

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

Thursday, 1st July, 2021

10.00 am

Online



AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Thursday, 1 July 2021 at 10.00 am
Online

Ask for: **Emily Kennedy**
Telephone: **03000 419625**

Membership

Conservative	Sir Paul Carter, CBE (Chairman), Mr Baker, Mrs R Binks, Mr C Broadley, Mr T Cannon, Mr S Holden, Mr J A Kite, MBE, Mr S C Manion, Mr J Meade, Mr D Robey, Mr S Webb and Mr J Wright
Liberal Democrat	Mr M J Sole
Labour	Ms J Meade

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcements
- 2 Apologies and Substitutes
- 3 Declarations of Interest
- 4 Election of Vice Chairman
- 5 Minutes of the meeting held on 2 March 2021 (Pages 1 - 6)
- 6 Verbal updates by the Cabinet Members and Corporate Director
- 7 Risk Register Review (Pages 7 - 22)
- 8 Performance Dashboard (Pages 23 - 40)
- 9 District Visits Programme 2021 (Pages 41 - 42)
- 10 Kent County Council Village and Community Hall Grant Scheme Performance Report - 2020/21 (Pages 43 - 48)
- 11 Report on decision taken by the Leader between meetings - 21/00042: UK Community Renewal Fund: Bid Submission (Pages 49 - 54)

12 21/00056 - Inward Investment Services (Pages 55 - 64)

13 Work Programme 2021/22 (Pages 65 - 68)

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Wednesday, 23 June 2021

KENT COUNTY COUNCIL

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

MINUTES of a meeting of the Growth, Economic Development and Communities Cabinet Committee held in the Online on Tuesday, 2 March 2021.

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

UNRESTRICTED ITEMS

274. Apologies and Substitutes

(Item 2)

Apologies were received from Mr Wright.

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

(Item 3)

There were no declarations of interest.

276. Minutes of the meeting held on 18 January 2021

(Item 4)

Resolved that the minutes were a correct record and that they be signed by the Chairman.

It was noted as matters arising that Martyn Riley (Programme Manager, Kent and Medway Business Fund) had provided the following responses to questions raised at the meeting of 18 January 2021 regarding female entrepreneurs and regarding businesses in Gravesham:

- 1) The number of directors/CEOs who are women - In terms of businesses in receipt of loans from the Kent and Medway Business Fund - 58% have female directors (40 of 69). 29% have female CEOs/or equivalent (20 of 69). In the case of recent approvals where funding is committed but are yet not under contract - 60% have female directors (18 of 30). 26% have female CEOs (8 of 30). In terms businesses in receipt of equity investments (Kent Life Science Fund). 37.5% have female directors. 0% have female CEOs.
- 2) In terms of Gravesham companies who have submitted pre-applications, full applications, approved for funding for the Kent and Medway Business Fund: a) How many pre-apps from Gravesham businesses – 19; b) How many full applications from Gravesham businesses – 4 ; c) How many Gravesham businesses funded - 2.

277. Verbal updates by Cabinet Members and Corporate Director

(Item 5)

1) Mr McInroy, Deputy Cabinet Member for Economic Development gave Members an update on behalf of Mr Whiting, Cabinet Member for Economic Development:

The news was welcomed about a £20 million fund to support businesses trading with the EU which had been announced by the government. The SME Brexit Support Fund would help small and medium sized businesses adjust to new Customs and VAT rules when trading with the EU. Kent businesses were encouraged to take advantage of the scheme and make an application. SME which only traded with the EU and therefore, new to importing and exporting, would be able to apply for grants up to £2000 for each trader to pay for practical support including training and professional advice to ensure that they could continue to trade effectively with the EU.

Businesses were encouraged to visit the 'Kent International Businesses' website for access to a range of export support and organisations, including the Department for International Trade for practical advice on changes to be made to ensure ongoing export readiness and Kent Invicta Chamber of Commerce for export and customs documentation.

Mr Whiting had attended 3 meeting or events regarding housing and housing provision in the south east, including developing homes in rural areas. At each, he had commended the work of KCC's Select Committee on affordable housing and promoted the establishment of a housing growth unit, as suggested by the Select Committee.

2) Mr Hill, Cabinet Member for Community and Regulatory Services updated Members:

The Open Golf Tournament which had been postponed in 2020 and had been rescheduled for 15 July 2021. Planning was underway for a 'full scale' championship but robust plans were in place for a reduced capacity event or 'behind closed doors' model, if required.

There would be a phased return for Libraries, Registration and Archives which had been affected by the pandemic. Face to face birth registration appointments were to resume in March, as well as ceremonies and essential computer use in libraries. In April, libraries were to open with normal opening hours for browsing and use of study space. Initially, 35 libraries were to re-open but work was being done so that 43 would be open by the end of April, whilst social distancing measures continued. The archive search room was also due to re-open in April for bookable appointments.

In June, all restrictions were due to be ended and work would be ongoing over the summer towards full service restoration. Mr Hill advised that he would issue a note to all Members.

Members thanked Barbara Cooper, Corporate Director (Growth, Environment and Transport) for her years of service to KCC and local government and wished her all the best for her retirement.

278. Marsh Million - Closure of Scheme

(Item 6)

1) David Smith (Director of Economic Development) introduced the report on the closure of the Marsh Million scheme. It had been agreed with funding partners and concluded that the scheme should be discontinued and remaining monies returned on a pro rata basis.

2) In response to questions from Members, it was noted:

- Mr Smith was confident that repayments would be made by the grant recipients according to the formula outlined in the report, as the allocations had been made after due diligence in respect of the solvency and good management.

3) Members agreed to note the recommendations regarding closure of the scheme.

279. Kent & Medway Business Support

(Item 7)

1) David Smith (Director of Economic Development) introduced the report regarding the interventions made by KCC to support businesses during the pandemic. Within two days of the announcement of lockdown, work was done with the Chamber of Commerce to initiate a helpline for over 16,000 businesses to assist them to access grants and funding from central government. Positive feedback had been received from businesses about the support received from KCC.

2) Mr Smith reported that a repayment holiday of 12 months had been arranged for recipients of Kent and Medway Business Loans and this was extended to 18 months to alleviate the cashflow difficulties during the pandemic. In late 2020, £3million of new loans were made to businesses eligible for the Kent and Medway Business Loans which would help to create jobs.

3) Members agreed to note the report.

280. 21/00010 - Digital Autopsy

(Item 8)

1) Mike Overbeke (Head of Public Protection) introduced the report regarding the provision of the autopsy service using a CT scanner. The use of digital body image scanning would decrease the use of invasive post-mortems and make the process quicker and more efficient and reduce reliance on NHS PM provision, delivering significant savings. The approach is supported by the Senior Coroner and the wider Service.

2) Mr Hill said that the digital autopsies would create revenue savings and operational resilience moving forward.

3) Members agreed to endorse the recommendations outlined in the report.

281. Sport and Physical Activity Service Delivery Model

(Item 9)

- 1) Tom Marchant (Interim Head of Countryside and Community Development) introduced the report. Covid-19 had affected KCC's services, as well as the sport and physical activity sector. However, the benefits of exercise on physical and mental health had been widely recognised during the pandemic and KCC had positively responded with the examples set out in the report.
- 2) Mr Marchant said a review of the service had been conducted and it was proposed to implement a new service delivery model, based on three key strategic drivers including the 10-year strategy recently published by Sport England.
- 3) In response to questions from Members it was noted:
 - The Kent Sport website (www.kentsport.org) provided support to sector as well as comprehensive information about programmes being delivered across the county. A second website, Everyday Active Kent (<https://www.everydayactivekent.org.uk/>) had been launched aimed at less active residents in Kent. Social media was also being used to promote services, partners and projects.
 - Virtual sessions were being offered to younger and older age groups so that people could do physical activities at home indoors, in their gardens or in parks when restrictions allowed. For those who were not online, hard copies of information with exercises were provided.
 - The funding for the Tackling Inequalities Programme from Sport England was £220,000 and the remaining funding had come from a variety of sources via Everyday Active small grants.
- 4) Members agreed to note the report.

282. Country Parks Strategy

(Item 10)

- 1) Mr Hill introduced the report regarding the proposal to extend the current Country Parks Strategy and reported that the Strategy had been successful in achieving higher visitor numbers and increasing income generation.
- 2) Helen Shulver (Interim Head of Country Parks and Countryside Management Partnerships) outlined the report. There had been an unprecedented increase in numbers of visitors to the country parks during the pandemic and therefore, the focus has been on keeping the parks safe, available and open to the public. An extension to the Strategy would allow for public consultation and more detailed work to undertaken to produce the 2022-2027 Kent Country Parks Strategy.
- 3) In response to questions from Members, it was noted:

- Preston Hill, Dry Hill and Park Wood have returned to the management of KCC's Country Parks within the last year, as previously they had been managed by KCC Properties and Estates Team. It would be considered the sites could be best used to serve the community alongside the rest of the country parks portfolio.

4) Members agreed to endorse the recommendations outlined in the report.

283. Performance Dashboard

(Item 11)

Members agreed to note the report.

284. Work Programme

(Item 12)

Resolved that the work programme be noted.

285. Proposed Meeting Dates for 2021-2022

(Item 13)

Members agreed to note the proposed meeting dates for 2021-22.

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From: Derek Murphy, Cabinet Member for Economic Development

Mike Hill, Cabinet Member for Community and Regulatory Services

Simon Jones, Corporate Director for Growth, Environment & Transport

To: Growth, Economic Development and Communities Cabinet Committee – 1 July 2021

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.

Risk Reference	Risk Description	Current Score	Target
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CRR0003	Securing resources to aid economic growth and enabling infrastructure.	20 (High)	16 (High)
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The scope of the risk has broadened since the coronavirus pandemic, as the Authority, working with partners, seeks to fully understand both short and longer term Covid-19 impacts. The Kent and Medway Economic Partnership has produced a comprehensive Economic Renewal and Resilience Plan to aid local recovery, which has 5 key workstreams, including the establishment of a Kent and Medway Employment Task Force and Action Plan. It is acknowledged that given the continued uncertainty and Covid-19 related restrictions, the plan and associated actions will require continual review.

An active pipeline of local projects is in place for potential funding announcements, which KCC also submitted responses to Government consultations for reform of the planning system, which would have significant infrastructure related impacts for the county.

Central Government has since announced that elements of these reforms are being reviewed.

