

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

Tuesday, 22nd March, 2022

10.00 am

Council Chamber, Sessions House





AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Tuesday, 22 March 2022 at 10.00 am
Council Chamber, Sessions House

Ask for: **Hayley Savage**
Telephone: **03000 414286**

Membership (16)

Conservative (12): Mr N Baker (Vice-Chairman), Mrs R Binks, Mr C Broadley, Mr T Cannon, Mr S Holden, Mr J A Kite, MBE, Mr R C Love, OBE, Mr S C Manion, Mr J Meade, Mr A M Ridgers, Mr D Robey and Mr S Webb

Labour (2): Ms M Dawkins and Ms J Meade

Liberal Democrat (1): Mr M J Sole

Green and Independent (1): Mr M A J Hood

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcements
- 2 Apologies and Substitutes
- 3 Election of Chair
- 4 Declarations of Interest by Members in items on the Agenda
- 5 Minutes of the meeting held on 13 January 2022 (Pages 1 - 46)
- 6 Verbal updates by the Cabinet Members and Corporate Director
- 7 District Visits Programme 2022 (Pages 47 - 48)
- 8 Developer Contributions for Education (Pages 49 - 52)
- 9 Domestic Homicide Reviews (Kent and Medway) (Pages 53 - 58)
- 10 Levelling Up White Paper - Presentation
- 11 Nutrient Neutrality (Pages 59 - 66)

- 12 Public Consultation on the Draft Country Parks Strategy 2022-2027 (Pages 67 - 76)
- 13 Green Economy - Prospects and Opportunities (Pages 77 - 88)
- 14 Risk Management: Growth, Environment and Transport Directorate (Pages 89 - 104)
- 15 Work Programme 2021/22 (Pages 105 - 110)

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Monday, 14 March 2022

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 Council Chamber, Sessions House, Maidstone, on Thursday, 13 January 2022.

PRESENT: Sir Paul Carter, CBE (Chair), Mr N Baker (Vice-Chairman), Mrs R Binks, Mr C Broadley, Ms M Dawkins, Mr M A J Hood, Mr J A Kite, MBE, Mr S C Manion, Ms J Meade, Mr J Meade, Mr D Robey, Mr M J Sole, Mrs S Hudson and Mr H Rayner

ALSO PRESENT: Mr P Oakford, Mr D Murphy, Mr P M Hill, OBE, Mr S Holden and Mr J Wright

IN ATTENDANCE: Mr D Smith (Director of Economic Development), Mrs S Holt-Castle (Director of Growth and Communities), Mr M Dentten (Democratic Services Officer) and Mr S Jones (Corporate Director for Growth, Environment and Transport)

UNRESTRICTED ITEMS

35. Apologies and Substitutes

(Item 2)

Apologies for absence had been received from Mr Holden and Mr Webb.

Mrs Hudson was present as a substitute for Mr Holden and Mr Rayner as a substitute for Mr Webb.

Mr Holden and Mr Wright were in attendance as guests.

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

(Item 3)

There were no declarations of interest.

37. Minutes of the meetings held on 21 September and 17 November 2021

(Item 4)

1. The Chairman requested an addition to Item 23 of the 21 September 2021 minutes – and the following paragraph was added to point 2 of that item:

“The low uptake of 16-25 year olds taking on an apprenticeship, the significant barriers faced by them and the importance of increasing this number. Members agreed this would become a regular item at future committee meetings with focus on progress and what the Council and other parts of the public sector could do to ensure more young people enter apprenticeship programmes.”

2. Matters arising from the 21 September 2021 meeting included an update on the Swanscombe Peninsula and Mr Murphy said the site had been confirmed as a Site of Special Scientific Interest.
3. Mr Meade requested Item 2 of the 17 November 2021 minutes – *Declarations of Interest by Members in Items on the Agenda* - be corrected to:

“Mr Meade declared a non-pecuniary interest, in Items 5 and 6 on the agenda, as the County Council’s representative on the planning committee of the Ebbsfleet Development Corporation.”
4. It was RESOLVED that, subject to the above amendments, the minutes of the meetings held on 21 September and 17 November 2021 were a correct record.

38. Verbal updates by the Cabinet Members and Corporate Director
(Item 5)

1. Mr Hill, Cabinet Member for Community and Regulatory Services, gave a verbal update on the following:
 - (a) The public engagement for the new library strategy – *Let’s Talk About Kent Libraries* - had received a good response. Mr Hill thanked those who had responded and invited Members to take part in a workshop session.
 - (b) Mr Hill congratulated previous Corporate Director for the Council, Barbara Cooper, on receiving an MBE in the Kent New Year Honours List for 2022, along with librarian, Darren Smart, from Libraries, Registration and Archives who received a BEM for his long service to public libraries.
 - (c) The John Downton Award for Young Artists, held virtually for the second year running, received 342 entries from 31 schools. The entries were of a high standard and the winning items were hung in Turner Contemporary.
 - (d) The Positive Wellbeing Service for vulnerable people suffering from loneliness and isolation had to date provided 40 people over the age of 65 with one-to-one support. The service had been nominated for a national and international social prescribing award.
 - (e) Plans to install Changing Places toilets for visitors with disabilities, like those at Shorne Woods Country Park, were underway at Lullingstone Country Park and Brockhill Country Park.
2. Mr Hill responded to the following questions from Members:
 - (a) Asked about referrals to the Positive Wellbeing Service Mr Hill said a large number of referrals came from GP’s and referrals also came from community and voluntary sector services.
 - (b) Asked about the geographical spread of the pilot Mr Hill said it focused on four areas within Maidstone, Swale, Folkestone and Hythe, and Thanet.

3. Mr Murphy, Cabinet Member for Economic Development, gave a verbal update on the following, about which there were no questions:
 - (a) The Department for Environmental Food & Rural Affairs (Defra) had invested to date just under £12million for the development of the Dover Port Health Authority generating approximately 200 jobs for local people.
 - (b) Mr Murphy, along with Officers, had met with The Aylesham District Community Workshop Trust regarding an application to the Kent and Medway Business Fund to build 28 commercial units.
 - (c) A presentation to 50 entrepreneurs took place at the Coachworks at Ashford at the end of 2021 regarding co-working and renting out space to SME businesses.
 - (d) Mr Murphy paid tribute to Visit Kent who had worked hard in signposting businesses within the hospitality industry to the government's Omicron Hospitality and Leisure Grant.
 - (e) Discussions had taken place with Damian Collins, the MP for Folkestone and Hythe, about the future and utilisation of Dungeness Power Station and a meeting with Rolls Royce was planned to discuss the potential for Dungeness Power Station to be a preferred site for their fleet of modular mini nuclear reactors.
 - (f) The Kent Broadband Scheme was progressing and BDUK had been instructed to enter phase 3 of the roll-out. Meetings were taking place in February 2022 with mobile companies who had expressed an interest.
4. Mr Jones, Corporate Director for Growth Environment and Transport, then gave a verbal update on the following, about which there were no questions:
 - (a) The Library, Registration and Archives service had ensured facilities stayed open throughout the pandemic and Mr Jones specifically recognised the Registration Team who had worked hard to keep death registrations up to date and to ensure ceremonies took place.
 - (b) In December 2021 the government announced a further allocation of Covid-19 funding.
 - (c) The Public Protection Group had been sharing information with the public regarding scams, counterfeiting illegal goods, doorstep crime and the Trading Standards Checked scheme. So far this year there had been 11 billion views of their information.
 - (d) Mark Rolfe, Head of Kent Scientific Services, had been seconded to head up Hampshire's Trading Standards Service for two days a week, signifying the quality of the Council's Trading Standards Service.
 - (e) The service had been working with government to understand when The Levelling Up White Paper would be produced and what it would involve.

- (f) The service was awaiting announcements regarding the Shared Prosperity Fund, and Officers had been working with district and borough colleagues in preparation of it becoming active.
 - (g) Work with National Highways had been underway regarding the Lower Thames Crossing and an economic element would be included in the plan going forward.
5. The Chair emphasised the usefulness of briefing papers for Members of the cabinet committee ahead of changes taking place and white papers being released.
 6. It was RESOLVED that the verbal updates be noted.

39. Decisions taken between Cabinet Committee Meetings

(Item 6)

1. Mr Hill introduced the report, about which there were no questions.
2. It was RESOLVED that the Growth, Economic Development and Communities Cabinet Committee noted that decision 21/00125, Kent Country Parks Playpark Equipment was taken between meetings of the Cabinet Committee in accordance with the process set out in the Council's constitution.

40. Draft Ten Year Capital Programme, Revenue Budget 2022-23 and Medium Term Financial Plan 2022-25

(Item 7)

1. The Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, Mr Oakford, introduced the report published on 5 January 2022 and said the 2022-23 and medium-term budget proposals had been developed against the background of considerable uncertainty and volatility. The capital programme had been enhanced to show a 10-year horizon covering 2022-32 which would ensure a more realistic capital programme with less slippage. Mr Oakford said it was vital that additional borrowing was minimised to avoid unaffordable pressure on the revenue budget. Mr Oakford said the Council was required to set a balanced revenue budget for the forthcoming year (2022-23) which meant the net spending should equal the available funding raised from council tax precept, retained business rates growth and grant settlement from central government. Mr Oakford said the Council was facing exceptional spending demands for the forthcoming year from a combination of the longer term impacts of the Covid-19 pandemic which had significantly changed demands and costs for key services leading to additional spending associated with latent demand, increasing complexity, and changes in social and working lives, as well as economic impact from rising inflation.
2. Mr Jones highlighted the challenges the Growth, Environment and Transport (GET) directorate was facing including market inflation, scarcity and price rises on contracts. The budget reflected the changes in demand and recognised the need for continued investment. Mr Jones highlighted some headline figures from a capital perspective, the majority of which derived from external funding including match funding from developer contributions.

3. Mr Hill said community services had experienced a difficult year due to the Covid-19 pandemic and the exit from the European Union. Country parks had suffered damage from increased traffic, the Libraries, Registrations and Archives division had worked hard to deal with increased demand and Community Wardens had proved to be invaluable supporting vulnerable residents. Mr Hill thanked all staff for their sustained effort over the year. Mr Hill was confident the community services budget would provide the resources needed to deliver community services to Kent residents. Mr Hill highlighted a small number of changes in the budget including the rolling programme for country parks, Public Rights of Way (PROW) and sports facilities. Mr Hill highlighted some savings including the first year savings from Digital Autopsy and a saving from Kent Sport. Finally, Mr Hill spoke about pressures including the removal of one-off savings introduced last year (2021 – 2022).
4. Mr Murphy gave an overview of the economic development budget and highlighted a one-off cost allocated to economic development for a service re-design to accommodate the economic recovery plan which would come off the budget for 2022 – 2023. Mr Murphy said there were not any new capital schemes for 2022-2023 but the No Use Empty Scheme, Kent and Medway Business Fund and the Broadband Voucher Scheme would continue. Mr Smith said a lot of the Economic Development Team's work was self-financing (including the recycling of funds).
5. The Chair asked for a briefing note to be circulated on the specific projects where the recycling of loans had been used, how the system worked and prospects for the future.
6. Mr Oakford, Mr Murphy and Mr Hill responded to comments and questions from the committee, including the following:
 - (a) Asked about the new reserves that had been established Mr Oakford said the Strategic Reset Reserve was linked to the Strategic Plan. This was a new reserve which had been formed to support the work of the Strategic Reset Programme and insecure funding such as the income from traded services had been included. Mr Oakford said the budget was in draft and awaiting feedback from the scrutiny process and the public consultation. Mr Oakford said financial sustainability was key and the Council's debt to reserve ratio was high. Mr Oakford recognised the need for the Council's overspend to come back in line by the end of 2022 and money from the reserves would be required to balance the budget. Mr Oakford highlighted the importance of risk reserves for financial security to cover any shortfall during next year's budget process for 2023-24.
 - (b) The Chair asked for assurance that reserve information would be included in the budget at the County Council meeting on 10 February and Mr Oakford said there would be more detail in the final budget.
 - (c) Asked whether the budget for PROW (Public Rights of Way) was enough to provide improvements and cover the backlog of work Mr Hill said he was confident the budget would allow a continuation of work. Mr Hill reminded the committee that there were 4,000 miles of PROW.

