Holt-Castle, Interim Director EPE
KCC Business Continuity Management Policy and overarching Business Continuity Plan in place, underpinned by business continuity plans at service level	Stephanie Holt-Castle, Interim Director EPE
Prevent Duty Delivery Board established to oversee the activity of the Kent Channel Panel, co-ordinate	Penny Southern, Corporate Director

Prevent activity across the County and report to other relevant strategic bodies in the county	ASCH	
Kent Channel panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) established at district and borough level	Nick Wilkinson, Prevent and Channel Strategic Manager	
Ongoing development of a counter-terrorism local profile	Nick Wilkinson, Prevent and Channel Strategic Manager	
Quality Assurance approach introduced for business continuity plans to emphasise service accountability. This includes the testing of interdependencies between KCC business continuity plans and those of 3 <sup>rd</sup> parties	Stephanie Holt-Castle, Interim Director EPE	
Fire Safety Guidance provided by KCC reviewed and updated	Flavio Walker, Head of Health & Safety	
Local procedures have been and are being continually reviewed and refined for occasions the national threat level increases to critical. This includes an update of the Corporate Business Continuity Plan	Stephanie Holt-Castle, Interim Director EPE	
New approach to Business Continuity Governance arrangements implemented, to enable increased focus on directorate issues and complement KCC's cross-directorate Resilience group	Stephanie Holt-Castle, Interim Director EPE	
Kent Resilience Forum Local Authorities Emergency Planning group's mutual aid arrangements with District Councils and other councils across the region undertaken	Lisa Guthrie, KCC Manager, Kent Resilience Team	
KCC services have reviewed business continuity arrangements, taking potential no-deal Brexit scenarios into consideration (cross-reference to CRR0042), with coordination via Directorate Resilience Groups	Service Managers / Directorate Resilience Chairs	
KCC has a Major Emergency Plan that is refreshed regularly	Tony Harwood, Resilience and Emergencies Manager	
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Continued preparations for implications of future UK / EU relationship in relation to border friction, regulatory change etc.	Barbara Cooper, Corporate Director GET	October 2020 (review)
Implement a work programme to deliver Kent County Council compliance with the Radiation (Emergency Preparedness and Public Information) Regulations 2019, including amendments to the Dungeness Offsite Emergency Plan	Tony Harwood, Resilience and Emergencies Manager	May 2020
Review of Kent Resilience Forum Local Authorities Emergency Planning group's mutual aid arrangements with District Councils and other councils across the region	Fiona Gaffney, Head of Resilience and Emergency Planning and Kent Resilience Team Manager (KCC)	March 2020



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

**To:** Growth, Economic Development and Communities Cabinet Committee – 10 March 2020

**Subject:** Kent County Council Resilience and Emergency Planning Update

**Decision No:** N/A

**Classification:** Unrestricted

**Electoral Division:** All

**Summary:**

This report provides an overview of KCC's resilience and emergency planning duties, its current activity and a forward look at emerging risks.

**Recommendation(s):**

Cabinet Committee is asked to note current and future County Council resilience and emergency planning activity.

**1. Introduction**

- 1.1 The last two years have seen a spotlight on international, national and local contingency planning associated with the United Kingdom's exit from the European Union. KCC has played a key role to ensure minimum disruption for Kent's residents, communities and economy. This has been undertaken alongside the 'business as usual' emergency planning and operational response activity ensuring Kent remains resilient in the face of all foreseeable risks and emergencies.

**2. Background**

- 2.1 KCC is a 'Category 1 Responder' as defined by the Civil Contingencies Act 2004 and is legally bound to ensure that the Local Authority has the capacity to respond to threats to life, property and the environment. The Act defines an emergency as:
- (a) an event or situation which threatens serious damage to **human welfare**;
  - (b) an event or situation which threatens serious damage to the **environment**;
  - or
  - (c) **war**, or **terrorism**, which threatens serious damage to **security**.
- 2.2 As a 'Category 1 Responder' and upper tier Local Authority, KCC is subject to seven duties:

- To carry out **risk assessments** and publish all or part of a Community Risk Register (This is published on the Kent Resilience Forum (KRF) website and Resilience Direct).
  - To **plan** for emergencies.
  - To have robust **business continuity** arrangements in place to maintain service delivery.
  - To have arrangements in place to **Warn & Inform** the public both before and during emergencies.
  - To **co-operate** with partner agencies.
  - To **share information** with partner agencies (The duties to co-operate and share is achieved through the Kent Resilience Forum).
  - To **promote business continuity** to local businesses and the voluntary sector.
- 2.3 Effective governance across these duties is delivered through four Directorate Resilience Groups, each reporting to a corporate Cross Directorate Resilience Forum. Resilience issues are also routinely reported to Directorate and Corporate Management Teams, with policy initiatives and Key Decisions tabled at the appropriate Cabinet Committee and Executive level.
- 2.4 The County Council currently maintains 14 emergency plans and associated guidance documents, including a strategic [Major Emergency Plan](#), and 172 individual service Business Continuity Plans, which inform a [Corporate Business Continuity Plan](#).
- 2.5 KCC also operates a fully equipped County Emergency Centre at Invicta House, which can be mobilised around the clock. A weekly command rota details the on-call Duty Emergency Planning Officer (DEPO), Duty and Recovery Directors (KCC Directors and Corporate Directors from across the authority), Tactical Managers (again from across the authority, but principally GET Directorate) and Emergency Response Team (colleagues from across the authority). To date more than 500 incidents have been alerted to the DEPO in the current financial year (2019/20).