CRR0042	Post-Transition border systems, infrastructure and regulatory arrangements	20 (High)	12 (Medium)
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KCC, working with both national and local partners, has worked hard to prepare for the end of the UK/EU Transition period, in order to minimise disruption to local communities and to keep the county open for business. As well as leaving the EU single market and customs union, the coronavirus pandemic means anyone leaving the UK must have a negative COVID-19 test within 72 hours of travelling. KCC continues to support partners with the ongoing requirements for a negative COVID-19 test for all travellers to France before they can access Kent's ports.

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
GT0001	Health, safety and wellbeing considerations for public, contractors and staff.	20 (High)	10 (Medium)
<p>During the previous year a greater focus has been on the welfare of our own staff, and a Health and Safety plan has been developed and is being implemented across the directorate.</p> <p>The Coronavirus pandemic has introduced significant additional risk considerations in relation to the safe operation of the directorate's services, many of which are 'frontline' in nature. This is in addition to potential impacts on workforce health, safety and wellbeing. These are being mitigated by regular risk assessments, taking specialist advice where necessary, and analysing directorate results of the recent KCC staff survey to look for learning points and development of actions.</p> <p>The risk level has increased due to the numbers of staff working from home and concerns relating to staff wellbeing.</p>			

Risk Reference	Risk Description	Current Score	Target Score
GT0004	Skills shortage and capacity issues to apply for and secure funding and manage contracts and projects.	16 (High)	6 (Low)
<p>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.</p> <p>A workforce strategy and action plan has been developed and is regularly reviewed, aiming to address key skills gaps. Emphasis has been placed on raising the standards of project management, while succession planning is another mitigation.</p>			

Risk Reference	Risk Description	Current Score	Target Score
GT0025	Capital Investment and Asset Management	15 (Medium)	9 (Medium)
<p>This is a new risk on the directorate risk register relating to capital funding for Highway Asset Management. At the time of writing, internal and DfT funding was not yet confirmed for 2021/22.</p>			

Risk Reference	Risk Description	Current Score	Target Score
GT0008	Ash Dieback. Destruction of the	12 (Medium)	12 (Medium)

	Ash species and associated costs to KCC.		
<p>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. Mitigations involve multi-agency monitoring and subsequent action as appropriate, as well as the publication of information to the general public.</p>			

Risk Reference	Risk Description	Current Score	Target Score
GT0003	Directorate Response and Resilience to Severe Weather incidents.	12 (Medium)	9 (Medium)
<p>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. This risk has been updated to reflect the current risk of concurrent emergencies.</p>			

Risk Reference	Risk Description	Current Score	Target Score
GT0021	Internal services provided to the Directorate do not meet an acceptable standard.	12 (Medium)	9 (Medium)
<p>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.</p>			

Risk Reference	Risk Description	Current Score	Target Score
GT0026	Net Zero and Insufficiency of Funding	12 (Medium)	9 (Medium)
<p>This is a new risk which has been raised due to the investment needed in order to meet the 2030 Net Zero objective. Funding has not yet been identified in the capital programme.</p>			

Risk Reference	Risk Description	Current Score	Target Score
GT0024	Information Governance. Management of personal data.	12 (Medium)	6 (Low)
<p>This risk replaced a previous Directorate risk relating to the implementation of the General Data Protection Regulations and relates to the management of increasing amounts of personal data within the Directorate. Mitigation primarily relates to training and learning of</p>			

staff across the Directorate. More recently, the Coronavirus pandemic has meant that services have had to swiftly adapt to new operating models and new ways of working for staff, which introduces new risks that require careful management.

Risk Reference	Risk Description	Current Score	Target Score
GT0019	Delivery of in-year budget targets.	12 (Medium)	4 (Low)
At the time of most recent reporting to Cabinet, the GET directorate was forecasting a revenue variance of -£0.3m. This excluded Covid-19 related additional expenditure.			

Risk Reference	Risk Description	Current Score	Target Score
GT0020	Identification, planning and delivery of Medium-Term Financial Plan targets.	12 (Medium)	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 rating has been reduced to a score of 12 (Medium). The current year settlement is positive and therefore the level of risk is reduced, however uncertainty regarding Government funding for the next 3-5 years remains.</p>			

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 and impact of Covid-19;
- EU Transition and associated risks;
- Sufficiency of capital funding for highway asset management;
- Connectivity and Technology requirements;
- Operational risks such as 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:

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Appendix 1

Growth Economic Development and Communities Cabinet Committee

GET-Led Corporate Risks

May 2021 – FOR PRESENTATION TO ENVIRONMENT & TRANSPORT CABINET COMMITTEE

– 15th June 2021

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 2020
CRR0003	Securing resources to aid economic growth and enabling infrastructure	20	16	↑
CRR0042	Post-Brexit border systems, infrastructure and regulatory arrangements	20	12	↑

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					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	CRR0003	Risk Title	Securing resources to aid economic recovery and enabling infrastructure			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The Coronavirus pandemic is impacting on the economy in Kent & Medway. This is likely to become more severe in the latter part of 2020, particularly as the Govt furlough scheme ends, and the impacts could be disproportionate across the county (e.g. in coastal areas).</p> <p>To gain an understanding of the implications, an impact assessment has been conducted, which has led to the preparation and launch of an 18-month local economic renewal and resilience plan, which aims to act as a stimulus for improvement.</p> <p>The Council actively seeks to secure the resources/funding necessary to provide the infrastructure required to support growth, which often need to be bid for in very tight timescales and are increasingly subject to the drive to deliver economic impact, housing and employment outputs.</p> <p>EU structural funds are set to be replaced by UK funds, with further detail awaited.</p> <p>At a local level there is often a</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>Reputational risk associated with delayed delivery of infrastructure required.</p> <p>Additional revenue costs incurred due to infrastructure delays e.g. Home to School transport costs.</p>	<p>Simon Jones, Corporate Director Growth, Environment and Transport (GET)</p> <p>Responsible Cabinet Member(s): On behalf of Cabinet:</p> <p>Derek Murphy, Economic Development</p> <p>David Brazier, Highways & Transport</p>	<p>V. Likely (5)</p> <p>Target Residual Likelihood Likely (4)</p>	<p>Serious (4)</p> <p>Target Residual Impact Serious (4)</p>	

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.	
Control Title	Control Owner
Growth and Infrastructure Framework for Kent and Medway sets out the infrastructure needed to deliver planned growth	Stephanie Holt-Castle, Director Growth and Communities
Kent and Medway Renewal and Resilience Plan Economic Impacts Evidence Base sets out a high-level assessment of the impacts of the Covid-19 crisis on the Kent and Medway economy to inform the Renewal and Resilience Plan for the next 12-18 months.	Rachel Kennard, Senior Intelligence Analyst
Government consultations on proposals for reform on the planning system in England considered and responded to.	Tom Marchant, Head of Strategic Planning & Policy
Economic Recovery Dashboard in place.	Rachel Kennard, Senior Intelligence Analyst
Teams across the Growth, Environment and Transport directorate work with each individual District on composition of local infrastructure plans including priorities for the CIL and Section 106 contributions, to articulate needs for the demands on services	Stephanie Holt-Castle, Director Growth and Communities
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.	Stephanie Holt-Castle, Director Growth and Communities
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer Group	David Smith
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	David Smith
Local Transport Plan 4 produced and approved by County Council	Tom Marchant, Head of Strategic Planning & Policy
Officers are working on bids to secure funding as appropriate, including Local Growth Fund, Housing	Joe Ratcliffe, Transport

Infrastructure Fund, Major Roads Network		Strategy Manager
Multi-agency Kent and Medway Employment Task Force has been set up and regular meetings have been scheduled.		David Smith
Active pipeline in place of projects for potential funding arrangements.		David Smith
Action Title	Action Owner	Planned Completion Date
<p>Contribute to implementation of the Kent and Medway Economic Partnership's local Economic Renewal and Resilience Plan, key delivery principles of which are:</p> <ul style="list-style-type: none"> • Greener Futures (building a sustainable, lower carbon economy) • Open and Productive (supporting long term productivity growth in an economy that welcomes investment and trade) • Better Opportunities, Fairer Chances (ensuring that people are supported through recession and stand to gain from a more resilient economy in the return to growth). <p>Participation on the Renewal and Resilience Group Plan group and the Employment Taskforce plans are being scoped to support key delivery principles.</p>	David Smith	December 2021
Kent and Medway Business Fund, KMBF Recovery Fund and Capital Growth Fund (first round), has been concluded and the majority of funding (circa £3m) has been defrayed to the successful businesses. Discussions are taking place to agree the Guidance Notes for the second round to support the reopening of the KMBF Business Fund and the Innovation Loan.	David Smith	July 2021
Workstreams include Government Relations, Infrastructure Priorities, Joint Planning, Delivery modelling, KCC Support of Housing Growth, Governance and Infrastructure Proposition Bid.	Simon Jones, Corporate Director Growth, Environment and Transport (GET)	TBC

Risk ID	CRR0042	Risk Title	Post Transition period border systems, infrastructure and regulatory arrangements			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
On 1 January 2021 the transition period with the European Union ended, and the United Kingdom will operate a full, external border as a sovereign nation. This means that controls will be placed on the movement of goods between Great Britain and the EU.	That the implementation period agreed between the UK and EU is insufficient to develop the personnel, procedures, systems and physical infrastructure in time to support post-transition border arrangements.	Significant slowdown in the existing flow of goods and people through the Kent Ports leads to long delays in accessing Dover Ports and Eurotunnel.	Simon Jones, Corporate Director Growth, Environment & Transport	Likely (4)	Major (5)	
To afford industry extra time to make necessary arrangements, the UK Government has taken the decision to introduce the new border controls in three stages up until 1 January 2022.	That the Government does not provide sufficient capital and revenue financial support to departments, agencies, local authorities and other infrastructure stakeholders necessary to address the personnel, procedures and physical infrastructure to support post-Transition border arrangements. Government interventions to ensure smooth transition not ready by 1 st January leading to confused freight and delays at crossing.	Impacts on major traffic routes to support Operation Brock and other mitigations for port delays and the consequential increase in local and pan-Kent road journey times, impacting on local residents and businesses.	Responsible Cabinet Member(s):	Target Residual Likelihood	Target Residual Impact	
KCC is working with partners at a local and national level to assess potential implications for the county and prepare for various scenarios.		Significant detrimental impact on county's economic competitiveness, attractiveness for inward investment and quality of life for Kent residents.	David Brazier, Highways & Transport	Possible (3)	Serious (4)	
KCC is reliant on coherent, coordinated governance and information across			Mike Hill, Community & Regulatory Services			