- (d) Asked about highway maintenance funding Mr Jones said the Department for Transport funding had fallen by £9million which would have a negative effect on the services provided to clear potholes. Mr Oakford said the issue had been acknowledged at Cabinet and discussions would be had regarding allocation of funding.
 - (e) Asked about additional staff resource to maximise funding for Section 106 Developer Contributions Mr Murphy said the team structure, additional training and liaison with districts was being reviewed.
 - (f) Asked about the £600,000 funding for Faversham Bridge Mr Jones said it related to design development and tendering costs including stakeholder management.
7. It was RESOLVED that the draft capital and revenue budgets, including responses to consultation, be noted, and the draft be presented to Cabinet on 27 January 2022 and full County Council on 10 February 2022.

41. Growth, Infrastructure and Planning Reform *(Item 8)*

Ms Sarah Platts, Strategic Planning and Infrastructure Manager, was in attendance for this item.

1. Ms Platts introduced the report and said much of the data underpinning the Kent and Medway Growth and Infrastructure Framework (GIF) would now need updating, since it was published in 2018. Ms Platts highlighted the current workstreams which were currently in place, gave a summary of the Council's response to the Planning White Paper and an update on the Council's resourcing to maximise the level of infrastructure funding.
2. Ms Platts responded to comments and questions from the committee, including the following:
 - (a) Asked about the timeframe on national planning reforms, Ms Platts said there may be a government update in spring/summer 2022.
 - (b) Asked about the National Infrastructure Levy and the differences in value of land across the county Ms Platts said she felt the reform lacked in detail in respect of the infrastructure levy and Officers had raised this in response to the White Paper consultation. The Chair raised the need for continued lobbying and presenting a case for change to government.
 - (c) Members commented on changes within government policy and the pressures on two tier authorities in comparison to unitary authorities. Members spoke about the advantages of the Community Infrastructure Levy (CIL) including how funding was released and distributed. Members noted the importance of the Council working with district colleagues to ensure that infrastructure was properly funded.

(d) Asked about the methodology used to determine housing need and whether the population figures were accurate, Ms Platts advised that the methodology and numbers were set at a national level.

(e) The Chair asked that Officers keep the committee informed on planning developments.

3. It was RESOLVED that the Growth, Infrastructure and Planning Reform report be noted.

42. 21/00120 - Further Investment of Getting Building Funding (GBF) in third-party projects

(Item 9)

Mr Chris Seamark, GBF Programme Manager, was in attendance for this item.

1. Mr Seamark introduced the report providing a summary of the Getting Building Funding (GBF) government funding, the Southeast Local Enterprise Partnership (SELEP) and the Kent based third-party projects, about which there were no questions.

2. It was RESOLVED that the decision proposed to be taken by the Leader of the Council to:

- Agree that the Getting Building Funding (GBF) will be used to support the Kent based third-party projects that are awarded GBF by the Southeast Local Enterprise Partnership's Accountability Board.
- Act as the accountable body for third-party projects within Kent's administrative boundaries that are selected by the SELEP to receive GBF grant funding.
- Delegate to the Section 151 Officer the authority to sign on KCC's behalf a grant agreement or equivalent, where this is required to draw down funds following business case approval.

be endorsed.

43. Kent Scientific Services Update

(Item 10)

Mr Mark Rolfe, Head of Kent Scientific Services, was in attendance for this item.

1. Mr Rolfe introduced the report and outlined the work of the Kent Scientific Services function. Mr Rolfe said the laboratory had remained fully operational at full capacity throughout the pandemic and paid tribute to staff who had adopted significant changes in ways of working. The Service used apprentices up to degree level and they had proved extremely successful in bringing fresh enthusiasm and ideas to the service. Mr Rolfe highlighted the recent media and public interest in the work of the laboratory and specifically the detection of undeclared allergens in food and related safety implications.

2. Mr Rolfe responded to comments and questions from the committee, including the following:
 - (a) The Chair asked about the importing of food as a result of Brexit and Mr Rolfe said he was hopeful it would be a commercial opportunity due to the commencement of new border control points in July. Mr Murphy said, with reference to the Dover Port Health Authority, that Defra had suggested a significantly higher volume of import items would need to be checked. Prior to leaving the European Union one job role existed at Dover and this had increased to one hundred with further recruitment planned.
 - (b) A Member asked about engagement with Kent based universities and Mr Rolfe said the apprentices were Kent students who attended the Medway campus of Greenwich University.
 - (c) Asked whether capital investment in the service could lead to greater revenue and service expansion Mr Rolfe said there were areas of work that could be considered within existing skillsets, but significant investment would be required to increase the capacity of the laboratory. Insurance work could be considered with the development of additional skills.
 - (d) Mr Hill paid tribute to the entrepreneurial efforts of the service and the committee congratulated the service on its performance.
3. It was RESOLVED that the report be noted.

44. Enabling Access to Employment - Presentation *(Item 11)*

Mr Ross Gill (SQW) and Mr Allan Baillie, Skills and Employability Manager – Adult Skills, were in attendance for this item.

1. Mr Gill and Mr Baillie presented a series of slides which are attached to these minutes.
2. Mr Baillie said the Skills White Paper published in January 2021 concentrated mainly on intermediate skills (including higher qualifications level 4 and 5) and further education reform. The production of the Workforce Skills Evidence Base enabled Kent Invicta Chamber of Commerce to apply to the Department for Education for Local Skills Improvement Plan funding. Mr Baillie said this was a short term piece of work, focusing on three sectors – engineering, construction and agriculture/horticulture – to produce a strategy for the future of further education provision in the county.
3. Mr Baillie said the skill levels, particularly 3 and 4, in the county were below the national average and significantly behind the rest of the South East, and highlighted the need to bridge that gap by developing the pipeline, the existing work force and economic opportunities. There was a need to train, re-train and retain the existing workforce.
4. Mr Baillie and Mr Gill responded to comments and questions from the committee, including the following:

- (a) Asked about the future of retraining to retain stability and growth Mr Baillie said it was important to instil the concept of lifelong learning and adaption to need within the workforce. Mr Baillie highlighted the importance of employers providing upskilling and retraining opportunities.
- (b) Members discussed the need to connect the output of the education and training with what the economy needed on a sustainable basis ensuring apprenticeships and other vocational programmes were recognised with high esteem and desirability.
- (c) Asked about university student figures Mr Baillie said Southampton University produced a report on the destination of graduates and whether students worked in the city, near their home, or near the university they studied at, and most graduates gained employment near the university they attended.
- (d) Asked whether careers advice in schools was adequate and whether local colleges offered training courses for jobs that were in demand Mr Baillie said the education system was demand led meaning students did a combination of what the school could provide (in terms of cost and resource) and what the students themselves wanted to do.
- (e) Mr Smith explained this was an interim report to the committee and an action plan incorporating an economic strategy would come to a future committee meeting.

5. It was RESOLVED that the content of the presentation be noted.

45. East Malling Research and Development Programme - Presentation
(Item 12)

Dr Nicola Harrison, Programme Director, Growing Kent and Medway, was in attendance for this item.

- 1. Mr Smith introduced the item and said an investment of £18million had been awarded by the government's UK Research and Investment Programme to fund Growing Kent and Medway (GKM) and support growth in technology-driven horticulture, fresh produce packaging and food and drink processing and its supply chains.
- 2. Dr Harrison presented a series of slides which are attached to these minutes. Dr Harrison responded to comments and questions from the committee, including the following:
 - (a) Asked whether government arrangements ensured that GKM was industry led Dr Harrison said consultations were carried out with industry and partners worked closely with businesses daily. Dr Harrison said the programme was co-developed with industry and the project was business led.
 - (b) Asked where GKM sat nationally and whether other local GKM existed Dr Harrison said the National Institute of Agricultural Botany (NIAB) led on the GKM programme and GKM was building a global reputation in the food sector

with the ambition to create global recognition for Kent as a centre for food research.

(c) Asked about engagement with local schools to promote GKM and encourage interest in research Dr Harrison said GKM was committed to engaging with the community and a social value framework had been developed to identify how this could be done.

(d) Asked for clarification on the research of alternative proteins Dr Harrison said the focus was on crop proteins, fermentation proteins and algae proteins.

3. It was RESOLVED that the content of the presentation be noted.

46. Performance Dashboard

(Item 13)

Ms Rachel Kennard, Chief Analyst, was in attendance for this item.

1. Ms Kennard introduced the Performance Report for Quarter 2 of 2021/22 and said there had been no significant changes since the Quarter 1 2021/22 report.

2. A Member noted the percentage increase of disabled people participating in the Kent Active Partnership and thanked Officers for their work in achieving this.

3. It was RESOLVED that the performance report for Quarter 2 of 2021/22 be noted.

47. Work Programme

(Item 14)

It was RESOLVED that the Work Programme 2021/22 be noted.