### 3. Current Issues

- 3.1.1 **Flood Planning and Response** – The last year (2019) witnessed significant flooding events in June and December. The County Emergency Centre mobilised for the duration of these floods and pro-active interventions including evacuation (accompanied by specialist support for vulnerable people), pumping water off highways into tankers and effective management of reservoirs levels all sought to reduce the scale of damage arising from the floods. Some 168 residential and commercial properties incurred flood damage in the June event with another 65 flooded in December.
- 3.1.2 A KCC structured debrief for the December floods took place in January and the draft report capturing lessons learned will be taken to the Kent Flood Risk Management Committee in March 2020.

- 3.1.3 The new year witnessed further flooding events associated with named storms; Ciara (8<sup>th</sup> and 9<sup>th</sup> February) and Dennis (15<sup>th</sup> and 16<sup>th</sup> February). The first of these storms saw damage to coastal defences in the Lydd area as well as fluvial and surface water flooding across parts of west Kent, with some 68 residential and commercial properties affected. Storm Dennis latterly saw the evacuation of some 150 residents, pro-active pumping of water off highways into tankers, sandbag deployment, widespread road closures and further property flooding.
- 3.1.4 KCC's operational response was substantially informed by its [Flood Response Emergency Plan](#).
- 3.2 **Radiation Emergency Preparedness Public Information Regulations (REPPIR) 2019** – A revised Detailed Emergency Planning Zone (DEPZ) was developed for the Dungeness B Nuclear Power Plant and confirmed by the Cabinet Member for Community and Regulatory Services in autumn 2019 as a Key Decision following scrutiny by the Environment and Transport Cabinet Committee.
- 3.2.1 The Government's Office for Nuclear Regulation (ONR) subsequently signed-off the revised DEPZ, which informs countermeasures to protect those inside the Emergency Planning Zone, making the County Council one of the first Local Authorities in the UK to achieve compliance with the new Radiation Regulations. KCC also created a public information calendar for residents and businesses within the DEPZ as part of its new responsibilities for provision of public information.
- 3.2.2 Work continues on planning for a 30km Outline Planning Zone (OPZ) around Dungeness B which builds on existing arrangements and capabilities to provide commensurate planning for low probability events. An updated KCC offsite emergency plan for Dungeness B must be submitted to ONR by 22<sup>nd</sup> May 2020. The final plan will come to this Cabinet Committee in May for information.
- 3.3 **Health Protection** – The County Council is responsible through the National Health Service Act 2006 and Health and Social Care Act 2012 to provide information and advice on appropriate health protection arrangements within their local area, including to clinical commissioning groups (CCGs). This responsibility rests with the Director of Public Health and includes planning for and responding to incidents and emergencies that present a threat to the public's health.
- 3.3.1 The current Wuhan Novel Coronavirus (2019-nCoV) outbreak has seen significant engagement by Kent County Council services with Public Health England and other partners to ensure that appropriate guidance and local policy and practice is enacted in relation to a range of key stakeholders including schools, colleges and social care providers. The Director of Public Health facilitated a recent Local Health Resilience Partnership meeting focusing on the outbreak, while the Resilience and Emergency Planning Manager has chaired a number of meetings with Public Health England addressing areas such as policy and practice for social care, human

resources, schools and colleges. A further oral update will be provided to the Cabinet Committee as part of the presentation of this paper.

- 3.4. **People and Communities in Emergencies** – KCC is leading the development of an innovative Kent Resilience Forum strategy to increase the resilience of vulnerable individuals and communities. The scope of this project includes lessons learned from recent events such as the Grenfell Tower fire and Manchester Arena bombing. A further aim is to provide a framework to support partners to co-ordinate activities to identify, prepare and address the needs of people and communities less able to help themselves in the circumstances of an emergency.
  - 3.5 **Animal and Plant Health** – Kent’s geography and ‘gateway status’ for trade and travel places it in the frontline of emerging animal and plant disease threats. Foot and Mouth Disease, Avian Influenza, Blue Tongue and latterly Ash Dieback have all impacted the County in recent years. Lessons learned have informed an updated [Animal and Plant Health Emergency Plan](#) which has been expanded and changed from a KCC to a KRF document to reflect the multi-agency nature of this evolving risk.
  - 3.6 **Business Continuity** – All 172 individual service Business Continuity Plans are being converted to an updated and standardised template. This change supports work to develop an innovative systemised Corporate Continuity Requirement Analysis (CRA) and Business Impact Analysis (BIA) to enable more effective oversight and upkeep of Business Continuity Plans across KCC.
  - 3.7 **Recovery** – The County Council has the lead role in multi-agency recovery from major emergencies and operates a comprehensive [Emergency Recovery Plan](#). An officer development group has now been established to ensure that the appropriately trained personnel, IT and other infrastructure resources are in place to deliver this challenging ‘Gold Command’ responsibility.
  - 3.8 **Training and Exercising** – Training and exercising remains a key focus. In the last year ten command and control training exercises, all incorporating response and recovery cells were delivered inhouse, with 89 KCC personnel participating. Further exercises were conducted to validate Flood, Control of Major Accident (COMAH), Business Continuity and Animal and Plant Health planning. An ambitious future programme of exercise events is currently being planned, focusing on coastal flooding, railway and business continuity scenarios.
- 4. Horizon Scanning**
- 4.1 KRF is currently undertaking a series of workshops to update the Kent Risk Register and individual risk assessments, with KCC an influential partner in this endeavour.