Government to aid the Local Authority and partners locally in planning their contingency arrangements and responding appropriately.	
Control Title	Control Owner
Regular engagement with senior colleagues in relevant Government Departments on the impacts and implications of transition on KCC's regulatory responsibilities relating to Trading Standards and the resilience of Kent highways.	Simon Jones, Corporate Director GET
KCC membership of the Delivery Models Operational Group and associated working groups such as Emergency Planning, Infrastructure, etc.	Steve Rock, Head of Trading Standards
KCC membership and support to the Kent Resilience Forum	Mike Overbeke, Head of Public Protection
Operation Fennel strategic plan in place	Simon Jones, Corporate Director GET
KCC involvement in Operation Fennel Strategic and Tactical Groups (multi-agency planning groups for potential disruption at Port of Dover and Eurotunnel). KCC to chair SCG planning group until such time Response is stood up for Transition.	Simon Jones, Corporate Director GET
KCC contribution to multi-agency communications in the 'response' phase, and leadership of communication in the 'planning' and 'recovery' phases.	Christina Starte, Head of Communications
KCC cross-directorate Resilience Forum reviews latest situation regarding transition preparedness	Stephanie Holt-Castle, Director Growth and Communities
KCC services are continually reviewing business continuity arrangements, taking potential scenarios into consideration (cross-reference to CRR0004), with coordination via Directorate Resilience Groups.	Service Managers / Directorate Resilience Group Chairs
Several training exercises took place in advance of January 1 st 2021 to prepare for various scenarios.	Simon Jones, Corporate Director

		GET
Action Title	Action Owner	Planned Completion Date
KCC continues to make a case for further funding from the Ministry of Housing, Communities and Local Government (MHCLG) and Department for Transport (DfT) for direct impact costs of Transition preparedness in the county.	Simon Jones, Corporate Director GET	Ongoing

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From: Derek Murphy, Cabinet Member for Economic Development
Mike Hill, Cabinet Member for Community and Regulatory Services
Simon Jones, Interim Corporate Director for Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 1 July 2021

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

The Growth, Economic Development and Communities Performance Dashboard shows the progress of Key Performance Indicators (KPIs) and activity indicators for Quarter 4 of 20/21.

Due to the Coronavirus pandemic, the Libraries, Registration and Archives (LRA) service adopted a temporary set of indicators to reflect current delivery of services and did not set targets. Similarly, the Environment, Planning and Enforcement Division did not set targets.

Economic Development did set targets against indicators, which have been RAG (Red/Amber/Green) rated. In Quarter 4, 3 of the 4 KPIs are RAG rated Green having achieved target, and 1 is rated Red.

Recommendation(s):

The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE the performance report for Quarter 4 of 20/21, and COMMENT on proposed KPIs for 2021/22.

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 fourth and final report for the 2020/21 financial year.

2. Performance Dashboard

- 2.1. The current Growth, Economic Development and Communities Performance dashboard provides results up to the end of March 2021 and is attached in Appendix 1.
- 2.2. The Dashboard provides a progress report on performance for the Key Performance Indicators (KPIs) for 2020/21. The Dashboard also includes a range of activity indicators which help give context to the KPIs.

- 2.3. For those with targets, KPIs are presented with RAG (Red/Amber/Green) alerts to show progress. 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) over the last 12 months was 462, which is ahead of target; 6,924 in total have been brought back to use since the start of the project in 2005.
- 3.2. Quarter 4 was the first time this year that developer contributions secured did not exceed target. This was due to one project, namely the proposed housing development at Sturry/Broad Oak. The 78% of sought contributions secured is based on a worst-case scenario which includes potential loss of LEP funding due to project delays, and unexpected costs for Nitrate mitigation.
- 3.3. The target for the number of businesses assisted via the Kent and Medway Growth Hub was exceeded, for both those requiring light/medium support, and those requiring intensive support. The Kent & Medway Covid-19 Helpline Phase 4 (Jan-Mar) completed 103 Business Support Network Sessions, 512 1-2-1s with businesses, with 30% of businesses confirming an improvement in confidence moving forward.

4. Libraries, Registration and Archives (LRA)

- 4.1. In accordance with the government's lockdown guidelines announced in January 2021, 29 libraries continued to offer the Select and Collect service within reduced opening hours. Taking account of the very high level of Covid19 cases in Kent at the time, PC and Wi-Fi provision were suspended for the lockdown period. A further three libraries were opened for Select and Collect during January and February, two of which were to ensure library provision in areas where libraries were assigned as Covid testing centres. The Archive Search Room remained closed, with staff both working at home and coming in to carry out collection work and research for enquiries. Birth registrations were suspended so that the team could focus on the high number of death registrations. Ceremonies were also suspended, unless there were exceptional circumstances, as required by government, but Citizenship Ceremonies were able to continue on an individual basis.
- 4.2. The temporary KPIs the service has deployed this year were retained for Quarter 4 in order that LRA's output could be measured, particularly with regards to digital content and services tailored to be delivered during the Covid pandemic. Development of the online offer continued, and e-issues increased by 97.1% against the same reporting period last year, with March seeing the highest weekly issues to date. The online service offer was developed to include a YouTube channel, launched in February 2021, and a Podcast channel featuring On the Books author interviews. The number of customers joining online increased by 35.5% from Quarter 3, reflecting the increased online engagement during the lockdown period.
- 4.3. Mobile libraries continued to deliver the Select and Collect book offer throughout Quarter 4, and between 2nd March and 6th April, brand new mobile vehicles were

deployed, carrying the new LRA branding. The vehicles are greener and although smaller, can hold more stock than the old mobile vehicles.

- 4.4. Other projects that were completed during this period included the refurbishment of Greenhithe Library, and the completion of the new multi-partner Southborough Hub building, in which the library will be housed. Both libraries opened at the end of April. In addition, Kent LRA joined the British Library's network of Business and Intellectual Property Centres (BIPC), which will enable the Service to support small businesses in the county through a host of different services. Plans have been drawn up for a BIPC hub at Kent History and Library Centre.
- 4.5. In line with the government's roadmap to recovery, a phased recovery programme has been developed for LRA and, during March, essential PC use and birth registrations were resumed in libraries. Staff have been working to clear the backlog of almost 3,000 birth registrations from the lockdown period alongside all the new births, registering a total of 2,486 births during March and reducing the backlog in that time by just under 1,000. Although up by 29.3% from Quarter 4 last year, death registrations have been reducing month on month during this Quarter. Customer satisfaction with registration overall is at 94.5% which is just 1.5% percentage points below the target that was set pre-Covid.
- 4.6. The results of the Library Survey indicate that satisfaction is at 83% which is 2 percentage points below the floor level. An examination of the comments revealed that the closure of smaller branch libraries due to the pandemic was the main reason for dissatisfaction. However, satisfaction with specific services was higher, with 88% satisfaction with the e-offer and 90% with the Select and Collect service.
- 4.7. LRA are now working towards the reopening of libraries in line with the government roadmap, with a view to reopening all 99 libraries by the summer.

5. Environment, Planning and Enforcement (EPE)

- 5.1. Although no targets were set for 2020/21 due to uncertainties caused by Coronavirus, 4 out of the 6 KPIs did exceed the year-end target set the previous year. For the other two, the greater use of the Public Rights of Way network during lockdowns has seen a greater number of faults reported, coupled with some delays to maintenance programmes during lockdowns, and as such the time taken to fix faults has increased. For volunteer hours, this has been impacted on by Covid restrictions, but there were still over 20,000 hours contributing to delivery of EPE services over the year.
6. KPIs proposed for use in the 2021/22 dashboard are detailed in Appendix 2.

7. Recommendation(s):

The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE the performance report, and COMMENT on proposed KPIs for 2020/21.

8. Contact details

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Growth, Economic Development and Communities Performance Dashboard

Financial Year 2020/21

Results up to end of March 2021

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Produced by Strategic and Corporate Services - Analytics

Publication Date: May 2021

Guidance Notes

RAG RATINGS

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

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

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

Activity Indicators

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

Key Performance Indicators Summary

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

Environment, Planning and Enforcement (EPE)	RAG
DT14 : Percentage of Public Rights of Way (PRoW) faults reported online	No targets set due to Coronavirus
EPE04 : Number of businesses supported by EPE services	
EPE15 : Income generated by EPE charged for services	
EPE16 : Median number of days to resolve priority faults on Public Rights of Way	
EPE18 : Investment secured by EPE services (Grants / EU funding)	
EPE19 : Number of volunteer hours contributing to delivery of EPE services	

Libraries, Registrations and Archives (LRA)	RAG
LRA06 : Customer satisfaction with Registration Services	No targets set due to Coronavirus
LRA12 : Customer satisfaction with libraries	
LRA13 : Customer satisfaction with archives	
LRA19 : Customer satisfaction with Libraries Direct Services	
LRA20 : Customer satisfaction with PCs and Wi-Fi	
LRA15 : Number of customers attending events in libraries and archives	
LRA17 : Number of volunteer hours adding extra value to the LRA service	
LRA21 : Percentage of registration appointments available within statutory time targets	
LRA22: Percentage of total issues as e-issues	

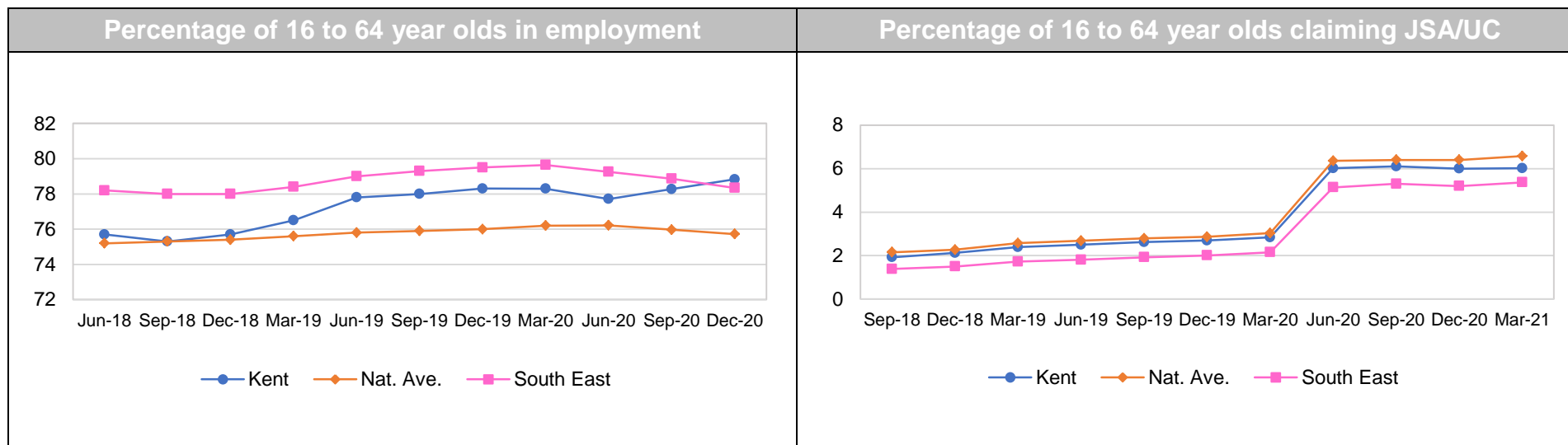
Division	Director	Cabinet Member
Economic Development	David Smith	Derek Murphy