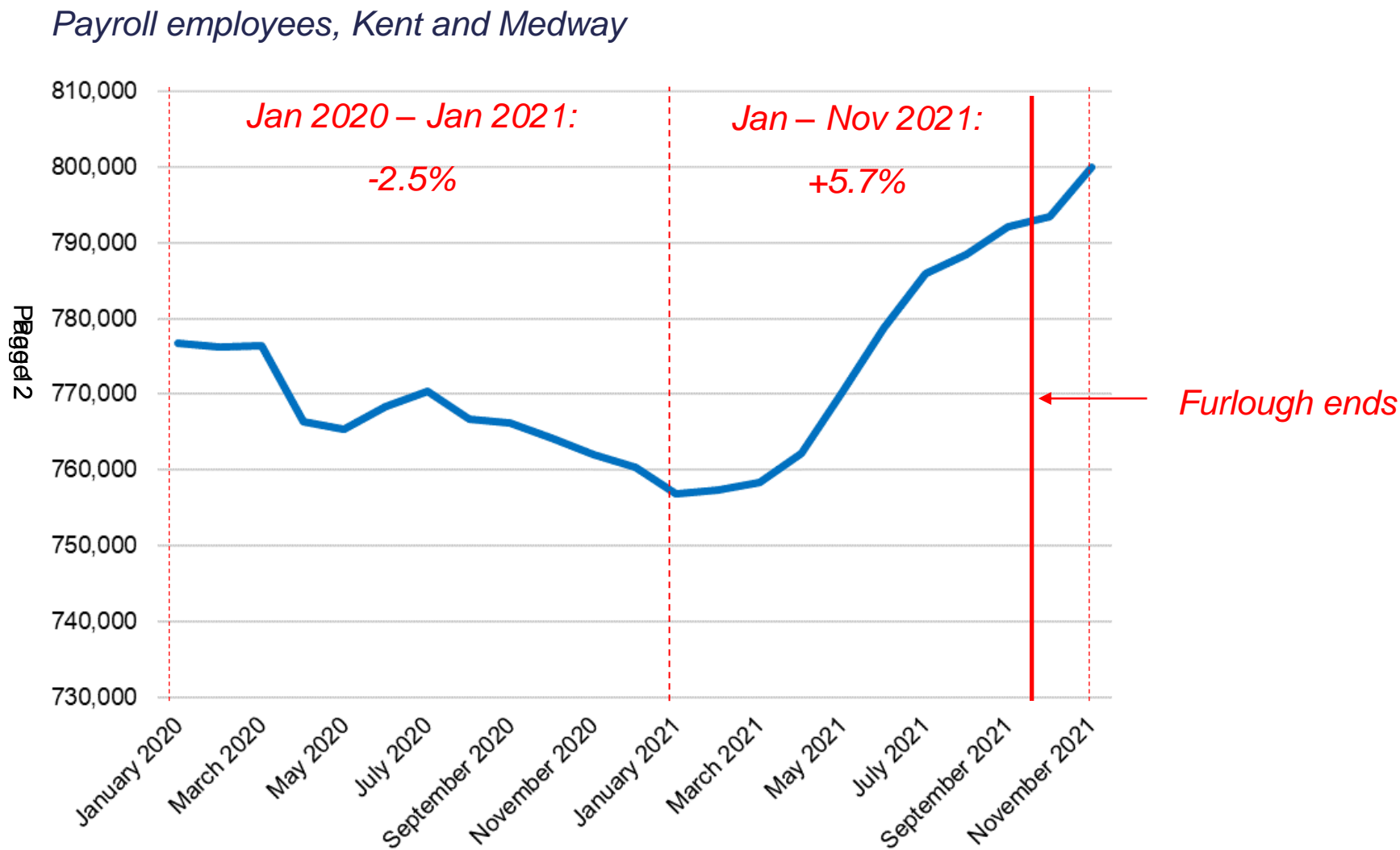


Page 11 Enabling access to employment

The changing labour market and future strategy
development

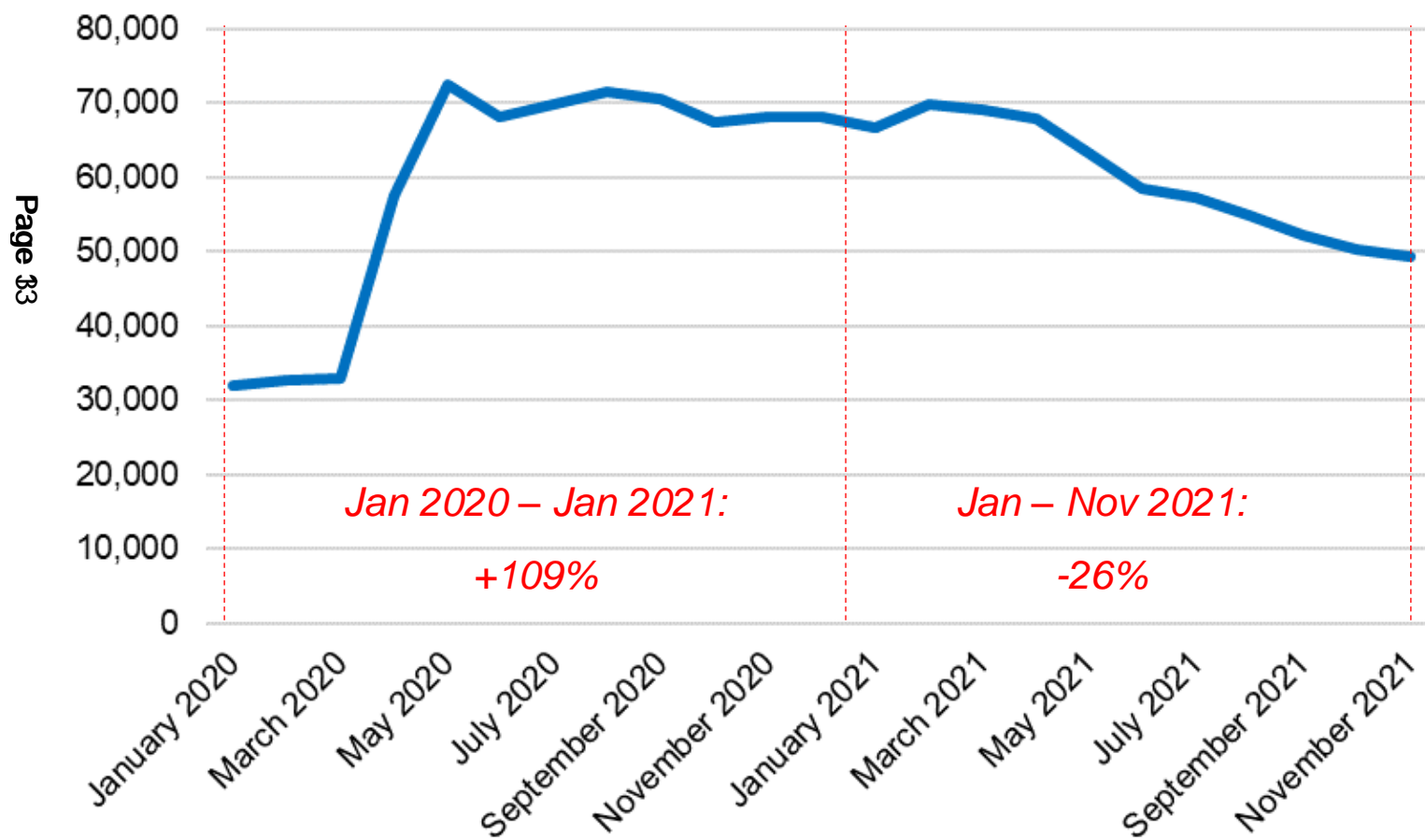
Growth, Economic Development and Communities Cabinet Committee
January 2022

Employment has 'bounced back'



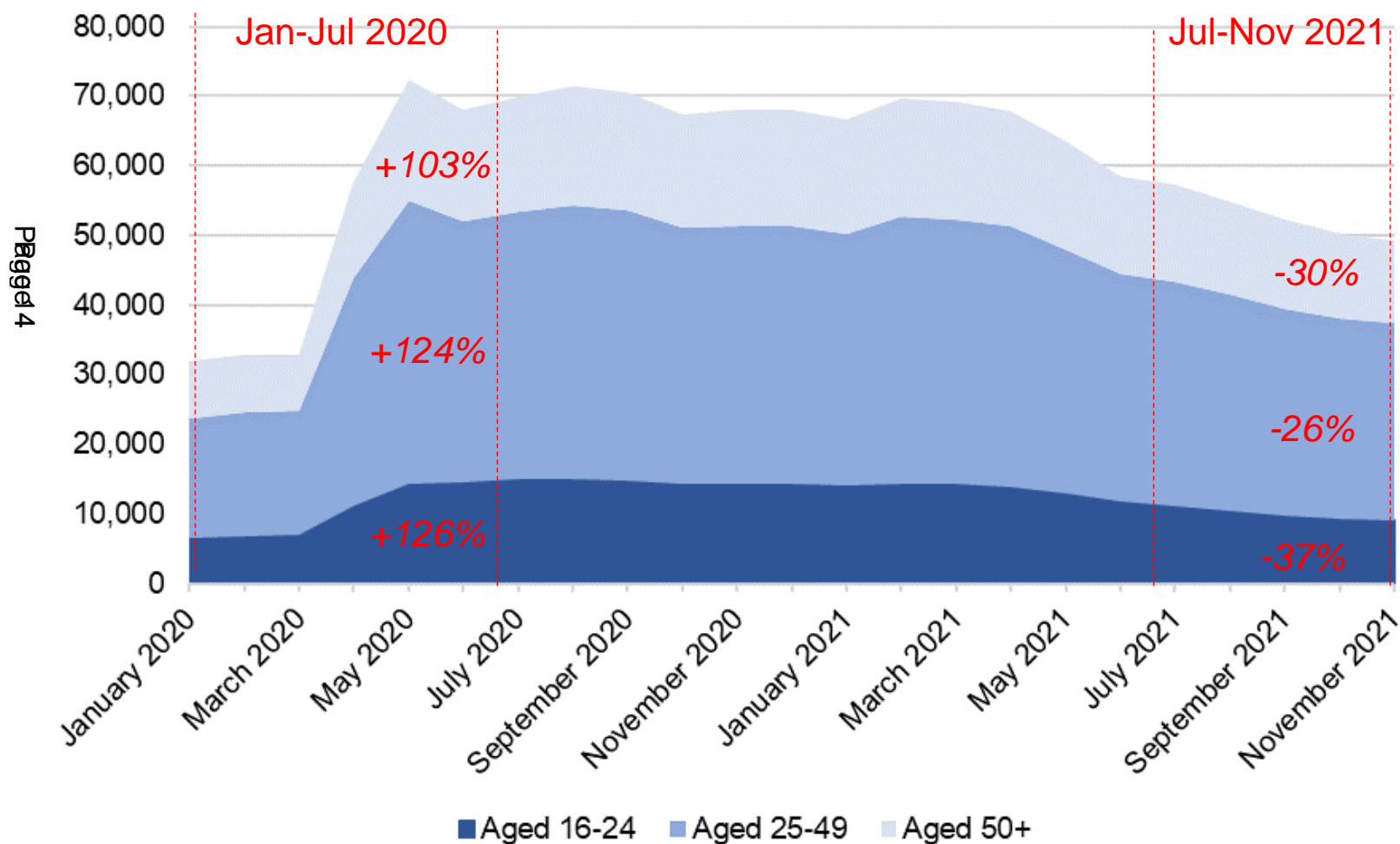
Unemployment has fallen (gradually)...