- 4.2 Uncertainty around transition from the European Union at the end of the calendar year and what this will mean to Kent residents, communities and business will require significant contingency planning.
- 4.3 Severe weather impacts are a key area where planning is being undertaken to better reflect the intensifying level of risk. Contingency planning around highway and surface water flooding is being stepped up in response to an evolving trend for more intense localised rainfall. The trend toward more stormy conditions alongside sea level rise and a greater understanding of community vulnerability is further informing our resilience planning.
- 4.4 The integrity of infrastructure such as reservoir dams, is receiving significant national scrutiny following incidents such as the evacuation of communities downstream of Whaley Bridge, Derbyshire in August 2019. KCC has legal responsibility for [offsite emergency planning for reservoirs](#), with 60 sites in and around Kent.
- 4.5 Security issues are increasingly a key focus of resilience activity in line with responsibilities enshrined within the Civil Contingencies Act 2004. Cyber-attack is now identified as a potential business continuity risk and is the focus of national and local planning.

## **5. Financial Implications**

- 5.1 The budget provision for the REPS for the current financial year is £630k. The majority of costs associated with planning, training and exercising are covered by individual services, with corporate budgets utilised for certain standby payments. However, in recognition of the staff resource and other costs required to deliver this work, the REPIR (Radiation Emergency Preparedness Public Information Regulations), COMAH (Control of Major Accident Hazards) and Major Accident Hazard Pipelines regulations allow for upper tier Local Authorities to recover planning costs from the site operators.
- 5.2 KCC may in certain circumstances be eligible to claim against the Bellwin Scheme of Emergency Financial Assistance to Local Authorities, which works to reimburse councils for costs incurred in responding to emergencies. Before being eligible for the grant, the Local Authority must submit an expression of interest within the prescribed timetable and have spent a 0.2% of its calculated annual budget on works reported to MHCLG as eligible for grant. Significantly, Bellwin does not cover recovery from incidents, where the County Council has a lead responsibility and effectively provides the 'Gold Command' infrastructure.

## **6. Legal Requirements**

- 6.1 The Civil Contingencies Act 2004 places a statutory duty on KCC to plan for and respond to major emergencies. In addition to the Civil Contingencies Act 2004, a further 33 individual pieces of legislation and guidance inform day to day County Council emergency planning and response activities from gas pipeline and reservoir safety to human and animal health.

## **7. Conclusions**

- 7.1 Kent County Council is the largest county council in England, delivering vital services to a growing population of more than 1.5 million people and with significant resilience challenges. An iconic coastline some 350 miles long bounds the busiest seaway, a nuclear power station and Europe's busiest ferry port. Kent's extensive strategic transport network, numerous floodplain settlements, and geographical vulnerability to climatic extremes bring further resilience challenges. This risk profile, exceptional in a UK context, places great responsibility upon the County Council, to demonstrate excellence across its resilience policies, procedures and capabilities. This is being achieved against a backdrop of demographic change, rising service demand, EU exit and growing and inter-linked environmental threats (i.e. climate change, greater frequency of extreme weather events, species loss, increasing water scarcity and food production challenges).

## **8. Equalities Impact**

- 8.1 An Equalities Impact Assessment has been undertaken to address the implications of a range of emergency scenarios upon protected characteristics. The County Council's Resilience and Emergency Planning Service and Social Care teams co-operate with the NHS, voluntary sector and other partners to enable dynamic identification of and support for individuals and communities potentially at risk in the event of emergencies.

## **9. GDPR Considerations**

- 9.1 Emergency planning and response sometimes require the County Council to collect, use and be responsible for certain personal information to ensure an appropriate response can be delivered. The General Data Protection Regulation means that the County Council will be responsible as a 'controller' of that personal information.

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

Cabinet Committee is asked to note current and future County Council resilience and emergency planning activity.