Ref	Performance Indicators	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	RAG	Target	Floor
ED05	Number of homes brought back to market through No Use Empty (rolling 12 months)	551	519	482	472	462	GREEN	400	350
ED08	Developer contributions secured against total contributions sought	99%	100%	100%	97%	78%	RED	93%	85%
ED10	Businesses assisted via Kent and Medway Growth Hub contract (Cumulative)	4,898	552	1,843	2,189	2,875	GREEN	1,000	900
ED11	Businesses assisted through intensive support provided via the Growth Hub contract (Cumulative)	203	26	48	71	104	GREEN	100	75

ED08 – Quarter 4 was the first time this year that contributions did not exceed target. This was due to one project, namely the proposed housing development at Sturry/Broad Oak. The 78% figure is based on a worst-case scenario which includes potential loss of LEP funding due to project delays, and unexpected costs for Nitrate mitigation. As a minimum, the contributions would be used for the Sturry Relief Road and new primary school.

Ref	Indicator	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Year to date	Previous YTD
ED08a	Developer contributions secured (£000s)	11,209	1,966	8,702	17,248	11,092	39,008	25,419

Division	Director	Cabinet Member
Economic Development	David Smith	Derek Murphy



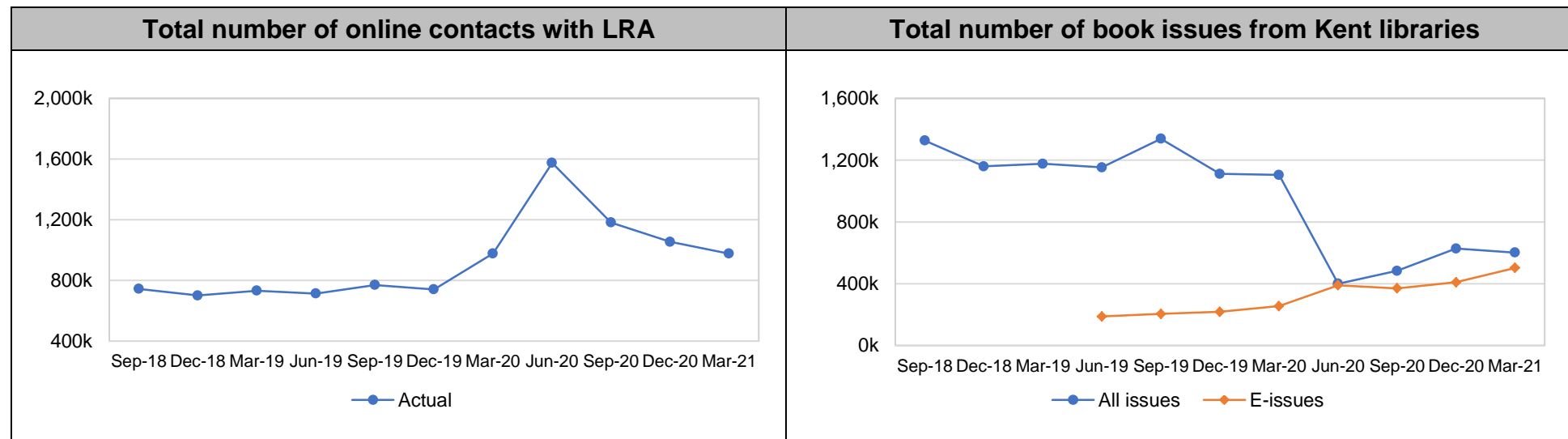
The indicators above provide contextual information on the general state of the Kent economy.

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

The percentage of the population claiming Job Seekers Allowance (JSA) or Universal Credit (UC) required to seek work (the claimant count), is a good proxy measure for unemployment and is a 100% count of claimants. The number of people unemployed, as defined by the International Labour Organisation (ILO) and as estimated by the APS, includes individuals on other benefit types and also those not on benefits but seeking work, and this definition results in a higher percentage than the claimant count. A sharp increase can be seen in the above graph in the Quarter to June 2020 as a consequence of the first Coronavirus lockdown.

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

Ref	Activity Indicators (Quarterly totals)	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
LRA02	Total number of books issued (includes audio- and e-books) (000s)	1,104	400	484	628	602
LRA03	Total number of audio and e-books issued (000s)	255	390	370	410	503
LRA04	Number of online contacts to Libraries and Registration services (000s)	913	1,471	1,047	920	881
LRA24	Number of online contacts for Kent archives (000s)	64	104	134	134	96



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

Key Performance Indicators (temporary indicators during Coronavirus)

Indicator	Definition	Jun-20	Sep-20	Dec-20	Mar-21	Full Year
Number of Online Joiners	The number of customers who join online to access online and e-resource services	4,991	1,822	1,685	2,283	10,781
Number of Select and Collect (S&C) requests (static libraries)	Number of Select and Collect requests received online, via email and phone.	*	7,668	4,807	6,153	18,628
Number of visitors to browsing libraries (not including S&C mobiles)	Number of customers visiting libraries where browsing has been enabled.	*	49,437	83,615	*	133,052
% of available PC time used	Usage of available PCs as a percentage of the total availability (in hours)	*	25%	20%	3%	22%
Number of e-Issues	Total number of items issued, including e-Books, e-Audio, e-Magazines and e-Newspapers	389,712	369,954	409,598	502,723	1,671,987
% Increase of e-Issues	% increase of e-Issues as a comparison with same reporting period in previous year	108%	82%	88%	97%	93%
Number of physical issues	Number of issues of all material other than e-Resources (not including renewals)	*	113,599	217,957	99,096	430,652
Number of S&C requests (mobiles)	Number of Select and Collect requests received online, via email and phone. Service available from 15.09.20	*	598	1,853	1,790	4,241
Number of online contacts to Libraries	Total number of hits to Leisure and Community/Libraries webpages + Library App launches + online enquiries + online reference + Social Media	1,467,022	1,047,316	920,171	879,542	4,314,051

Indicator	Definition	Jun-20	Sep-20	Dec-20	Mar-21	Full Year
Total reach on Libraries Social Media	Total reach on Facebook (central and district pages) + New Twitter followers	1,222,800	750,655	652,039	606,045	3,231,539
Number of virtual activities	Number of virtual events on Facebook	27	25	34	18	104
Number of engagements with virtual activity sessions	Number of post clicks + number of reactions for 4 weeks from date of post	10,783	3,869	4,762	1,507	20,921
Number of Ask a Kent Librarian enquiries answered	Total number of enquiries answered via Email, Govmetric, Out of Kent chat, Quidget chat, Social Media and Kent chat	2,138	4,028	3,236	3,521	12,923
% increase of death registrations	% increase of death registrations as a comparison with same reporting period in previous year	40%	6%	14%	29%	23%
Number of online contacts to Archives	Total number of hits to Leisure + Community/History and Heritage + Kent Archives and Local History webpages	16,386	17,973	15,095	18,452	67,906
Total reach on Archives Social Media	Total reach on Facebook + New Twitter followers	87,770	116,431	114,668	77,197	396,066
Number of Archives enquiries answered	Total number of enquiries answered via Email, Social Media and online	655	1,248	1,068	1,126	4,097
% of Archive Search Room "sessions" booked	This KPI reflects the percentage of available sessions booked.	*	73%	93%	*	83%

* No returns due to lockdowns

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

Ref	Performance Indicators	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Full Year	Target 19/20	Floor 19/20
DT14	Percentage of Public Rights of Way (PRoW) faults reported online	65%	88%	84%	86%	88%	87%	85%	75%
EPE04	Number of businesses supported by Trading Standards and the Sustainable Business Team	121	388	342	103	575	1,408	420	378
EPE15	Income generated by EPE charged for services (£m)	£1.4m	£0.6m	£0.9m	£0.9m	£1.3m	£3.7m	£3.5m	£3.2m
EPE16	Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure)	14	13	19	20	25	25	24	28
EPE18	Investment secured by EPE services (Grants / EU funding) (£m)	£2.2m	£0.5m	£1.5m	£1.7m	£2.5m	£6.3m	£5.2m	£4.7m
EPE19	Number of volunteer hours contributing to delivery of EPE services (000s)	19.9k	0.8k	7.8k	8.1k	3.4k	20.1k	54.7k	49.2k

Ref	Activity Indicators	Year to Mar-21	Year to Mar-20
EPE02	Value of criminal activity investigated by Trading Standards (£m)	£1.4m	£4.8m
EPE03	Value of items prevented from entering or removed from the market by Trading Standards (£m)	£28.0m	£5.9m

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Proposed KPIs and Activity indicators for 2021/2022 (GEDCCC)