Claimant count (Kent and Medway)



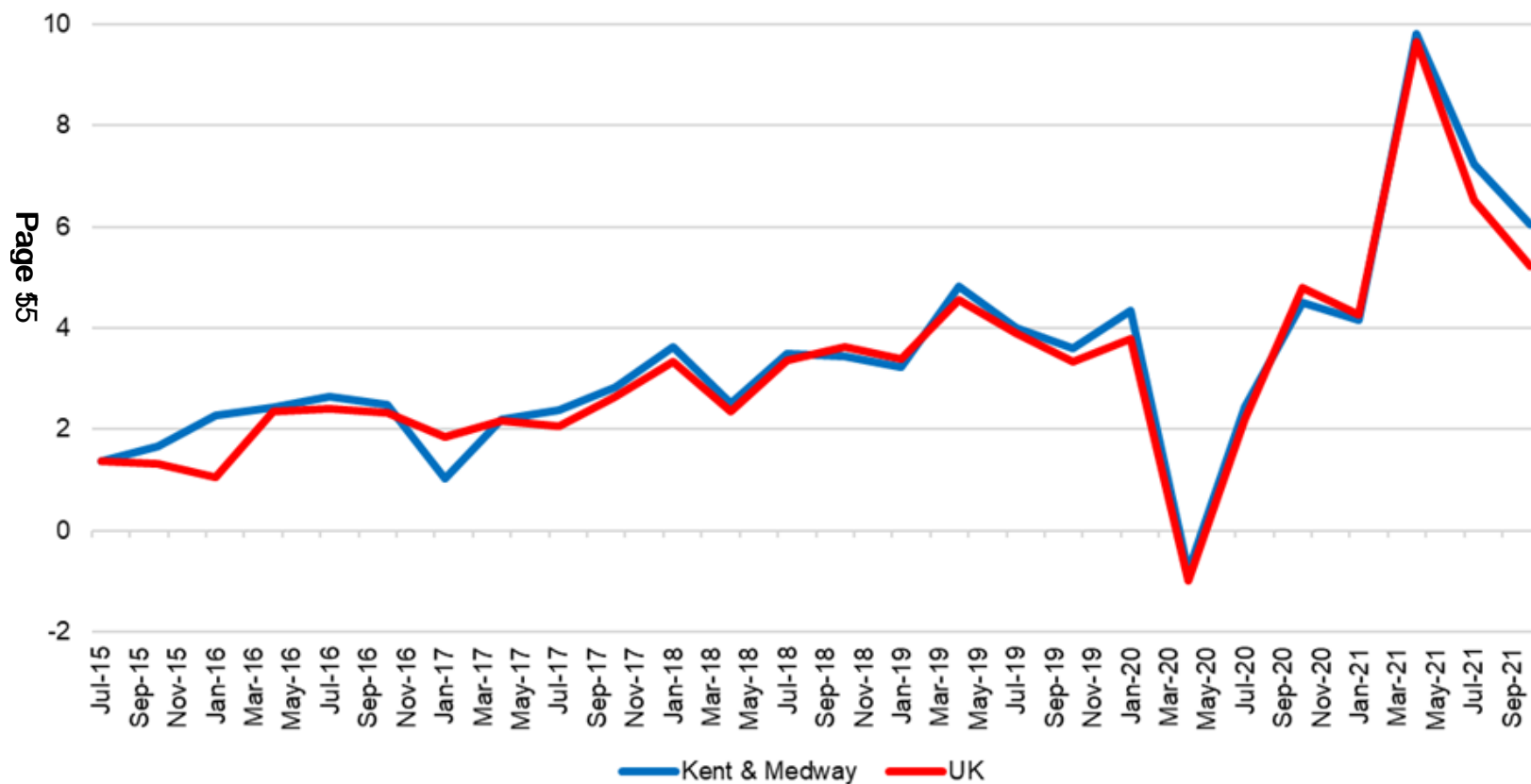
Younger workers were hardest hit, but have (re)entered employment quickest

Claimant count by age group (Kent and Medway)



Wages have risen, but pay growth now falling

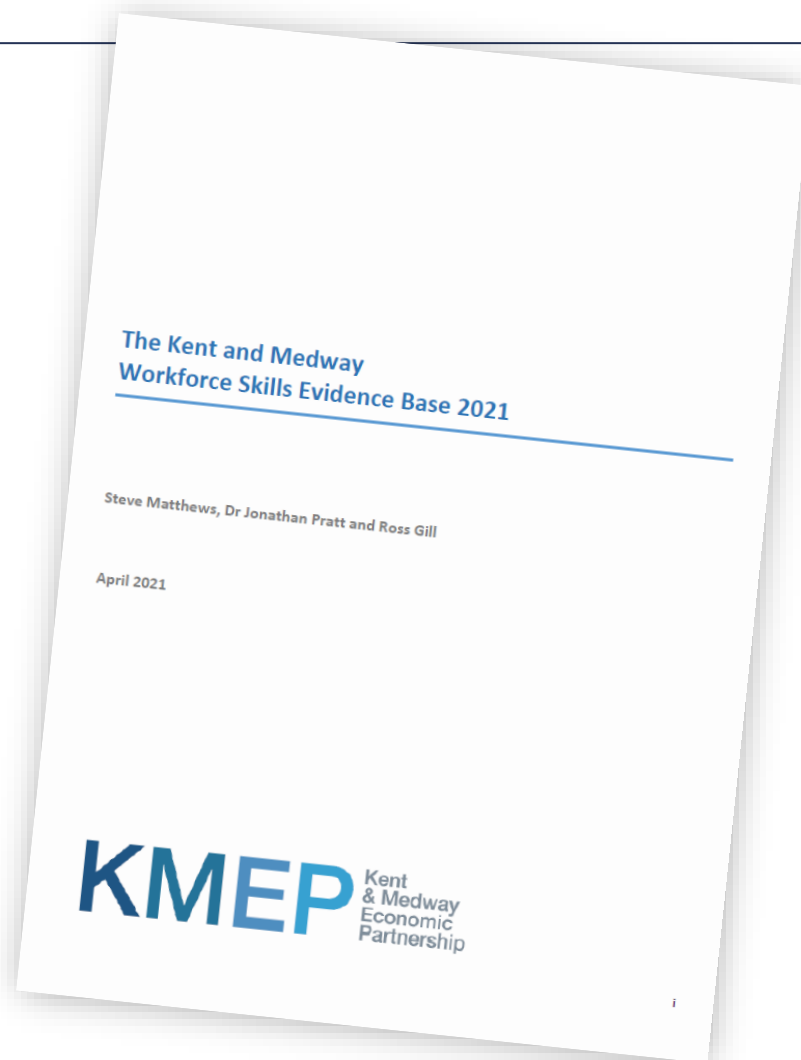
Median monthly pay growth (Kent and Medway, year on year, %)



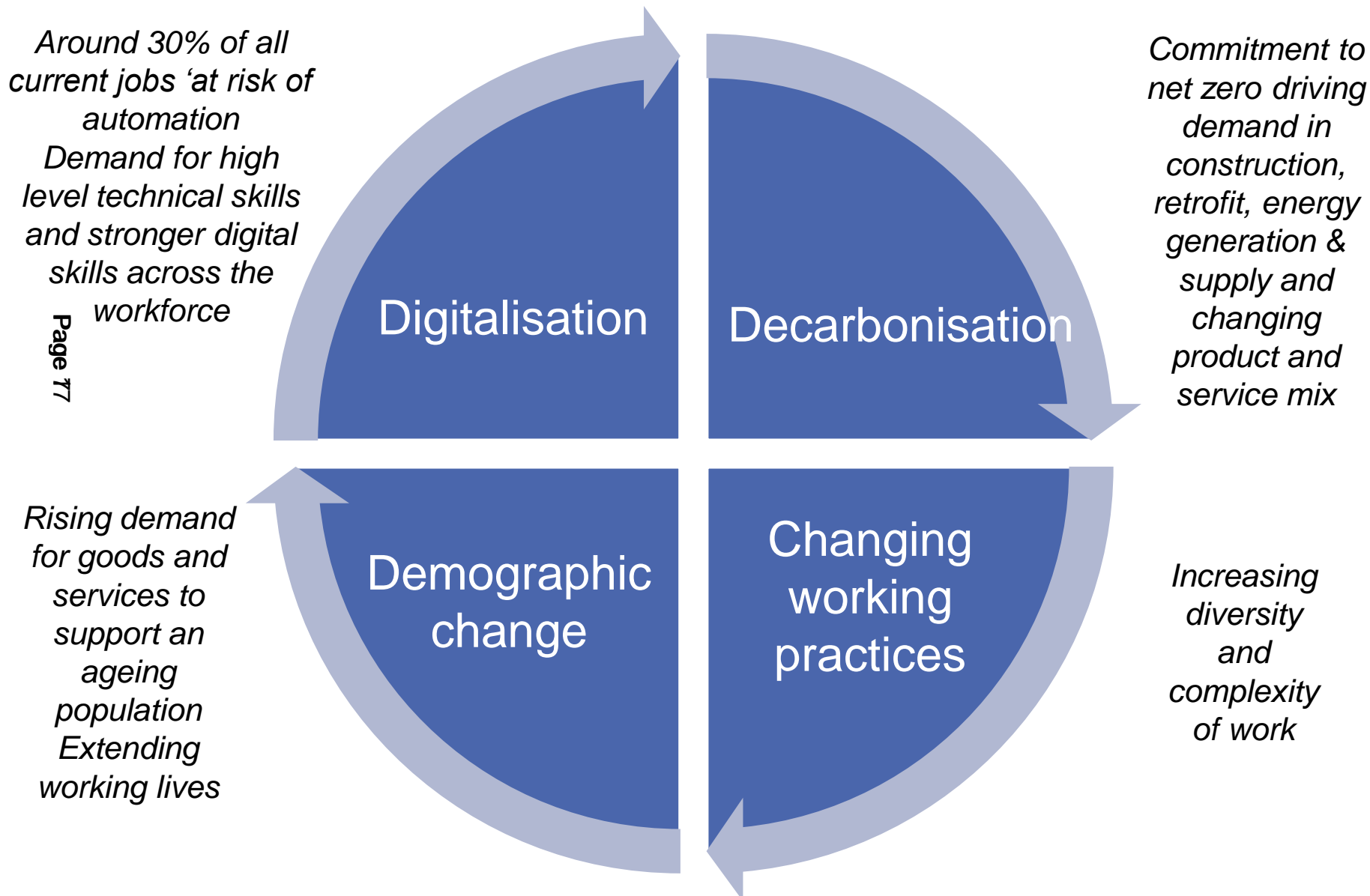
Looking to the longer term...

- In the Employment Plan, the Task Force said: *“we will commission a new edition of the Kent and Medway Workforce Skills Evidence Base, setting out a qualitative and quantitative assessment of future workforce needs. This will take account of technology and structural changes in the past few years, as well as key projects and new investments, to inform the next stage of strategy development.”*
- ... drawing on industry focus groups, data analysis and wider insight.