## **11. Background Documents**

*KCC Major Emergency Plan*

*KCC Corporate Business Continuity Plan*

*KRF Animal and Plant Health Emergency Plan*

*KCC Flood Response Emergency Plan*

*KCC Offsite Reservoir Inundation Emergency Plan*

*KCC Emergency Recovery Plan*

*KCC Managing Ash Dieback in Kent*

## **12. Contact Details**

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### **Relevant Director:**

Stephanie Holt-Castle (Interim Director of Environment, Planning & Enforcement), Growth, Environment and Transport, tel. 03000 412 064, e-mail [stephanie.holt-castle@kent.gov.uk](mailto:stephanie.holt-castle@kent.gov.uk)

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**From:** Mike Whiting, Cabinet Member for Economic Development  
Steve Grimshaw, Strategic Programme Manager Economic Development  
David Smith, Director of Economic Development

**To:** Growth, Economic Development & Communities Cabinet Committee – 10 March 2020

**Subject:** No Use Empty (NUE) – Update

**Classification:** Unrestricted

**Electoral Division:** All

**Summary:**

Kent County Council (KCC) launched the No Use Empty (NUE) initiative in 2005 in East Kent. The scheme is now delivered by KCC in partnership with all 12 districts and borough councils.

NUE operates a loan scheme providing short term secured loans registered as a first or second charge. On repayment of the loan, funds are recycled to the next project.

Its primary aim is to improve, through a range of interventions, the physical urban environment in Kent by bringing empty properties back into use as quality housing and commercial space. NUE therefore also delivers increased Council Tax receipts and Business Rates.

The purpose of this report is to provide Cabinet Committee with an update on the scheme, performance to date and its future plans and the current status of two bids for additional sources of funding.

This is an update paper and no formal decisions are required.

**Recommendations:**

The Cabinet Committee is asked to note the report and the plans for the further development of the NUE scheme.

**1. Introduction**

1. 1. Kent County Council (KCC) launched its 'No Use Empty' (NUE) initiative in 2005 as part of its Public Service Agreement (PSA2) targets. Its primary aim was to improve Kent's physical urban environment by bringing empty properties (defined as empty for over 6 months) back into use as quality housing.
1. 2. The initiative originally focused on four districts: Thanet, Dover, Folkestone and Hythe (then called Shepway) and Swale, as research had found that the majority of empty properties (over 3,000) were located in these areas. In

January 2008, KCC expanded NUE to include all 12 Kent district council areas and has more recently extended the scheme to include bringing commercial space back into use.

- 1.3 **Interest bearing loans.** Interest free loans are available to those that participate in the initiative. However, since 2017, if a previous applicant returns to NUE with a new application for funding this will be offered but with interest applied.
- 1.4 **NUE Commercial.** In 2018-19 KCC was awarded £1m Growing Places Fund (GPF). This is being used to return long term empty commercial properties back into use for residential, alternative commercial or mixed-use purposes with a specific focus on town centres (particularly in coastal areas of Kent). This GPF funding had a target to bring back into use 8 commercial units and a total of 28 residential units by March 2022. Loans have been agreed to deliver 15 commercial units and 28 residential units and the scheme is on track to exceed the target numbers. A summary of NUE Commercial is at Appendix 1 including example projects.

## **2. Achievements**

- 2.1 NUE is now firmly established as the longest running and most effective empty property initiative in Britain winning several national awards for partnership and regeneration.
- 2.2 Since 2005 NUE investment has created 1,053 homes from 302 derelict properties. The additional dwellings will generate extra Council Tax receipts of approximately £757,000 per year.
- 2.3 Through a range of other interventions, NUE has brought 5,273 long term empty properties back into use to the Government's Decent Homes Standard. (Long term empty is defined as dwellings that have been unoccupied or substantially unfurnished for over six months.)
- 2.4 Over the past 10 years NUE has returned 5,083 long term empty properties back into use, an average of 508 a year.

## **3. Finance**

- 3.1 NUE operates a recycling loan fund. It provides working capital to help owners/small developers refurbish/convert empty homes or redundant commercial buildings to provide good quality residential accommodation and commercial space.
- 3.2 To date, NUE has awarded £33.6m in short term secured loans (typically over a 2-3-year period). It has leveraged £31.2m from the public/private sectors, giving a total investment of £64.8m across Kent. All loans are subject to a risk assessment and secured as a 1<sup>st</sup> or 2<sup>nd</sup> charge on the property. The loans are offered interest free to first time applicants. A summary of NUE investment is at Appendix 2.

3.3 In July 2019 the Council agreed to the continuation of the NUE initiative to at least 2021-22. Earlier this year, KCC Treasury Management agreed to provide £12 million for loans aimed at bringing dwellings back into use on derelict/vacant sites.

#### 4. NUE Going Forward (2020/2021)

4.1 The most recent Council Tax records show there still are 5,340 long term vacant residential properties in the 12 Kent districts and a further 1,398 in Medway. (NUE does not currently cover the Medway area.)

4.2 **NUE main loan scheme.** NUE will continue to offer interest free loans to first time applicants and revenue from the interest-bearing loans will cover all operational costs.

4.3 **NUE Derelict Sites (£12m).** NUE is launching a new loan product with support from Treasury Management. £12m is being made available to provide secured (by way of first charge) short-term interest-bearing loans (recycled) to developers of derelict/vacant sites, in order to create new build residential units in Kent. The £12m programme provides for annual lending of £4m over three years. The maximum limit on the amount to be lent to any one developer is £1m and maximum duration for any loan is 3 years. All loans awarded will be subject to monitoring and site visits which is consistent with existing NUE procedures.