Growth and Communities

Key Performance Indicators

Ref	Indicator description	2020/21 Latest	2021/22 Floor	2021/22 Target
ED05	Number of homes brought back to market through No Use Empty (Rolling 12 months)	462	350	400
ED08	Developer contributions secured against total contributions sought	78%	85%	93%
ED10	Businesses assisted via Kent and Medway Growth Hub contract (light and medium touch)	2,875	1,230	1,365
ED11	Businesses assisted through intensive support provided via Growth Hub contract (high intensity)	104	120	135
DT14	Percentage of Public Rights of Way (PRoW) faults reported online	87	75	90
EPE16	Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure)	25	25	20
CST01	Percentage of local actions from completed Domestic Homicide Reviews implemented by target date.		63%	70%
CST02	Percentage of Lessons Learnt Domestic Homicide Review Seminar attendees rating the event as Very Good or Excellent.		76.5%	85%
COR01	Percentage of cases progressed for initial coronial decision within 2 working days of notification of a death.		72%	80%
KCP01	Kent Country Parks aggregate average star ratings from Google, Trip Advisor and Facebook		4 stars	4.5. stars
KSS01	Number of work experience hours of science, technology, engineering and mathematics (STEM) work experience delivered by Kent Scientific Services for Kent students in the 16-24 age range.		360	400
PAG01	Percentage of planning applications determined to meet MHCLG performance standards		81%	90%
PP01	Percentage of the most vulnerable victims of scams recorded on the National Scams Hub visited and supported by Public Protection		76.5%	85%
PP02	Percentage of trader applications to Public Protection's 'Trading Standards Checked' scheme processed within 10 working days.		81%	90%
SPA01	Number of disabled people participating in Kent Active Partnership led programmes		18%	20%
SPA02	Number of BAME people participating in Kent Active Partnership led programmes		9%	10%

Ref	Indicator description	2020/21 Latest	2021/22 Floor	2021/22 Target
TS01	Food Standards: Percentage of businesses now trading legally following an intervention from Trading Standards.		63%	70%
TS02	Product Safety: Percentage of businesses now trading legally following an intervention from Trading Standards.		63%	70%
TS04	Percentage of businesses rating Trading Standards advice (Primary Authority and Pay as You Go) as Very Good or Excellent.		72%	80%
LRA06	Customer satisfaction with Registration services	95%	90%	95%
LRA12	Customer satisfaction with Libraries	83%	80%	88%
LRA13	Customer satisfaction with Archives	N/a	90%	96%
LRA20	Customer satisfaction with PCs and Wi-fi	83%	75%	85%
LRA19	Customer satisfaction with Libraries Direct services	100%	93%	95%
LRA21	% of registration appointments available within statutory time targets	100%	93%	95%
LRA15	Total number of customers attending events Libraries and Archives	To be reviewed after Quarter 1 as business recovery progresses		
LRA17	Number of volunteer hours adding extra value to the LRA service.			
LRA22	Percentage of total issues as e-issues			

Activity indicators

Indicator description
Percentage of population aged 16 to 64 in employment
Percentage of population aged 16 to 64 claiming JSA

Ref	Indicator description	Threshold	Q1	Q2	Q3	Q4
LRA02e	Number of e-items issued (000s)	Upper	409	To be reviewed after Quarter 1 as business recovery progresses		
		Lower	370			
LRA04	Number of online contacts for Kent and Registration libraries (000s)	Upper	1,150			
		Lower	1,040			
LRA24	Number of online contacts to Kent archives (000s)	Upper	114			
		Lower	103			

Temporary indicators (to measure and monitor output during recovery)

Indicator	Indicator Definition
Number of LRA online joiners	The number of customers who register for online and e-resource services
Number of visitors to static libraries	Number of customers visiting libraries where browsing has been enabled
Number of physical issues	Number of issues of all material other than e-Resources
% of available PC time used	Usage of available PCs as a percentage of the total availability (in hours)
% increase of e-issues	% increase of e-Issues as a comparison with same reporting period in previous year
Total reach on Libraries and Archives Social Media	Total reach on Facebook (central library and district pages + Archives) + New Twitter followers
Number of Ask a Kent Librarian enquiries answered	Total number of enquiries answered by Information Services Team
Number of Archives enquiries answered	Total number of enquiries answered via Email, Social Media, Telephone and in Search Room when open
% of Search Room sessions booked	Percentage of available Archive Search Room sessions booked

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From: Derek Murphy, Cabinet Member for Economic Development
Simon Jones, Interim Corporate Director, Growth, Environment and Transport Directorate

To: Growth, Economic Development and Communities Cabinet Committee
1 July 2021

Subject: **District Visits Programme 2021**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This report outlines the proposed programme of future Member visits to Kent districts in 2021.

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

1. Introduction

- 1.1 At the November 2017 meeting of this Cabinet Committee, Members agreed that officers arrange a programme of informal visits to Kent districts. The objective was to provide an opportunity for Cabinet Committee Members to gain an understanding of the economic development and regeneration opportunities and challenges within each of the Kent districts.
- 1.2 The last visit was to Ashford Borough Council in October 2019. Planned visits in 2020 to Thanet, Maidstone, Canterbury, Sevenoaks and Tonbridge & Malling were suspended due to the Covid-19 pandemic.
- 1.3 To reflect the breadth of the Growth, Economic Development and Communities Cabinet Committee, it is proposed that the purpose of the visits be widened to include key community assets and programmes. The exact details of each visit will be proposed by the District or Borough Council and discussed with the Cabinet Member for Economic Development, Cabinet Member for Community and Regulatory Services, and the Chairman of this Committee.

2. Programme of Further Visits

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

2.2 The revised proposed programme of visits for 2021 is planned to restart once Covid-19 circumstances are more certain. Therefore the visits to Thanet, Maidstone and Canterbury have been postponed until later in the year.

Thanet	9th June 2021	(Postponed)
Maidstone	24th June 2021	(Postponed)
Canterbury	28th July 2021	(Postponed)

Visits will then resume in the autumn with visits to:

Sevenoaks	22nd September 2021
Tonbridge & Malling	6th October 2021
Thanet	Spring 2022
Canterbury	tbc
Maidstone	tbc

2.3 Members will receive invitations to attend in due course.

2.4 The Committee has already visited Swale, Ashford, Folkestone & Hythe, Dover, Dartford, Tunbridge Wells and Gravesham as well as the Ebbsfleet Development Corporation.

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

3. Financial Implications

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

4. Recommendation

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

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Item

From: **Mike Hill, Cabinet Member, Community and Regulatory Services**
Simon Jones, Interim Corporate Director, Growth, Environment and Transport

To: **Growth, Economic Development and Communities Cabinet Committee – 1 July 2021**

Subject: **Kent County Council Village and Community Hall Grant Scheme Performance Report – 2020/21**

Relevant Districts: **All**

Classification: **Unrestricted**

Summary: This report provides an update on grants made by the Kent County Council's Village Halls and Community Centres grant scheme since April 2020.

11 new projects have been supported by the scheme, of which five are completed and three have submitted evaluations. KCC has approved grants to the total value of £177,657 against a total project value of £3,225,270. Match funding is secured from a range of sources, for example the National Lottery, central government, other local authorities including parish councils, and from private and/or voluntary sector organisations. KCC's contribution amounts to approximately 5.5% of the total project value.

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

1 Background

- 1.1 Village halls and community buildings are important components in sustaining inclusive and active communities, particularly in rural areas where there are fewer venues and services. They offer communities a hub for social interaction and increasingly have adopted a multi-purpose role, often serving as a social centre, arts centre, sports centre and, in some cases, providing a physical space for education, health and retail services.
- 1.2 Village and community halls are also important contributors to Kent's economy, supporting jobs, both directly (e.g., cleaners, caretakers, grounds maintenance) and indirectly (pre-school staff, shop and post-office staff, fitness instructors, caterers). Local building firms, electricians and other local services are always involved.
- 1.3 There are over 300 village and community halls in and many more community sports and recreation centres, social clubs, and church halls. Most community buildings are small charities run by local volunteer trustees and are heavily reliant on fundraising.
- 1.4 Many Community Hall management committees look to Kent County Council's Village and Community Hall Grant Scheme. The Scheme offers capital grants of up

to £30,000 (recently reduced from £50,000) from an annual allocation of £75,000, to support a wide range of projects including, internal reconfigurations and extension works, re-roofing, installation of new heating systems, toilets and kitchens, replacement windows, insulation, new flooring, improved access for people with disabilities, and energy efficiency works. The Scheme will not fund fees, general repairs or maintenance, projects which have already started or improvements to carparks.

1.5 In the 22 years since the scheme was established, over 170 community halls throughout Kent have received £4 million of capital funding from Kent County Council.

2 Process

2.1 To ensure eligibility the following documents are requested from applicants:

- Governing documents setting out the village hall trusts and the constitutional structure, i.e., the basis on which the land and property is to be held and managed.
- Specification / schedule of works
- Three like-for-like quotations, based upon the design details and specification.
- Evidence of the partnership funding
- Business plan (for new halls or halls building large extensions)
- Planning approval (if applicable)
- Evidence of need support (surveys, letters, feasibility studies)

2.2 The scheme operates on an annual basis. Applications are reviewed by KCC officers and by the Village Halls Advisor for Action for Rural Communities in Kent (ARCK). A recommendation is then made to Mr Mike Hill (Cabinet Member Community and Regulatory Services) to decide whether a project should be Approved or Rejected and what conditions should be set if funding is approved.

2.3 Grants are available on a match funding basis. KCC can fund up to 50% of project costs (to a maximum of £30,000). Match funding can come from a wide variety of sources, for example government funds, local authorities, parish councils, private or voluntary sector contributions.

2.4 The scheme has in the past has been able to secure small amounts of developer contributions (via Building Community Capacity contributions administered by KCC) to supplement the budget.

2.5 To minimise risk to KCC, approved funds are paid in arrears by the Council, subject to the submission of appropriate invoices and progress reports. A proportion of the grant is paid against a supplied invoice. For example, if the Council grant represents 50% of the total project cost, and an invoice of £10,000 is submitted, the Council will pay 50% (£5,000). To receive the full grant the grantee must submit all project invoices.

2.6 Recipients of grants are required to complete and submit an evaluation form as part of their grant agreement with the County Council. The purpose of this is to evaluate

the outcome of the grants against short-term and long-term benefits to the community it serves, and whether the outcomes were achieved in line with the grant conditions. Evaluations are usually expected within three months after the project completion date. To date three evaluations have been received for projects funded in 2020/21; two further evaluations are expected in June/July.

- 2.7 The Scheme was reviewed by Internal Audit in February/March 2020. The review assessed the effectiveness of controls for identifying and tracking the fulfilment of grant conditions, reporting outcomes and oversight of the village hall and community centre grant scheme. Internal control, Governance and management of risk was considered adequate overall.