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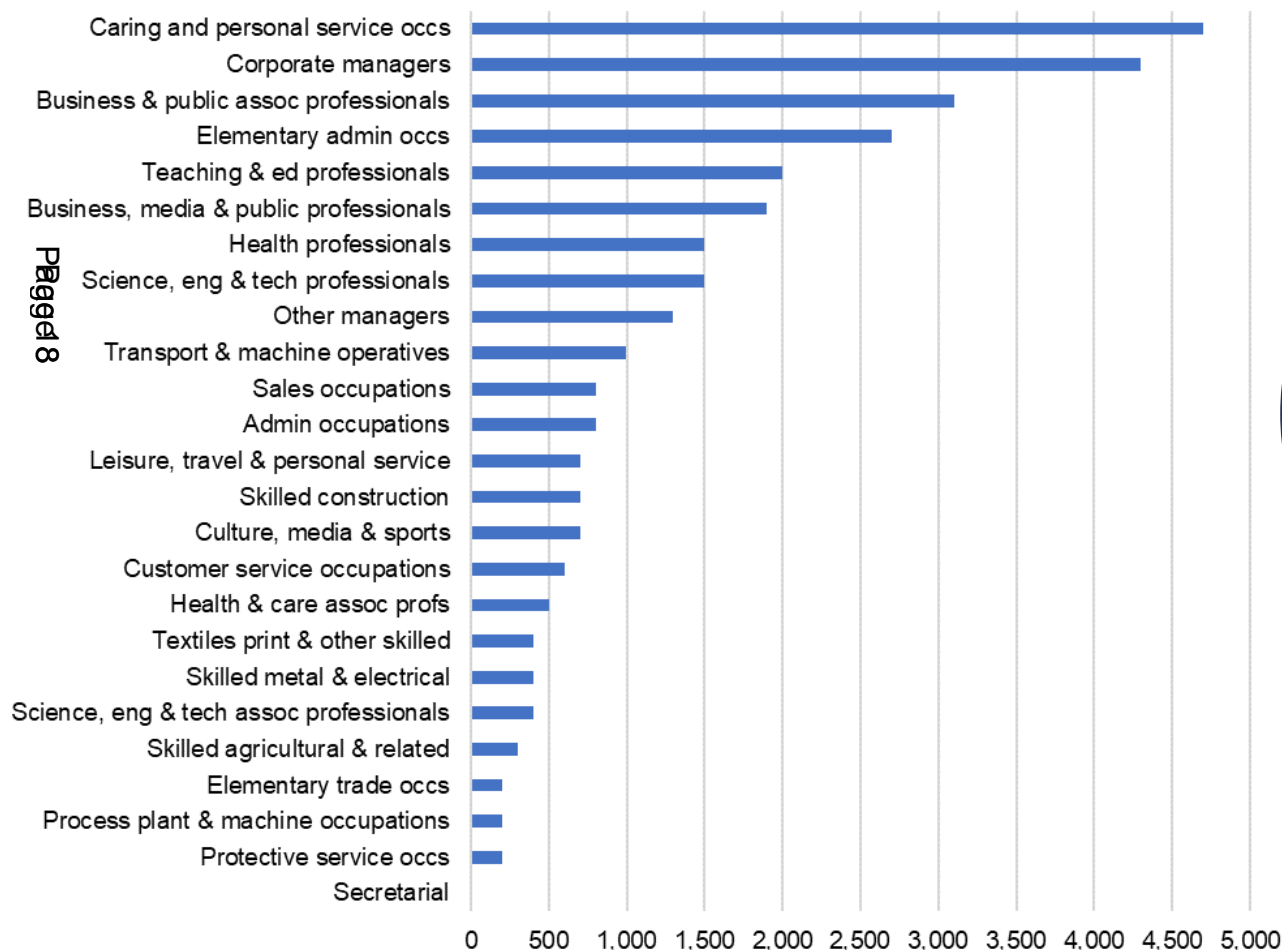


Future challenges and opportunities...



.... But demand across a wide range of occupations

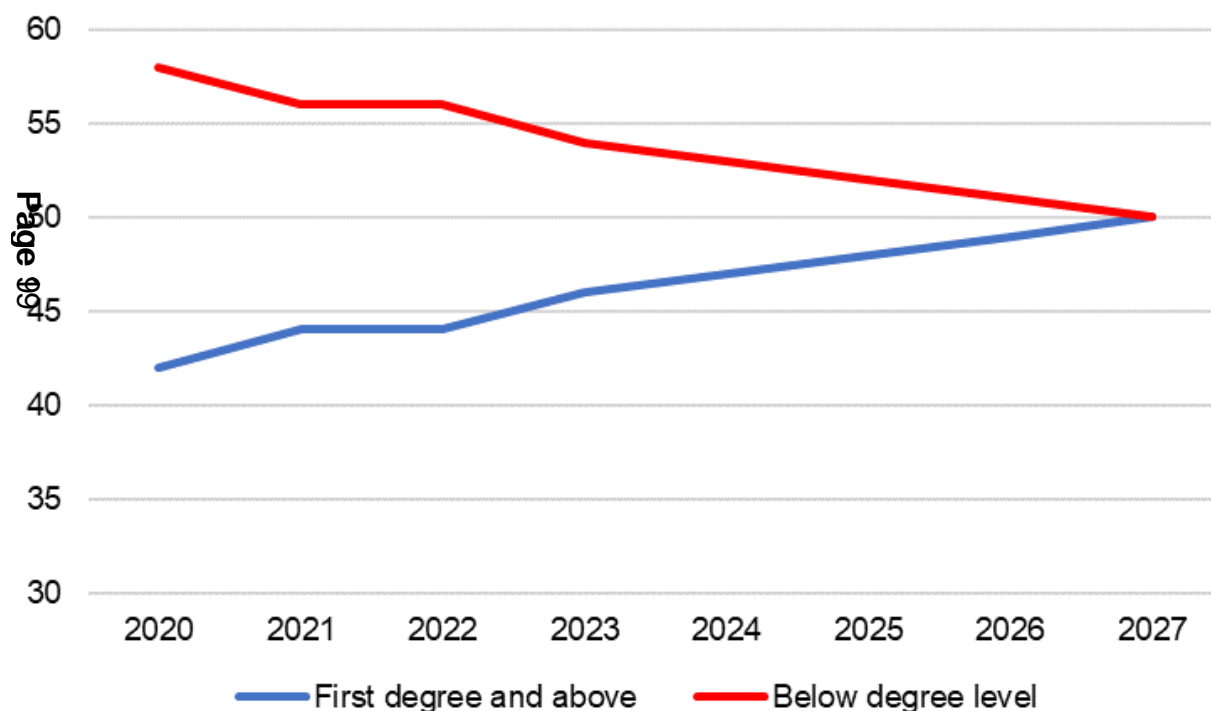
*Net annual demand, Kent and Medway
(replacement demand + expansion demand)*



28,400
net annual
demand 2020-27

Generally, rising demand for higher qualifications...

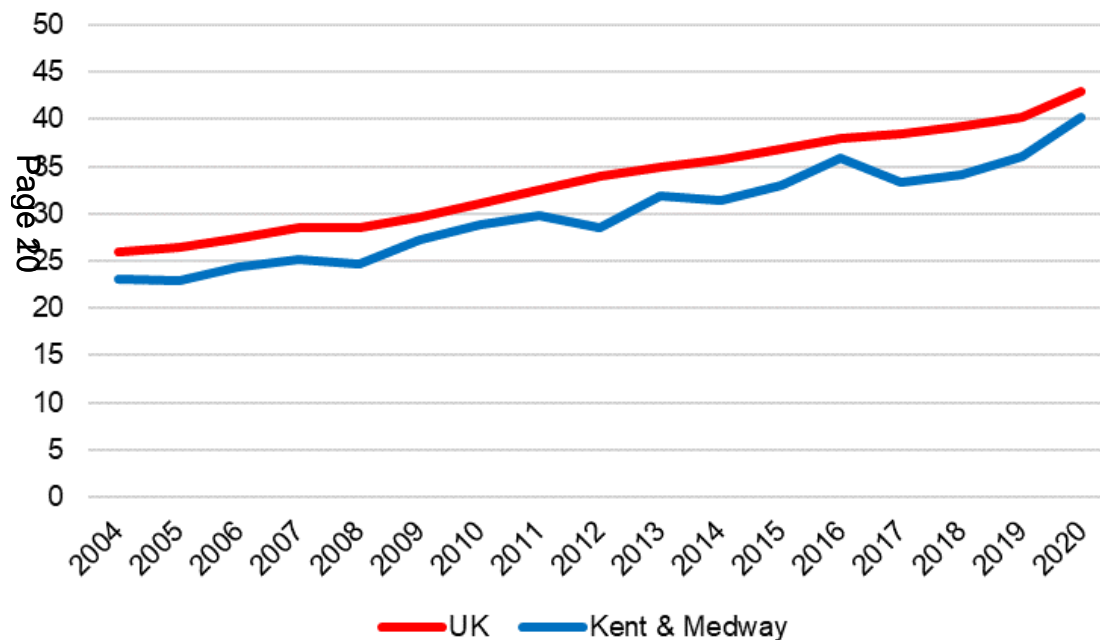
Qualification requirements (% total jobs)



...but
qualifications at
all levels needed
in several rapidly
growing
occupational
groups

... against an ongoing 'deficit' in Kent and Medway

% 16-64 population qualified to NVQ4+



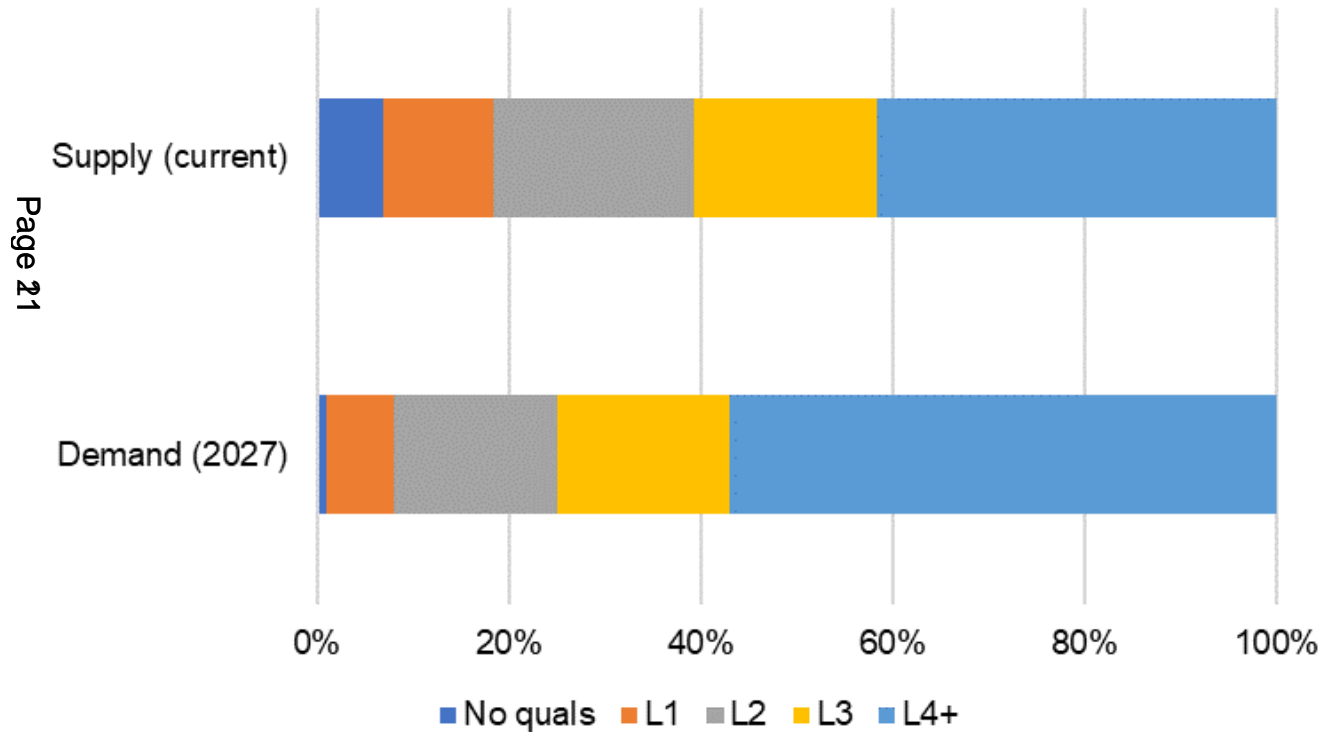
% 16-64 population qualified to...