4.4 KCC Treasury will receive interest at a rate of 1.5% per annum on the amount lent from the date the loan is made until it is repaid. This will cover KCC management costs and any surplus will help fund other Council services. The aim is to deliver a return on Treasury investment of £1.6m and potentially generate a further surplus to KCC. Several projects have already been identified and the NUE team is now engaged with the respective owners of the derelict sites to bring forward initial applications for assessment.

4.5 NUE will charge the developers a minimum of 4% per annum on the loans and a 1% application fee, which will be set against revenue costs (the cost of the interest due to KCC treasury, admin costs and bad debt provision). NUE will review the interest rates annually to take into account any changes to base rates as requested by Treasury and the NUE programme will carry the risk of developers defaulting on the loans.

4.6 In addition to this, NUE have submitted two bids to round three of the SELEP Growing Places Fund (GPF3):

(i) **NUE Commercial Phase II (£2m).** NUE has sought further investment from an extension of the NUE Commercial loan product. The aim is to return 18 empty commercial units back into use and create 36 new residential homes.

(ii) **NUE Residential (£2.5m).** NUE has sought new investment to scale up the initiative to return an extra 100 long term empty

properties back into use. NUE has approached Medway Council with a view to providing blanket coverage across Kent.

- 4.7 Final decisions for funding approval are expected in May 2020. In both cases the projects, if approved, would be operational from 2020/2021 to 2022/2023 with a final repayment date to GPF by 31<sup>st</sup> March 2026.

## **5. Publicity**

- 5.1 NUE is working with KCC corporate communications and with district colleagues to publicise the scheme.
- 5.2 Projects which NUE has previously supported continue to be featured on numerous BBC TV programmes (Homes Under The Hammer and the Britain's Empty Homes).

## **6. Conclusion**

### **6.1 NUE:**

- Supports economic growth by enabling new commercial activity and creating and safeguarding jobs; it also increases business rates
- Increases the number of new homes available; it also generates additional council tax receipts
- Supports wider regeneration; it improves the quality of the local environment, complementing wider regeneration activities and supporting community safety and cohesion

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

- 7.1. The Cabinet Committee is asked to note the report and the plans for the further development of the NUE scheme.

## **8. Appendices**

Appendix 1 - Summary NUE Residential (Countywide Investment)

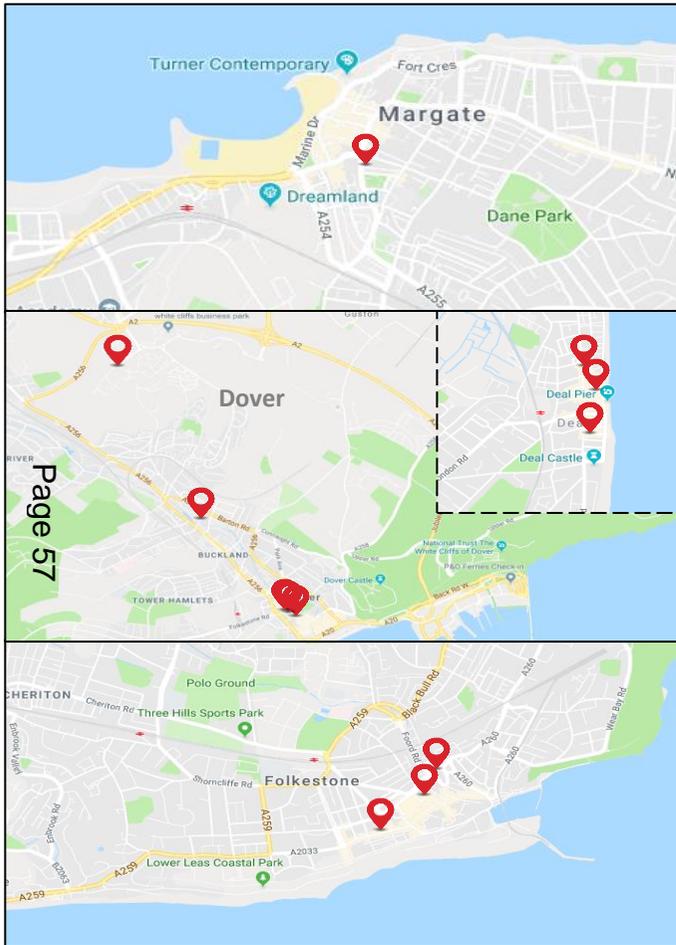
Appendix 2 - Summary NUE Commercial and example projects

## **9. Contact details**

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**Appendix 1 – Summary of NUE Commercial (GPF2)**



**TARGET:** To return back into use a total of **8 COMMERCIAL UNITS** and create **28 RESIDENTIAL HOMES** – GPF Awarded £1M