3 Impact of COVID-19 Pandemic on Village and Community Halls

- 3.1 The COVID-19 pandemic has had a significant impact on local community infrastructure, which is reliant on income from activities which have not been possible during lockdown. With all village halls and community centres across the country (over 300 in Kent) having to close in March 2020, the loss of income for many community buildings across the country has placed pressure on management committees to ensure that their buildings can survive. As lockdown restrictions eased, halls prepared to reopen. Since April 2021, a limited number of activities are now allowed, including supervised activities for children, weddings, and wakes for up to 15 people and indoor markets and from 17th May a greater range of activities have been permitted subject to the 'rule of 6'. The Government's Road Map indicates that it will not be until 21st June at the earliest that all activities will be permitted.
- 3.2 Action for Communities in Rural Kent (ACRK) – a charitable organisation and VCS infrastructure body - is currently surveying all halls in the county to identify the impacts from the pandemic – the results of which should be available in June 2021
- 3.3 ACRK's national umbrella organisation Action for Communities in Rural England (ACRE) is conducting a nationwide survey of the impacts from the pandemic on community halls and will be a follow up to their survey report published in 2020 which provides a baseline for the follow up Covid impact survey.

4 Financial Implications

- 4.1 The current annual capital allocation is £75,000. The capital entry for the scheme in the KCC Budget Book (2021-22) Section 5 - Capital Investment Plans By Directorate 2021-22 To 2023-24 Growth, Environment & Transport (GET) page 54, Row Ref 4. Administration of the scheme is covered from the annual base budget.
- 4.2 The budget has gradually been reduced over the last 5-6 years. In 2013/14 the annual allocation £200,000, reduced to £150,000 in 2016/17, £100,000 in 2018/19 and then to £75,000 in 2019/20.
- 4.3 The reduction in the grant limit from £50,000 to £30,000 in 2020/21 was in response to pressures from the reduced capital allocation. The lower grant limit enables KCC to allocate funding to more projects. The scheme continues to be oversubscribed

and eligible projects are usually offered a smaller grant or may be rejected on the basis that there is not enough grant to go around. In 2020/21 all but one of the applications submitted (a total grant value of £223k) were eligible in terms of the project purpose/proposed outcome.

- 4.4 Since April 2020, 11 new projects have been supported by the scheme of which 5 have completed. Schemes can take up to 2 years to complete and hence the other 6 projects are ongoing at the time of writing the report. KCC has approved grants to a total value of £177,657 against a total project value of £3,225,270. KCC's contribution between 2020/21 and 2021/22 amounts to approximately 5.5% of the total project value. KCC's contribution since 2013/14 amounts to an estimated 9.25%.
- 4.5 In terms of financial leverage, KCC's contribution to community halls is viewed very positively by other funders, particularly by National Lottery, and KCC's support is often a significant factor in helping to secure additional funding.
- 4.6 There continues to be a strong demand for grant funding for improvements to community centres. ACRK's survey of halls nationwide in 2020 confirmed the need for funding support. Of the 52 Kent halls that responded to the survey, 31 identified buildings that need improving (an estimated total cost of £1.35 million). Scaled-up to the whole county the funding need is estimated to be over £15 million.
- 4.7 We have seen a fall-off in applications in the last two years, but this is in part due to the comparatively low-key level promotion of the scheme than in previous years. This is driven by the smaller overall available budget and the increased risk of being heavily over-subscribed.
- 4.8 The table below shows schemes allocated grant funding in 2020/21. Nine bids were received (a total of £278,399 in grant requested) of which six were approved for funding.

	Total Project Cost	KCC Grant
VH109 Hougham Village Hall	£41,211.00	£14,000.00
VH111 Great Mongeham Parish Hall	£24,426.00	£10,000.00
VH113 Chichester Memorial Hall	£22,155.00	£10,000.00
VH114 Newenden Village Hall	£260,358.00	£23,657.00
VH115 Upchurch Village Hall	£56,144.00	£20,000.00
VH116 Painters Forstal Community Hall	£500,000.00	£20,000.00
	£904,294.00	£97,657.00

5 Data Protection Implications

- 5.1 Some data is collected by Kent County Council as part of the application process. Applicants are asked to provide consent as part of the application process for KCC to hold their data for the purposes of administering the grant scheme. KCC has prepared a privacy notice (2018) which explains what personal information we hold about the applicant, how we collect it, how we use it and how we might share information.

6 Equality Implications

- 6.1 A full and approved Equalities Impact Assessment (EqIA) was prepared in 2018. An updated version will be prepared in 2022.

7 Legal Implications

- 7.1 KCC acts as the managing authority for the scheme. KCC undertakes eligibility and due diligence checks on all applications before being examined by the Cabinet Member. KCC Approve or Reject the applications and what conditions should be set if funding is approved and monitor all projects receipt of funding support. KCC Internal Audit will oversee the procedures and processes and advice on other matters related to the use of the funds.

8 Recommendation

Recommendation:

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

9 Contact details

Report Author:

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Relevant Director:

Stephanie Holt-Castle
Director, Growth and Communities
03000 412064 and 07920 108 843

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From: Roger Gough, Leader of the County Council
 Stephanie Holt-Castle, Director – Growth & Communities

To: Growth, Economic Development and Communities Cabinet Committee – 1 July 2021

Decision No: N/A – For information only

Subject: **Decisions taken between Cabinet Committee Meetings**

Classification: **Unrestricted**

Past Pathway of Paper: Cabinet Member Decision

Future Pathway of Paper: N/A

Electoral Division: County-wide

Summary: The attached decision was taken between meetings of the Growth, Economic Development and Communities Cabinet Committee as it could not be reasonably deferred to the next programmed meeting of the Cabinet Committee for the reasons set out in paragraph 2.4 below.

Recommendation:

The Growth, Economic Development and Communities Cabinet Committee is asked to note that the following decision was taken between meetings of the Cabinet Committee in accordance with the process set out in the Council’s constitution:

21/00042: UK Community Renewal Fund: Bid Submission

1. Introduction

- 1.1 The Leader of the Council has taken a decision (21/00042) to agree the submission to Government of a shortlist of UK Community Renewal Fund bids from Kent districts and for KCC to act as the accountable body for projects within Kent’s geographical boundaries selected by the Government to receive UK Community Renewal Fund.
- 1.2 The decision was taken between meetings of the Growth, Economic Development and Communities Cabinet Committee, as it could not reasonably be deferred.

2. Background to decision

- 2.1 In March 2021, the Chancellor announced the creation of a new Fund, called the UK Community Renewal Fund worth £220m.

- 2.2 The UK Community Renewal Fund, (UK CRF) which will run in 21/22 only, aims to support people and communities most in need across the UK to pilot programmes and new approaches to prepare for the UK Shared Prosperity Fund. Bids were invited for projects focused on investment in skills, business, communities, place, supporting people into employment, and support for the decarbonisation agenda. Projects should also contribute towards the Government's net-zero carbon objectives and demonstrate that they are innovative pilot projects that will help shape, mould, and influence the UK Shared Prosperity Fund, which we understand will be rolled-out from 2022 onwards, and will replace EU funding streams. Full details about the fund are available at:
- <https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus> and
 - www.kent.gov.uk/ukcommunityrenewalfund
- 2.3 Whilst UK Government has included four districts (Canterbury, Gravesham, Swale and Thanet) within its 100 priority places for the deployment of this Fund across the UK, the Fund's prospectus makes clear that bids will be accepted from every single district within the UK, and that multi-district bids are also eligible to apply.
- 2.4 The Government designated County Councils (such as KCC) and Unitary Authorities as the lead authorities for administering the call for UK CRF projects on its behalf. Lead authorities were instructed to invite bids, collaborate, and engage with a range of local partners to appraise and prioritise a shortlist of projects for every place (each district/borough area) with submission by 18 June. It is this timescale that has required the decision to be taken before discussion at this Cabinet Committee. The value of each shortlist must be capped at £3 million.
- 2.5 All bids were considered by a Local Panel which included District/Borough representation/representative and local MP/MPs/representatives, FE/HE sector, Chamber of Commerce, and the Voluntary or Community Sector
- 2.6 If bids are successful, the outcomes will address the follow challenges set out in the interim Strategic Plan
- The economic challenge: this activity attracts investment to support growth
 - The partnership challenge: through collating the bids from partners, this Fund presents important opportunities to build on strengthened relationships.
 - The environmental challenge: project bids will demonstrate a contribution to the net-zero carbon objectives or wider environmental considerations.

3. Recommendation(s)

The Growth, Economic Development and Communities Cabinet Committee is asked to note that the following decision was taken between meetings of the Cabinet Committee in accordance with the process set out in the Council's constitution:

21/00042: UK Community Renewal Fund: Bid Submission

4. Background Documents

- 21/00042 Record of Decision
<https://democracy.kent.gov.uk/ieDecisionDetails.aspx?ID=2487>
- Full details about the fund are available at:
- <https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus> and
- www.kent.gov.uk/ukcommunityrenewalfund
- Bid shortlist

Contact details Report Author Theresa Warford, Staff Officer Theresa.warford@kent.gov.uk 03000 417192	Relevant Director Stephanie-Holt Castle Director, Growth & Communities Stephanie.holt-castle@kent.gov.uk 03000 412064
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Appendix A: Kent-based projects shortlisted for submission to the Government

Proposal Name	Activity within which district or unitary areas	UK CRF requested
<i>In alphabetical order:</i>		
	<i>(PP) = Priority Place</i>	
Breaking Barriers – Inclusive Employability	<ul style="list-style-type: none"> • Canterbury (PP) • Thanet (PP) • Folkestone & Hythe 	£437,938
Bridge the Gap	<ul style="list-style-type: none"> • Canterbury (PP) • Swale (PP) • Thanet (PP) 	£561,618
Canterbury & Folkestone Skills Renewal	<ul style="list-style-type: none"> • Canterbury (PP) • Folkestone & Hythe 	£998,668
Canterbury's Creative Exchange	<ul style="list-style-type: none"> • Canterbury (PP) 	£815,895
Cohesive Communities	<ul style="list-style-type: none"> • Gravesham (PP) • Dartford 	£1,629,172
Creative Tunbridge Wells	<ul style="list-style-type: none"> • Tunbridge Wells 	£425,000
Diversity House: Centre for Innovation and Development	<ul style="list-style-type: none"> • Swale (PP) 	£423,631
Employment and Support Hub - Canterbury & Thanet	<ul style="list-style-type: none"> • Canterbury (PP) • Thanet (PP) 	£640,556
Employment and Support Hub - Gravesham & Swale	<ul style="list-style-type: none"> • Gravesham (PP) • Thanet (PP) 	£1,363,023
GreenCore	<ul style="list-style-type: none"> • Canterbury (PP) • Thanet (PP) • <i>Medway*</i> <p><small>*Medway is its own lead authority and this project is recommended for shortlisting by their officers.</small></p>	£726,650
Growing Green: A net-zero innovation pathway for micro and SME businesses	<ul style="list-style-type: none"> • Swale (PP) • Thanet (PP) • Tonbridge & Malling 	£513,122
Growing Regional Innovation by Design	<ul style="list-style-type: none"> • Canterbury (PP) • Thanet (PP) • Dover 	£662,763
Growth Gurus – Community Hub	<ul style="list-style-type: none"> • Sevenoaks (specifically Swanley) 	£552,500
Ignition	<ul style="list-style-type: none"> • Gravesham (PP) • Thanet (PP) 	£545,120
Kent and Medway Partnership for Enterprise, Food and Health	<ul style="list-style-type: none"> • Gravesham (PP) • Swale (PP) • <i>Medway*</i> <p><small>*Medway is its own lead authority and this project is recommended for shortlisting by their officers.</small></p>	£528,714
Net Zero Pathway for Change	<ul style="list-style-type: none"> • Canterbury (PP) • Gravesham (PP) • Thanet (PP) 	£625,603
Pop Up Digital	<ul style="list-style-type: none"> • Ashford • Dover • Folkestone and Hythe 	£1,586,896
Recover. Rebuild. Restart.	<ul style="list-style-type: none"> • Dartford • Folkestone and Hythe • Maidstone 	£49,680
Runway Futures	<ul style="list-style-type: none"> • Ashford • Maidstone • Tonbridge & Malling 	£521,119
Community Renewal and Decarbonisation	<ul style="list-style-type: none"> • Maidstone 	£500,000