	GB%	Kent%
Level 4	43.1	39.9
Level 3	61.4	58.1
Level 2	78.2	78.2
Level 1	87.7	89.2
No quals	6.4	6.6*

* Working age adults with no qualifications = 61,900 individuals

... matched by rising employer demand...

Current 'supply' vs. anticipated demand in 2027



... but industry demand not just linked with formal qualifications

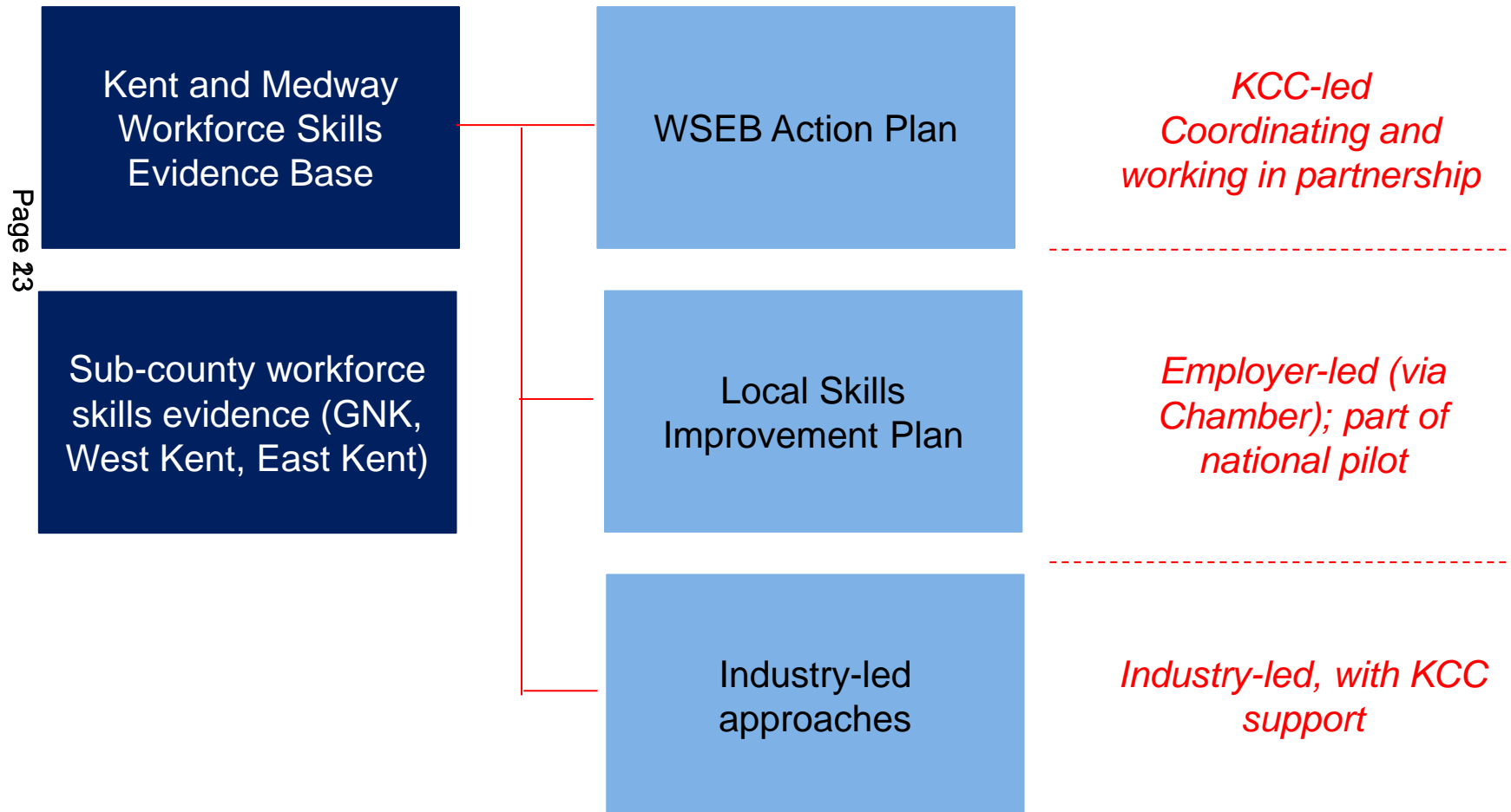
Agriculture & horticulture	Manufacturing	Development & construction	Retail & wholesale	Transport & logistics	Visitor economy
Finance, prof & business services	Health & social care	Energy, utilities & env tech	Life sciences	Creative & cultural industries	Digital technologies

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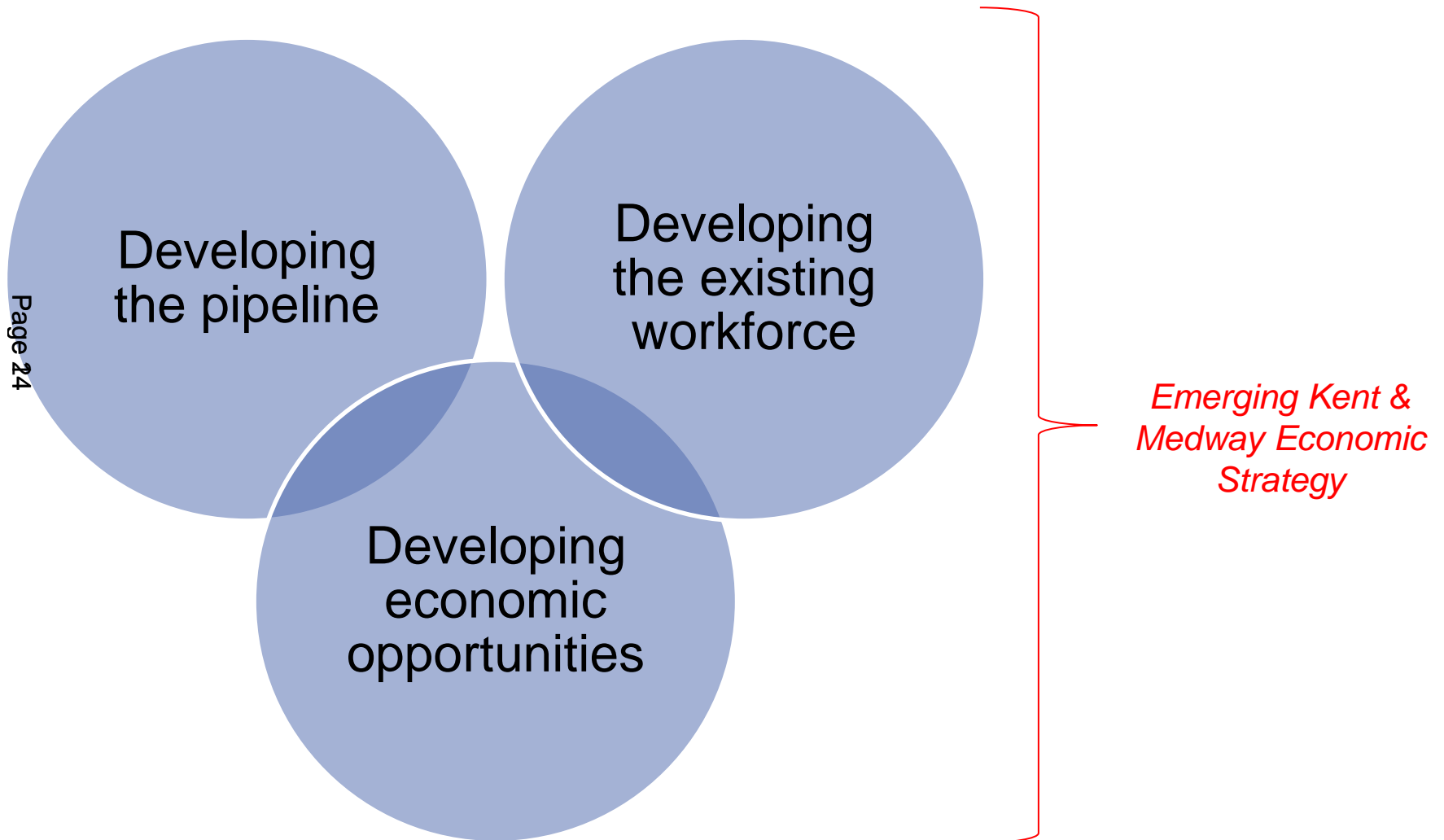
- Need to improve perceptions of career opportunities, including better engagement by employers
- Need in some sectors to manage talent pipelines collectively
- Demand for newer skills reflecting long-term trends such as decarbonisation and digitalisation
- For new entrants to the labour market, better alignment between curriculum and employer needs
- Need for a wide range of transferable 'soft skills', personal attributes and behaviours

Translating the evidence base into action

Skills White Paper and the national context



Linking supply and demand....



Next steps

WSEB Action Plan

*Currently underway
Draft in March*

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Local Skills
Improvement Plan

*Currently underway
Draft in February*

Industry-led
approaches

*Currently underway
Draft by end March*

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A world-class research, innovation and enterprise cluster

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Innovation-led development in the horticultural and food supply chain

Dr Nicola Harrison, Programme Director

Growing Kent & Medway



Growing Kent & Medway (GKM) is funded by the Strength in Places Fund.

Strength in Places is a UKRI programme that helps areas of the UK to build on existing strengths in research and innovation to deliver benefits for their local economy.

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It aims to:

- support innovation-led regional growth
- enhance local collaborations involving research and innovation.