Commercial Units	Residential Homes	Total	GPF £	LEVERAGE £	TOTAL £
2	1	Deal	85,000	410,000	495,000
9	16	Dover	595,000	1,667,000	2,262,000
2	6	Folkestone	280,000	1,140,000	1,420,000
2	5	Margate	40,000	311,867	351,867
15	28	Investment	1,000,000	£3,528,867	4,528,867

**Completions to date:**  
**9 Commercial Units**  
**17 Residential Homes**

**Works In Progress:**  
**6 Commercial Units**  
**11 Residential Homes**

Commercial Properties back into use include: Beauty Salon, Delicatessen, Restaurant, Recruitment Agency, Marketing Suite for Property Sales, Office Space, Pizza Room for Micro Brewery, retail units for local independent traders,

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## Appendix 2 – examples of projects supported NUE Commercial (GPF 2)

<b>Sandgate Road, Folkestone</b>	<b>Former Walmer Castle Pub, Westgate On Sea, Margate</b>																																																
<p>This was a three-storey retail unit with a large single storey rear addition. It closed in 2017 and remained empty until the new owner acquired it. The ground floor comprises a large lock up shop with the upper parts offering basic ancillary storage space. Planning permission has been granted for change of use and creation of 2 flats. The commercial space is now a beauty salon employing 9 staff. The flats are completed to decent homes standard and rented to local people. KCC have a 1st charge secured.</p>	<p>This former public house was acquired by the Greek community in 2016 and following planning permission has been transformed to provide: 3 residential flats, a community space and a Greek restaurant. Like many pubs which have closed this one breathes new life and the business employs 3 staff. KCC have a 1<sup>st</sup> charge secured.</p>																																																
																																																	
																																																	
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## Appendix 2 – Summary NUE Residential (Countywide Investment)

NUE INTERVENTION	INVESTMENT			PROPERTY VALUES			HOMES BACK INTO USE		
Local Authority Name	Total KCC NUE Loan	Public & Private Sector Investment	Total Investment	Original Value of Properties	Future Value of Properties	Increase in Value of Properties	Current Empty Residential Units	Future Residential Units	NUE New Homes Created
Ashford	£470,000	£204,700	£674,700	£1,058,000	£1,825,000	£767,000	4	11	7
Canterbury	£625,000	£3,917,849	£4,542,849	£2,252,000	£8,855,000	£6,603,000	7	37	30
Dartford	£626,000	£680,869	£1,306,869	£4,275,000	£5,608,500	£1,333,500	9	32	23
Dover	£8,586,510	£7,272,635	£15,859,145	£15,868,000	£37,488,500	£21,620,500	60	275	215
Folkestone & Hythe	£9,552,227	£2,907,432	£12,459,659	£12,375,500	£28,291,200	£15,915,700	43	199	156
Gravesham	£100,000	£57,806	£157,806	£543,500	£900,000	£356,500	1	4	3
Maidstone	£1,270,000	£922,555	£2,192,555	£2,686,800	£5,529,800	£2,843,000	3	38	35
Sevenoaks	£604,000	£1,163,530	£1,767,530	£3,949,000	£5,619,000	£1,670,000	15	25	10
Swale	£1,285,500	£1,794,374	£3,079,874	£4,135,000	£7,405,000	£3,270,000	10	55	45
Thanet	£9,489,500	£11,152,584	£20,642,084	£19,779,250	£46,221,000	£26,441,750	132	340	208
Tonbridge and Malling	£370,000	£483,249	£853,249	£1,615,000	£2,975,000	£1,360,000	7	15	8
Tunbridge Wells	£667,000	£593,298	£1,260,298	£3,773,000	£5,035,000	£1,262,000	11	24	13
<b>Total Kent</b>	<b>£33,645,737</b>	<b>£31,150,881</b>	<b>£64,796,618</b>	<b>£72,310,050</b>	<b>£155,753,000</b>	<b>£83,942,950</b>	<b>302</b>	<b>1,055</b>	<b>753</b>

The total includes loans operated under NUE including the Affordable Homes (2012-15) project co-funded with HCA.

New Homes Created as a result of converting larger empty properties with planning permission for residential use.

Future property values recorded from RICS valuation at time of application and in most cases would have risen over the lifetime of project.

**From:** Mike Whiting, Cabinet Member for Economic Development  
David Smith, Director of Economic Development

**To:** Growth, Economic Development and Communities Cabinet Committee - 10 March 2020

**Subject:** Kent's Rural Economy – a coordinated approach

**Classification:** Unrestricted

**Past Pathway of Paper:** None

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

**Electoral Division:** All Divisions

**Summary:** The report gives a background to the initial activity with partners to explore ways of working together to develop a coordinated rural input into the draft Kent and Medway Enterprise and Productivity Strategy in the context of KCC's "Your Future, Our Priority" Strategic Statement.