Sheerness Dockyard Church Project	<ul style="list-style-type: none"> • Swale (PP) 	£83,260
South East Creatives – Thanet Focus	<ul style="list-style-type: none"> • Thanet (PP) 	£500,000
Sustainability Spaces	<ul style="list-style-type: none"> • Canterbury (PP) • Swale (PP) • Thanet (PP) 	£983,577
Swale & Ashford Skills Renewal	<ul style="list-style-type: none"> • Swale (PP) • Ashford 	£998,668
Thanet & Dover Skills Renewal	<ul style="list-style-type: none"> • Thanet (PP) • Dover 	£998,668
The Kent Level Up Support Scheme	<ul style="list-style-type: none"> • Swale (PP) • Thanet (PP) • Dartford 	£79,440
Trinity's 8-week Training & Work placement Program	<ul style="list-style-type: none"> • Gravesham (PP) • Swale (PP) • <i>Medway*</i> <p><small>*Medway is its own lead authority and this project is recommended for shortlisting by their officers.</small></p>	£500,000
West Kent Work-Hubs	<ul style="list-style-type: none"> • Sevenoaks • Tunbridge Wells 	£412,778
What Matters – NEETS Navigator Study	<ul style="list-style-type: none"> • Ashford 	£51,557
Youth National Seaside Heritage Centre	<ul style="list-style-type: none"> • Thanet (PP) 	£192,168

From: Derek Murphy, Cabinet Member for Economic Development
Simon Jones, Interim Corporate Director of Growth, Environment & Transport

To: Growth, Economic Development and Communities Cabinet Committee – 1 July 2021

Subject: **Inward Investment Services – Award of Contract**

Decision No: TBA

Classification: **Unrestricted**

Past Pathway of report: None

Future Pathway of report: For Cabinet Member Decision

Electoral Division: All: Inward investment service is County wide.

Summary:

Kent County Council is seeking to procure Inward Investment Services for the period August 2021 to April 2023.

Recommendation:

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision to enter into a contract with the successful bidder for the provision of inward investment services and provide authority to the Director of Growth and Communities the delegated authority to enter into necessary contractual arrangements to let the contracts as shown at Appendix A.

1. Introduction

- 1.1 Kent County Council provides a contracted inward investment support service to assist companies to locate and grow in Kent and Medway. The service has been funded by the European Regional Development Funding (ERDF) and administrated by the Ministry for Homes, Communities and Local Government (MHCLG), with match funding from Kent County Council and Medway Council.
- 1.2 The Inward Investment Service delivers, alongside Kent County Council and Medway Council, specific outcomes that contribute to economic development in Kent and Medway. These are:
- More investment opportunities from overseas markets
 - Increased supply chain benefits for local businesses
 - More inward investment in Kent and Medway
 - Raised profile as a destination for inward and foreign direct investment.
- 1.3 The current inward investment services contract is delivered by Locate in Kent. It commenced in August 2016 and will run until the end of July 2021. A

further contract is required to continue the service for a period from 1st August 2021 to 30 April 2023, and the procurement process to achieve this is underway.

2. Background

- 2.1 Led by Kent County Council as the applicant, the Foreign Inward Investment Kent (FIK) project is funded by the ERDF Programme. It commenced in August 2016 and its activity end date was in October 2019. The project was designed to attract and support high value, high technology, leading edge, and high growth UK and foreign inwardly investing SMEs. All target outputs for the project were met.
- 2.2 The County Council submitted a Project Continuation Request (PCR) to the Ministry of Housing, Communities, and Local Government (MHCLG) to extend the project from November 2019 to April 2023, which was successful. It is intended that the FIK project will be extended and improved, building on its initial success in attracting and supporting SMEs in Kent and Medway.
- 2.3 An element of the PCR request was a non-financial project partnership with East Sussex for intelligence sharing purposes. From March 2020, the ERDF projects have been known as FIKMES (Foreign Inward Investment Kent, Medway, and East Sussex) to take account of the addition of East Sussex.
- 2.4 The contract with Locate in Kent commenced in August 2016 and was due to run until the end of July 2020. In February 2020, Kent County Council sought to procure Inward Investment Services for the period August 2020 to March 2025 on a 2yrs 8 months basis, extendable for a further 2 years subject to satisfactory performance and availability of funding. However, this process was stopped due to the Coronavirus pandemic and the need to divert KCC's procurement team resources to services requiring immediate support to deal with the County's pandemic response.
- 2.5 Accordingly, it was agreed that the contract with Locate in Kent should be extended in accordance with Regulation 72 of the Public Contract Regulations 2015 and with Procurement Policy Note 1-20 (Response to Covid19) published by the Cabinet Office in March 2020. With endorsement from MHCLG as principal funding provider, the Cabinet Member for Economic Development approved the extension of the current inward investment services contract with Locate in Kent for the period 1 August 2020 to 31 July 2021.
- 2.6 In February 2021, Kent County Council started a new procurement process to secure a service provider for the period 1 August 2021 to 30 April 2023. The new inward investment services contract cost will be £1,666,667 + VAT. The contract will be funded by KCC, Medway Council and the European Regional Development Fund (ERDF) Growth Programme. The ERDF funding is subject to a Grant Funding Agreement between KCC and MHCLG.

3. The new Contract

- 3.1 The key features of the proposed new service are:

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

3.2 The specific activities of the FIIKMES project are:

- Foreign inward investment promotion (sector and place marketing) and support activities;
- Business relocation support, locating premises and finance.
- Focused support to potential high-growth, local SMEs in priority sectors. For example, to assist businesses to consolidate and / or grow through specialised, strategic support in light of Covid-19 pressures or to adapt following Brexit.
- Innovation and supply chain support focused on key sectors.
- Retention and aftercare support for new inward investors and existing businesses.

3.3 Over the period 1 August 2021 to 30 April 2023¹, the FIIKMES project will have the following Output Indicators for Kent and Medway:

- C1 (Number of enterprises receiving support) – 62
- C8 (Employment increase in supported enterprises) – 156
- C29 (Number of enterprises supported to introduce new to the firm products) – 7
- C5 (New enterprises supported) – for monitoring purposes only, no separate target

3.4 These outputs will be included in the overall targets for the Kent and Medway contract for the period 1 August 2021 to 30 April 2023. These are a minimum of 2,800 new jobs from SMEs and non-SMEs and a minimum of 100 successful business investment/location/expansion projects.

3.5 A key aspect of improving the service has been to develop a strategic link with the East Sussex sub-regional aspect of the South East Invest project, which is also supported by the ERDF Programme. Although the East Sussex component of the project will be delivered under a separate inward investment services contract managed by East Sussex County Council, a close working partnership between the two services for Kent and Medway and East Sussex is now underway. From March 2020, the ERDF projects have been known as FIIKMES (Foreign Inward Investment Kent, Medway, and East Sussex) to take account of the addition of East Sussex. A typical benefit of this partnership is the sharing of information on investment projects that might mutually benefit jobs creation across the county border and assist new investors in either county to resource their businesses with sufficient, skilled employees. An added benefit is that partnership of this nature is looked on favourably by funding providers because it shows that a strategic approach to the service has been considered. This will assist the chances of securing

¹ Subject to the Mobilisation period and timeframe set out at 3.2 of this report, this date reference could slip by approximately 2 weeks.

future funding for continuation projects if this becomes available.

4. Service options

4.1 Five options were considered:

- **Option 1 - Doing nothing**

This would mean having no further external service commission after the cessation of the current contract with Locate in Kent, and no in-house provision within KCC. This would provide significant financial savings to KCC. However, because there is currently no comparable business support service in Kent and Medway, this would result in a failure to capitalise on opportunities for growth in the local economy and job creation, and to support businesses following the significant economic impacts brought to bear by the Coronavirus pandemic

- **Option 2 – Do minimum**

This would mean establishing for the first time a bespoke, outward-facing business support service based in KCC. Although currently KCC does not have the expertise in-house to provide the specialised, face-to-face support that businesses require, this would potentially deliver cost savings to the County Council. However, it is unlikely to attract financial support from Medway Council, the ESIF programme and the private sector. There would also be TUPE implications of transferring staff from the current supplier to KCC. There are also currently difficulties of establishing a new team of this nature at a time when the return to office situation is not fully settled.

- **Option 3 – Minimum Plus**

This would mean an external supplier providing a less ambitious service at a lower cost than currently. This would deliver financial savings to KCC and provide some specialised inward investment services post-Brexit. However, it would put at risk the ERDF funding and would result in a reduction in the county's ability to compete for domestic and foreign inward investment, and it is uncertain whether financial support would be forthcoming from Medway Council.

- **Option 4 – Preferred option (Fully Contracted Service)**

This would involve delivering a targeted approach to attracting more domestic and foreign business investment to Kent and Medway, focusing specifically on the opportunities and challenges in a post-Brexit economy. This is the preferred option and is supported by the proposed funding partners, who will provide financial support for the duration of the proposed commission.