GKM Partners



GUSBOURNE



RH GROUP



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GKM Enterprise Cluster

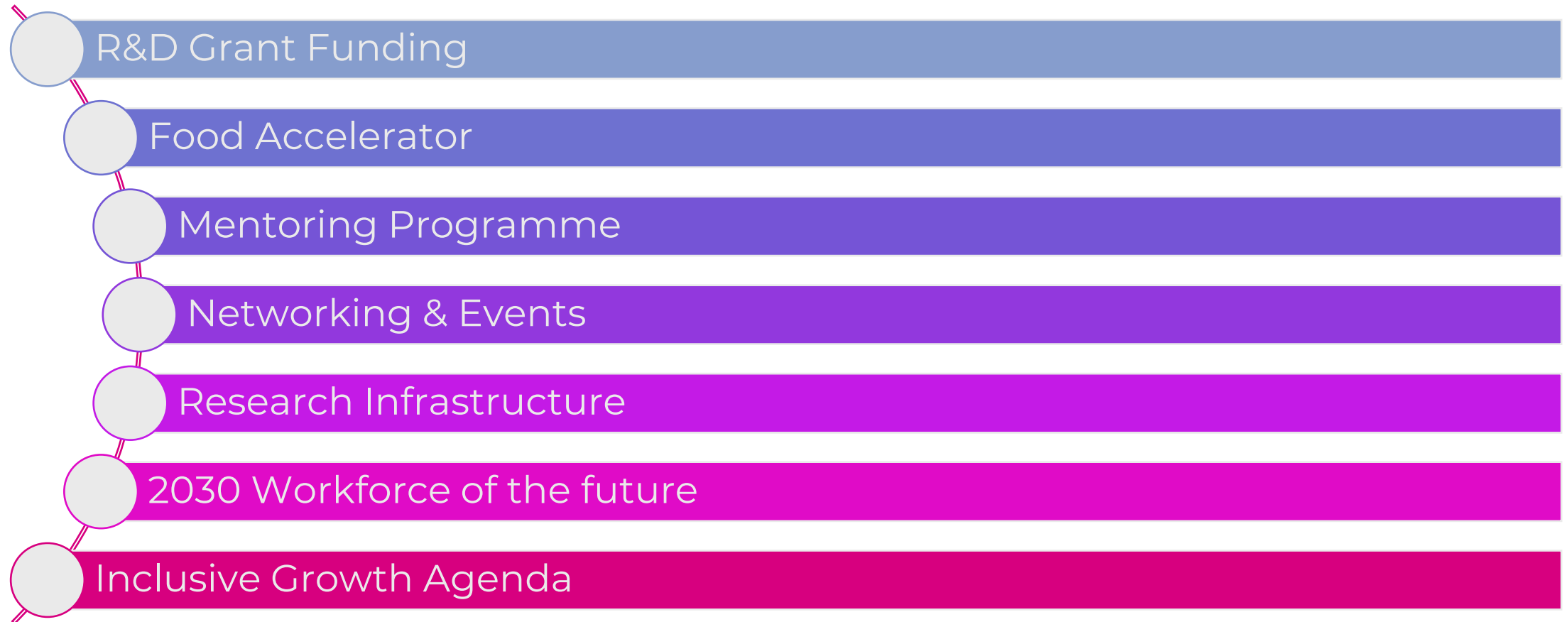
Growing Kent & Medway is a world-class research, innovation and enterprise cluster supporting growth in:

- technology-driven horticulture,
- fresh produce packaging,
- food and drink processing and its supply chains.



Business Innovation and Growing Kent & Medway Cluster

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Collaborative Research & Innovation

- Raising investment for industry-driven research and innovation
- Accelerating the commercialisation of new technology
- Awarding grants for research, development and innovation:
 - Large-scale collaborative R&D grants
 - Small-scale innovation & prototyping fund for early-stage R&D or feasibility studies
 - Technology demonstrator fund for showcasing emerging agrifood tech innovations in practice





Grant funding trailblazers

GKM is making up to £5 million available to support research, development and business innovation.

First round of the **GKM Large-scale collaborative R&D grant competition** opened in September 2021. Successful projects will be announced in Spring 2022.

There is more to come....

Funding competition

Growing Kent and Medway Development

UK registered businesses can apply for funding to support their food supply chain.

Competition opens: Monday 6 September 2021

Competition closes: Wednesday 10 November 2021



This competition is now closed

Start new application

Summary

Eligibility

Investment in flagship infrastructure

Green Tech Hub for Advanced Horticulture

- Plant growth rooms, wine innovation centre, research glasshouse & meeting space
- NIAB EMR, East Malling
- Completion March 2022



Medway Food Innovation Centre

- Food processing, product development & packaging
- University of Greenwich

Biotechnology Hub for Sustainable Food & Drink

- High-value compounds from plant materials, controlling pathogens and improving quality, flavour & aroma
- University of Kent



Food Accelerator & Mentoring

- For start-ups and all stages of businesses in plant-based food & drink space
- Connect with industry leading experts
- Access to state-of-the-art facilities and technical expertise
- Mentorship
- Helping to raise investment and grant funding
- Guidance on leadership, strategy & market development
- **Launching Spring '22**



Events

Business Innovation Masterclasses

Overcoming barriers to accessing new technology and funding innovation

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- Providing tools & knowledge to implement change
- Hosted by business support organisations in region, e.g. legal firms, banks, investors
- Example topics;
 - Tax credits and R&D
 - Protecting intellectual property
 - How to write an innovation strategy
- Monthly virtual meetings



Free GKM Membership Network

- Connect with specialists & businesses
- Find funding opportunities
- Industry and sustainability insights
- Access facilities and experts
- Discover new markets
- Book on to events & courses
- Launched late autumn '21

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Growing Kent & Medway

A world-class research, innovation and enterprise cluster supporting growth in technology-driven horticulture, fresh produce packaging, food and drink processing and its supply chains.



Growing the GKM cluster

- **181** signed up members
- **Newsletters.** Average open rate of **49%**.
- **229** Twitter followers. **7.1k** tweet impressions in last 28 days
- **100** LinkedIn followers. 761 post impressions in last 30 days





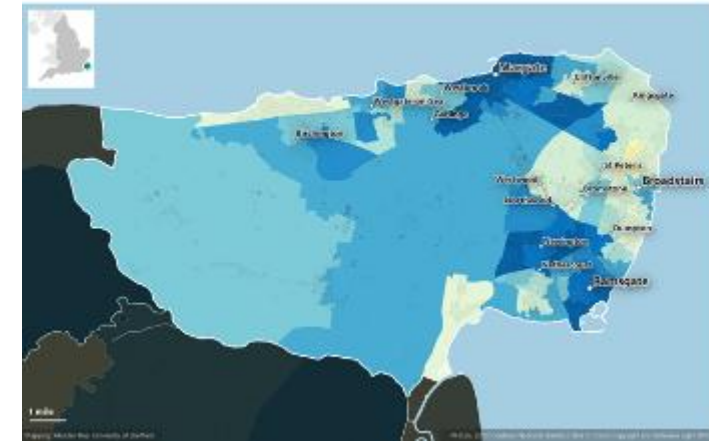
Inclusive growth

Kent & Medway has some of the widest social inequalities in the UK. This is a barrier to achieving prosperity and well-being

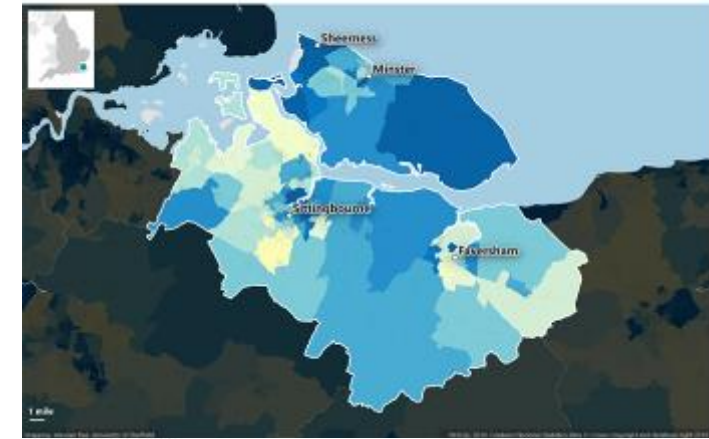
GKM is supporting groups that are under-represented in enterprise and business innovation activity:

- Young people (18-30 years), including young parents
- Women
- Areas with significant prosperity gaps or particular vulnerabilities to the economic impacts of Covid 19.

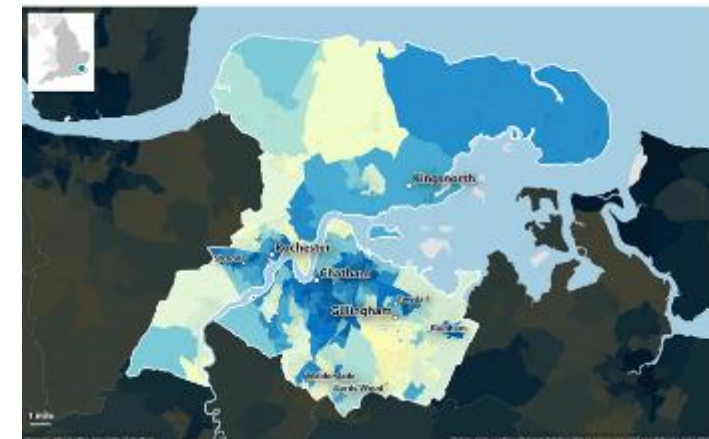
THANET



SWALE



MEDWAY



New Activities and Collaborations

Innovation Park Medway
incubator support for high-value engineering, technology and manufacturing

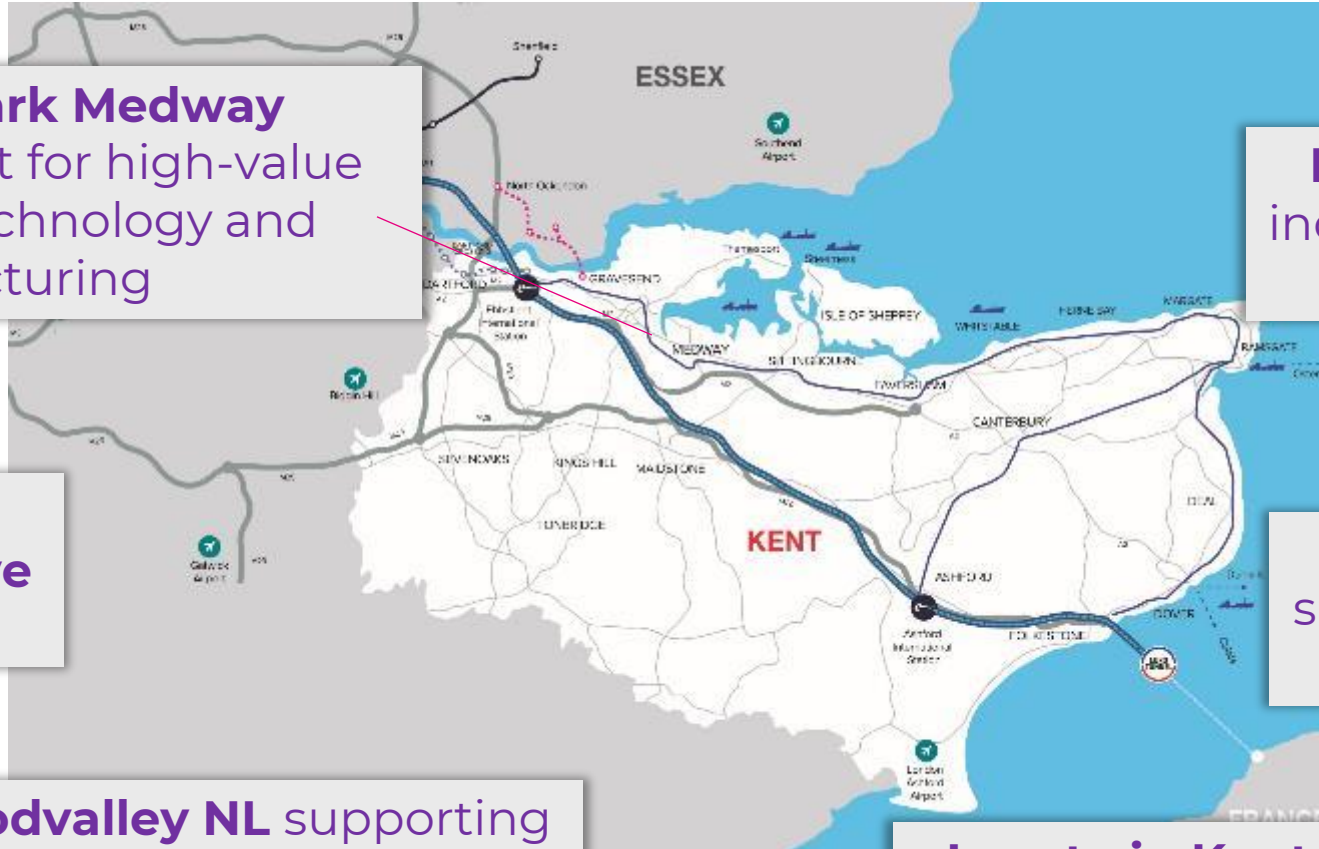
EDGE Hub supporting industry 4.0 and 5.0 in the South East

GKM Special Focus: Alternative Proteins

Produced in Kent supporting local food and drink industry

Foodvalley NL supporting innovation and transition in the global food system

Locate in Kent supporting inward investment activity e.g. Israel, Canada.