**Recommendation:**

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

## 1. Introduction

- 1.1 KCC has not had a rural strategy since 2007 and no longer has a rural development team to support a refreshed strategy. Consequently, discussion on rural affairs has been led by Kent Rural Board (KRB) made up of 'broad church' of rural organisations and statutory bodies with an interest in rural issues. KRB has been chaired by KCC Cabinet Member (or Deputy) for Economic Development. The KRB's primary role has been to bring together the key organisations overseeing Kent's economic, social and rural agendas.
- 1.2 KRB still exists but has not met for eighteen months and remains largely dormant. It has a Terms of Reference (revised November 2016) which is attached at Annex A for reference. The KRB remains an independent body facilitated by KCC (secretariat and chair) but there is no formal reporting line to any cabinet committee. Several members of the KRB have now asked for discussion of rural issues to recommence and whether it is now time to revisit the role of the KRB.

## 2. Activity and progress

- 2.1 KCC continues to involve itself with the rural agenda with funding for rural businesses being achieved through the three LEADER Programmes in Kent (part of the European Union's Rural Development Programme of England) and the Kent and Medway Business Fund; the roll out of rural broadband; the work in developing the food and drink sector through Produced in Kent; the promotion of the rural visitor

economy by Visit Kent; the development of a Kent Biodiversity Strategy and a Kent Environment Strategy. All of these involve partners across Kent.

- 2.2 There is now an opportunity to address the future of the KRB, revise its Terms of Reference, review the membership and determine its role and reporting lines working with KCC and other key bodies like KMEP. A reconstituted KRB with an emphasis on the inclusion of the food and drink sector would provide a direct reporting line for the rural community into KCC. It would allow rural economy matters to be discussed in the context of KCC's strategic objectives and draw together a number of complementary themes. It would help provide a coordinated input into the development of Kent and Medway Enterprise and Productivity Strategy.
- 2.3 There will be a number of issues to be reviewed and resolved, a step at a time, with the aim of creating a reconstituted KRB or similar body with a new membership. This will require a revised Terms of Reference and a clearer role for the new board/body in assisting KCC to take a corporate approach to rural issues. The next step will be to consult stakeholders and commission an evidence base to inform the rural economy strategy. We shall aim to have the first meeting of the reconstituted Board after Easter so that it can contribute to the finalisation of the Kent Enterprise and Productivity Strategy's rural economy strand.

### **3. Financial Implications**

3.1 None at this stage.

### **4. Conclusions**

4.1 A reconstituted Kent Rural Board/Body would help KCC develop a coordinated approach to the development of Kent's rural economy.

### **5. Recommendation:**

#### **Recommendation:**

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

#### **Contact details**

##### **Report Author:**

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##### **Relevant Director:**

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Director of Economic Development  
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## Kent Rural Board: Terms of Reference

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### 1.0 Purpose of the Kent Rural Board

The Kent Rural Board is the strategic rural partnership for Kent and Medway. Its primary role is to bring together the key organisations overseeing Kent's economic, social and environmental rural agendas to:

- Provide an expert voice by raising awareness of key rural issues and priorities at both a national and local level
- Rural proof key areas of mainstream policy and delivery
- Work collaboratively to develop and implement solutions to key issues, including leveraging in additional investment to support key actions.

### 2.0 The Role of the Kent Rural Board

The Kent Rural Board will be responsible for:

- Identifying and articulating the key economic, social and environmental strategic investment priorities for Kent's rural areas.
- Providing expert advice to the Kent and Medway Economic Partnership and other key Boards/Executives on key rural matters.
- Working collaboratively across the rural agenda – especially with key groups such as the Kent Local Nature partnerships, and Leader Local Action Groups - on key rural issues.
- Creating a strategic framework, and associated support to maximise partners ability to bring external funding/inward investment into Kent and Medway e.g. new Leader.
- Work as a 'network of networks' to fulfil the requirements of Defra's Rural and Farming Network criteria for the Kent Rural Network– by ensuring that all members consult with, and communicate the views of, the members that they are representing.

### 3.0 Composition of the Board

- 3.1 The Board will comprise Members from key rural delivery and stakeholders' organisations. Every effort will be made to ensure a balanced and sustainable representation of all relevant sectors that can make a significant contribution to the delivery of the Kent Rural Framework and Actions Plans arising from the framework without making the board too unwieldy to operation efficiently and ensure effective representation.
- 3.2 Membership is by Chairman's invitation, subject to Board approval, to a named individual of sufficient seniority to influence activity and make decisions within their organisation.

- 3.3 Membership may be in a permanent or temporary capacity as the need arises. Invitations to join the Board should clearly specify the appropriate arrangements.
- 3.4 Observers may also be invited to attend board meetings, subject to the same processes as 3.2 and 3.3 above.
- 3.5 At least 5 Board Members are required to form a quorum for a Board Meeting. Decisions shall be by majority vote. All board members have one vote. In the event of a split decision, the Chair shall have the casting vote.
- 3.6 In order to ensure that meetings remain manageable, the membership of the Board (excluding officer support) shall not exceed 16.

#### **4.0 Subgroups**

- 4.1 In order to deliver against the objects of the Kent Rural Investment Plan, or provide specific rural expertise, the Board may decide to form a specific sub-group, or task and finish group. These will only be taken forward on an 'as needs' basis – and will be facilitated by or a Kent Rural Board member organisation.
- 4.2 In these cases, the terms of reference will be agreed by the Board and the lead organisation will be responsible for providing regular updates on the sub-group's activities/progress to the Board.