- **Option 5 – Most ambitious / more ambitious than preferred (Fully Contracted Service PLUS)**

This would be expected to cover all sectors across Kent and would thus increase targets and outputs. Although there would be higher targets and more business beneficiaries, with the potential to create more jobs, this option would cost more than the provision in the Council's agreed budget.

4.2 The preferred option will deliver an improved service and a more targeted approach to attracting domestic and foreign investment in a post-Brexit

economy. It is the best fit that offers an optimal service with the funding that is available.

5. Timetable

5.1 The proposed procurement timeline for the new contract is set out below:

Stage	Timescale
Specification Development	Jan – March 2021
Tender and Contract Documentation	
OJEU Advert Placed	19 th March 2021
Standard Selection Questionnaire (SSQ) submitted	19 th April
Tender Issued	13 th May 2021
Tender Negotiation and Evaluation	7 th – 25 th June 2021
Contract Award	28 th July 2021
Contract Mobilisation	29 th July – 14 th August
Contract Commences	1 st August or 15 th August 2021

6 Financial implications

6.1 The expected total revenue cost of the contract from 1 August 2021 to 30 April 2023 is £1,666,667 + VAT and requires the service provider to support both SMEs and Non-SMEs. There are no capital costs. The breakdown of financial contributions that provide the budget is shown in the table below:

Funding use	Funded by	1 Aug '21 – 31 Mar '22 (8 months)	1 April '22 – 31 Mar '23 (12 months)	1 - 30 April 2023 (1 month)	Total
SME support	ERDF	£285,714	£428,571	£ 35,714	£750,000
SME support	Kent County Council	£285,714	£428,571	£ 35,715	£750,000
Non-SME support	Kent County Council	£ 19,048	£ 28,571	£ 2,381	£ 50,000
Non -SME support	Medway Council	£ 46,667	£ 70,000	£ -	£116,667
	Totals	£637,143	£955,714	£ 73,810	1,666,667

6.2 The current budget available is £512,000 for 2021/2022) to support inward investment activity, which includes the KCC match funding requirements to draw down the ERDF awarded as per the table. The table excludes the costs of the previous contract (April to July), the salary of 1 x KCC officer providing project support and the services of the KCC external funding team who provide first level control and verify the ERDF Claims being made. It is assumed that the level of budget currently available at least remains at this level to support the duration of the contract period. Therefore, the overall contract and support mechanisms are affordable and within budget currently identified.

6.3 The principal element of funding for this contract comes via the European Regional Development Fund (ERDF) to deliver support to Kent and Medway's SME businesses, which must be matched equally by other funding sources. In this case, the matched funding comes from Kent County Council (a 50/50 basis). Kent County Council operates many projects that access ERDF funding on the same funding basis.

6.4 As ERDF Funding is aimed solely at SME businesses, Kent County Council and Medway Council also opt to offer funding support into the inward investment service to assist larger, non-SME businesses, where the opportunity for example to assist with high growth employment opportunities can be maximised.

7. Legal implications

7.1 The successful service provider will be subject to Kent County Council's Terms and Conditions, which have been reviewed by Invicta Law to take into account ERDF funding conditions and to generally make them fit for purpose for this contract.

8. Equalities implications

8.1 An Equalities Impact Assessment has been undertaken for the service. No issues have been identified.

9. Other corporate implications

9.1 An early-stage Data Protection Impact Assessment has been undertaken for the service. No issues have been identified although this will be kept under review as the project continues

10. Governance

10.1 The contract will be monitored, and performance reviewed by the Growth and Communities Directorate.

11. Conclusions

11.1 Kent County Council has managed a successful inward investment service for more than 20 years, which has consistently met and in many instances exceeded its targets. A wealth of businesses have been supported to set up business in Kent and Medway, and the annual publication of the Kent Property Market Report has assisted investors, developers, and commercial real estate businesses to understand Kent and Medway's property market and operate effectively in the county. Furthermore, the administrative management of the inward investment service has been officially noted as exemplary by MHCLG. The service accords with Kent's Interim Strategic Plan, "Setting the Course", which places a strong emphasis on the importance of attracting investment.

11.2 A report by Hatch Regeneris in January 2020 on Kent's inward investment service made a cost effectiveness and value for money assessment against 20 other business support project evaluations. With a 'cost per job created'

indicator that ranged from £5,100 as the minimum and £16,800 as the maximum cost per job across the projects, Kent's inward investment service cost per job was most favourable at £4,700.

- 11.3 The budget requirement on KCC for the new contract is significant, but budget is in place to meet the cost. The benefits that accrue from the service delivery justify the investment. Jobs are created at relatively low cost per job, and many people are placed into employment for significant lengths of time and with the subsequent wealth creation that develops as a result.

12. Recommendation:

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision to enter into a contract with the successful bidder for the provision of inward investment services and provide authority to the Director of Growth and Communities the delegated authority to enter into necessary contractual arrangements to let the contracts as shown at Appendix A.

13. Appendices:

Appendix A – Proposed Record of Decision

EqIA:

<http://kcc-app610:9070/documents/s104397/InwardInvestmentServiceEQIA.doc.pdf>

14. Contact details

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Relevant Director:

Stephanie Holt-Castle

Job title:

Director of Growth and Communities

GET Directorate

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Derek Murphy Cabinet Member for Economic Development

DECISION NO:

For publication /

Key decision: YES

Subject Matter / Title of Decision: Inward Investment Contract

Decision:

As Cabinet Member for Economic Development, I agree to enter into a contract with the successful bidder for the provision of inward investment services and provide authority to the Director of Growth and Communities the delegated authority to enter into necessary contractual arrangements to let the contracts.

Reason(s) for decision:

Kent County Council provides a contracted inward investment support service to assist companies to locate and grow in Kent and Medway. The service has been funded by the European Regional Development Funding (ERDF) and administrated by the Ministry for Homes, Communities and Local Government (MHCLG), with match funding from Kent County Council and Medway Council.

The current inward investment services contract is delivered by Locate in Kent. It commenced in August 2016 and will run until the end of July 2021. A further contract is required to continue the service for a period from 1st August 2021 to 30 April 2023, and the procurement process to achieve this is underway.

Cabinet Committee recommendations and other consultation:

The proposal is being considered by Members of the Growth, Economic Development and Communities Cabinet Committee at their meeting on 1 July 2021

Any alternatives considered and rejected:

- **Option 1 - Doing nothing**
This would mean having no further external service commission after the cessation of the current contract with Locate in Kent, and no in-house provision within KCC. This would provide significant financial savings to KCC. However, because there is currently no comparable business support service in Kent and Medway, this would result in a failure to capitalise on opportunities for growth in the local economy and job creation, and to support businesses following the significant economic impacts brought to bear by the Coronavirus pandemic
- **Option 2 – Do minimum**
This would mean establishing for the first time a bespoke, outward-facing business support service based in KCC. Although currently KCC does not have the expertise in-house to provide the specialised, face-to-face support that businesses require, this would potentially deliver cost savings to the County Council. However, it is unlikely to attract financial support from Medway Council, the ESIF programme and the private sector. There would also be TUPE implications of transferring staff from the current supplier to KCC. There are also currently difficulties of establishing a new team of this nature at a time when the return to office situation is not fully settled.
- **Option 3 – Minimum Plus**
This would mean an external supplier providing a less ambitious service at a lower cost than currently. This would deliver financial savings to KCC and provide some specialised inward investment services post-Brexit. However, it would put at risk the ERDF funding and would result in a reduction in the county's ability to compete for domestic and foreign inward investment, and it is

uncertain whether financial support would be forthcoming from Medway Council.

- **Option 4 – Preferred option (Fully Contracted Service)**

This would involve delivering a targeted approach to attracting more domestic and foreign business investment to Kent and Medway, focusing specifically on the opportunities and challenges in a post-Brexit economy. This is the preferred option and is supported by the proposed funding partners, who will provide financial support for the duration of the proposed commission.

- **Option 5 – Most ambitious / more ambitious than preferred (Fully Contracted Service PLUS)**

This would be expected to cover all sectors across Kent and would thus increase targets and outputs. Although there would be higher targets and more business beneficiaries, with the potential to create more jobs, this option would cost more than the provision in the Council's agreed budget.

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

.....
signed

.....
date

**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 2021/22**

(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

24 SEPTEMBER 2021

1	Intro/ Web announcement (Standing Item)		
2	Apologies and Subs (Standing Item)		
3	Declaration of Interest (Standing Item)		
4	Minutes (Standing Item)		
5	Verbal Update (Standing Item)		
6	Performance Dashboard (Standing Item)		
7	PROW Operational Management Policies		
8	Post Mortem examination contract - Dartford and Gravesham		
9	Annual Equality and Diversity Report		
10	Regional Growth Fund Monitoring		
11	District Visits Programme (Standing Item)		
12	Work Programme (Standing Item)		

16 NOVEMBER 2021

1	Intro/ Web announcement (Standing Item)		
2	Apologies and Subs (Standing Item)		
3	Declaration of Interest (Standing Item)		
4	Minutes (Standing Item)		
5	Verbal Update (Standing Item)		
6	Performance Dashboard (Standing Item)		

7	District Visits Programme (Standing Item)		
8	Work Programme (Standing Item)		
13 JANUARY 2022			
1	Intro/ Web announcement (Standing Item)		
2	Apologies and Subs (Standing Item)		
3	Declaration of Interest (Standing Item)		
4	Minutes (Standing Item)		
5	Verbal Update (Standing Item)		
6	Performance Dashboard (Standing Item)		
7	Kent Developers' Guide		
8	District Visits Programme (Standing Item)		
9	Work Programme (Standing Item)		
22 MARCH 2022			
1	Intro/ Web announcement (Standing Item)		
2	Apologies and Subs (Standing Item)		
3	Declaration of Interest (Standing Item)		
4	Minutes (Standing Item)		
5	Verbal Update (Standing Item)		
6	Performance Dashboard (Standing Item)		
7	District Visits Programme (Standing Item)		
8	Work Programme (Standing Item)		
28 JUNE 2022			
1	Intro/ Web announcement (Standing Item)		
2	Apologies and Subs (Standing Item)		
3	Declaration of Interest (Standing Item)		
4	Minutes (Standing Item)		
5	Verbal Update (Standing Item)		
6	Performance Dashboard (Standing Item)		
7	District Visits Programme (Standing Item)		
8	Work Programme (Standing Item)		

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
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
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
Locate in Kent – to attend and present	Date TBC
Kent Design Guide update	Date TBC

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