#### **5.0 Role of the Board Chairman**

- 5.1 The Chairman of the Board is the KCC Cabinet Member or, if delegated, the Deputy Cabinet Member holding the portfolio for Economic Development.
- 5.2 The Chairman will act as the independent leader of the meeting. If the Chairman is unable to attend a meeting, the Board will elect a temporary Chair for the meeting. The temporary Chair will take on the responsibilities of the elected Chairman.

#### **6.0 Officer support to the Board**

- 6.1 KCC will provide administrative support to the Board. This will comprise:
- meeting arrangements
  - preparation and distribution of agendas
  - distribution of agenda papers
  - taking and distribution of minutes
- 6.2 The Board will also be facilitated through the involvement of three thematic officer leads – for the economic, community and environmental aspects of Kent's rural agenda.

## 7.0 Review of terms of reference

7.1 These terms of reference will be reviewed by the Kent Rural Board on an annual basis.

## 8.0 Membership

8.1 As highlighted above the Kent Rural Board is essentially a network of networks, with each member representing an organisation(s) with a strategic role in Kent's economic, community and/or environmental rural agenda. A list of the current membership is detailed below:

### Kent Rural Board Members (as December 2017)

Mark Dance, Cabinet Member for Economic Development, Kent County Council

John Bennett, Trustee, Kent Wildlife Trust

Andrew Bowles, Kent Leaders, Swale Borough Council

Amanda Cottrell, Visit Kent

Stephanie Durling, Manager, Produced in Kent (Pink) Limited

Keith Harrison, Chief Executive, Action *with* Communities *in* Rural Kent

Liz Harrison, Economic Development Manager, Kent County Council

Sean Holden, Deputy Cabinet Member for Economic Development, Kent County Council

Rob Jarman, Planning Officer, Maidstone Borough Council

Huw Jarvis, Kent Downs & Marshes Leader Programme Manager, Kent County Council

Nick Johannsen, Kent Downs AONB

Mark Lumsdon-Taylor, Director of Finance & Resources, Hadlow College

Simon Maclachlan, Action with Communities in Rural Kent

Caroline Pinchbeck, Director of Communities & Partnerships Framework & Rural Life Adviser, Diocese of Canterbury

Chris Reynolds, Chair, Kent Downs AONB

Alan Rogers, Chair, Action *with* Communities *in* Rural Kent (ACRK)

Nick Sandford, Chairman Kent Country Land & Business Association

Catherine Smith, Development Policy & Engagement Manager, Medway Council

Cllr Paulina Stockell, Kent Association of Local Councils

Charles Tassell, Director KCAS, Previous NFU Chairman, representing Kent NFU, Why Farming Matters in Kent, Committee Member, Kent CLA

Trevor Willmott, Bishop of Dover

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**From:** Benjamin Watts, General Counsel

**To:** Growth, Economic Development and Communities Cabinet Committee – 10 March 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**

Report Author:  
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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

**THURSDAY 7 MAY 2020**

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	The development of the new Kent Design Guide (report and presentation)	NO		Requested by Richard Kidd (05/02/20)
7	Performance Dashboard (Standing Item)	NO		
8	Regional Growth Fund Monitoring	NO		
9	Enterprise and Productivity Strategy	NO	30/01/2020	
10	East Kent opportunity based at Manston	NO	30/01/2020	
11	Library Extra Pilot Evaluation – update report	NO	28/11/2019	
12	Investigations and Enforcement update	NO	12/07/2019	
13	Turner Prize	NO	30/01/2020	
14	District Visits Programme 2020 (Standing Item)	NO		
15	Work Programme (Standing Item)	NO		

**FRIDAY 3 JULY 2020**

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	The Gypsy and Traveller Service Charges and Rent Setting Policy (key Decision)	TBC		
8	Strategic Delivery Plan monitoring	NO		
9	Annual Equality and Diversity Report	NO		
10	Open Golf: Sandwich Station	NO	30/01/2020	
11	District Visits Programme 2020 (Standing Item)	NO		
12	Work Programme (Standing Item)	NO		
<b>FRIDAY 25 SEPTEMBER 2020</b>				
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		
<b>TUESDAY 17 NOVEMBER 2020</b>				
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		
<b>TUESDAY 19 JANUARY 2021</b>				
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		

**TUESDAY 23 MARCH 2021**

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		

**TUESDAY 15 JUNE 2021**

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
Faversham Creek Bridge – update report	Date TBC
Enterprise and Productivity Strategy (on-going)	Date TBC
European Funding (further update requested at GED&C CC 28/11/2019)	Date TBC
Update Report on consultation of the shared prosperity fund (requested at GED&C Committee on 17 January 2020)	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
Gypsy and Traveller Service Charge and Rent Setting Policy (Decision)	Date TBC
Gypsy and Traveller: Pitch Allocation and Site Management Policy (Decision)	Date TBC
Gypsy and Traveller: Unauthorised Encampment Strategy	Date TBC