Adding value

GKM is raising the profile of the region as a powerhouse in its sector.

Greater levels of collaboration between partners are helping to attract or add impact to other regional investments:

- **Local Growth Fund** and **Growing Places** success at NIAB EMR (e.g. Wine Innovation Centre, Advanced Technology Horticultural Zone)
- **South Coast Biosciences DTP** (UoK and NIAB EMR)
- **UK Food Systems DTP** (UoG and NIAB EMR)





Attracting investment

Community Renewal Fund success:

Community Kent and Medway Partnership for Enterprise, Food and Health.

Building partnerships to grow, process and use healthy food at affordable prices.

Medway Together. Developing people, businesses and organisations to improve opportunity for persistently unemployed niche groups.

Growing Green. Upskilling and enabling micro- and SME businesses to innovate and respond to the economic and commercial opportunities of a net-zero economy.





Stimulating growth

GKM is investing in:

State of the art infrastructure and expertise to increase access to research and demonstration facilities to support business innovation.

Collaborative research and innovation to stimulate technology commercialisation, new product development and business growth.

Enterprise support to foster a vibrant, supportive environment for business innovation and growth.

Developing a **strategic framework for upskilling and professionalising** the future work force of the sector.





Achieving critical mass

- Spring 2022 launch of the full range of GKM services (e.g. Mentoring, Accelerator, Events, Innovation Growth Managers)
- Develop and open new GKM funding competitions
- Continue to build the team across the region
- Complete our baselining and start to measure impact
- Exploit new opportunities (e.g. alternative proteins, levelling up and sustainability agendas, investment, BREXIT challenges)



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

To: Growth, Economic Development and Communities Cabinet Committee
22 March 2022

Subject: **District Visits Programme 2022**

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 2022.

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 and in the autumn of 2021 to Thanet, Maidstone, Canterbury, Sevenoaks and Tonbridge & Malling were postponed 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 Member visits to Kent districts are 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 programme of visits for 2022 will now restart assuming Covid-19 continues to allow this. Therefore, dates have been offered for visits to:

Tonbridge & Malling	25 March	(Confirmed)
Canterbury	21 April	(Confirmed)
Sevenoaks	25 May	(Confirmed)
Thanet	30 June	(To be confirmed)
Maidstone	15 July	(Confirmed)

2.3 As dates are confirmed Members will receive invitations.

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.

5. Contact details

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From: Derek Murphy, Cabinet Member for Economic Development
Shellina Prendergast, Cabinet Member for Education and Skills

To: Growth, Economic Development and Communities Cabinet Committee – 22 March 2022

Subject: Developer Contributions for Education

Classification: Unrestricted

Past Pathway of report: None

Future Pathway of report: None

Electoral Division: All

Summary: Following an introductory paper on developer contributions in November 2021, members of Growth, Economic Development and Communities Cabinet Committee expressed a particular interest in further exploring how s106 and CIL contributions particularly support Education. This report, therefore, sets out an overview of the County Council's approach to securing capital funding from housing developers towards the provision of additional school places.

Recommendation(s): The Cabinet Committee is asked to note the report.

1. Overview of Funding for Additional School Places

- 1.1. Kent County Council as Strategic Commissioner of Education Provision has a key role in securing funding to provide sufficient education provision in the County, particularly in schools.
- 1.2. The cost of providing additional school places is met from Government Basic Need Grant, prudential borrowing by KCC and developer contributions. It continues to be clear through the County Council's Medium-Term Financial Plan that KCC is not in a position to undertake prudential borrowing to support new provision.
- 1.3. Basic Need funding is allocated by Government on the basis of a comparison of school capacity (not pupil admission numbers) against forecast mainstream pupil numbers from reception year to year 11 uplifted to provide a 2 per cent operating margin. Where capacity is lower than forecast, the DfE provides funding towards the gap. The allocations for financial year 2021-22 based upon the projected need for new places by September 2023 led to Kent receiving just £20.18m. This sum would barely fund the construction of a single 6FE (form of entry) secondary school. I
- 1.4. The 'lumpy' nature of establishing new school provision means that the County Council incurs the majority of the capital costs at the outset of mitigating a forecast place deficit, e.g., expanding a school by a whole FE; whereas the Basic Need formula does not account for this and provides the Council with funding for places in an incremental way over a longer period of time.

2. Funding School Places in Response to Housing Growth

- 2.1. Around 6,000 dwellings were built annually in Kent during the ten-year period up to 2010-11. This reduced to circa 5,000 new dwellings per year in period 2011-16. A significant step change in housing completions has been seen since 2015-16 with 41,575 new homes built in the five-year period 2016-21, an average of 8,315 new homes in each year. A long-term yearly average of around 10,000 new dwellings is anticipated for the period 2021-26.
- 2.2. Each of the 12 districts in Kent are planning significant housing growth. It is essential that this growth is supported by sufficient education provision that is well integrated within the areas of growth and established at the right time. The cost of providing school places in response to housing growth is significant, the County Council seeks developer contributions towards mitigating this cost.
- 2.3. Basic Need grant does not explicitly make financial provision for all new school places needed in direct response to additional housing growth at the time that they are needed. Central government basic need grant, the DfE free schools programme and other capital funding do not negate housing developers' responsibility to mitigate the impact of their development on education. Developer contributions for education are secured either through s106 agreements or through the Community Infrastructure Levy (CIL).
- 2.4. S106 agreements are secured from housing developers at the time that planning permission is granted, they are intended to ensure development proposals are acceptable in planning terms. When securing a s106 agreement KCC will outline the additional impact the development would have on local schools, where we would need to add additional provision in response and the cost of doing so. Whilst district authorities, as the relevant Local Planning Authority, are the decision maker on whether contributions towards education provision should be made or not, once a s106 agreement is in place the housing developer becomes legally obligated to pay KCC contributions at specified trigger points e.g., when pre-established number of houses occupied are reached.
- 2.5. To assess the need for education contributions an assessment of the impact of each proposed development is undertaken; the assessment determines whether existing local schools in the area of the proposed development are forecast to have sufficient surplus places to accommodate the additional pupils from the proposal, or whether additional provision would be required. Depending on the scale of development KCC may commission the establishment of a new school or the expansion of an existing school or academy.
- 2.6. To inform the process of forecasting Primary school pupil numbers, KCC receives information from the relevant Health Authority of the number of births and location of Pre-school age children. The Pre-school age population is forecast into Primary school rolls according to trend-based intake patterns by ward area. Secondary school forecasts are calculated by projecting forward the Year 6 cohort, also according to trend-based intake patterns. If the size of the Year 6 cohort is forecast to rise, the projected Year 7 cohort size at Secondary schools will also be forecast to

rise. Pupil forecasts are compared with school capacities to give the projected surplus or deficit of places in each area.

- 2.7. Pupil product rates (the expected number of pupils from new housebuilding) are calculated for the proposed development; if the forecasts described above evidence that the additional pupils could not be accommodated within schools then contributions are sought. The amount of capital sought is based on the number of pupils generated by the development and the per pupil cost of providing additional places, this cost is based on the observed outturn cost of recent construction projects and index linked to ensure contributions rise with any future increases in construction costs.

3. Future Changes and Concerns

- 3.1. Five districts in Kent have adopted a Community Infrastructure Levy (CIL), which has largely replaced s106 agreements in those areas. The levy is a tariff-based system where developers are charged a set rate per square metre of development. There is no direct link between the development's impact on local infrastructure and the amount it pays. All CIL funding is paid to the relevant district or borough, which then determines how it will be spent once it is received; there is no funding ring-fenced for education provision and KCC will usually be required to 'bid' to the Borough for a share of the funding. This provides KCC with no security that development charged CIL will contribute to the cost of new school provision at the time planning permission is granted. Under CIL the amounts collected for community infrastructure are typically lower than could be secured through s106 and the spending of CIL is entirely at the discretion of the District Authority and not KCC, which places the County Council at significant risk moving forward.
- 3.2. The reality is that in two-tier areas such as Kent, where education and planning responsibilities are not held within the same local authority, s106 agreements are the most effective mechanism for securing developer contributions for education. In a CIL charging district s106 contributions can continue to be used on the largest of developments in those areas, but KCC's ability to secure contributions directly from developers to fund additional school places is diminished on anything other than those largest individual developments.
- 3.3. On 6 August 2020, the government published a white paper, Planning for the Future, proposing that the system of charging a Community Infrastructure Levy on developments and imposing planning obligations (Section 106 agreements) should be reformed, to create a nationally set, value-based flat rate charge referred to as the 'Infrastructure Levy'. Detail is awaited alongside expected wider planning reforms; whilst simplification of the current system is welcomed, tentative concern is held that a new system could result in lower levels of funding being available to upper tier authorities, as was the case with the introduction of CIL.
- 3.4. The Basic Need Capital Programme currently assumes £68.862m of developer contributions. If the level of contribution reduces or there are delays in the receipt of the contributions, this could result in a revenue pressure in debt costs arising from the need to forward fund using prudential borrowing or switch fund to prudential

borrowing. The alternative would be a reduction in the scope of planned works, which would impact the Council's ability to fulfil its statutory responsibilities.

3.5 As this report is to note, there are no associated Financial, Legal or Equality implications.

4. Recommendation(s):

4.1 The Cabinet Committee is asked to note the report.

5. Background documents

5.1 Kent Commissioning Plan for Education Provision 2020-2024
[Kent Commissioning Plan for Education Provision 2020-2024](#)

6. Contact details

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From: Mike Hill, KCC Cabinet Member for Community and Regulatory Services

Simon Jones, Corporate Director for Growth, Environment and Transport.

To: Growth, Economic Development and Communities Cabinet Meeting – 22nd March 2022

Subject: **Domestic Homicide Reviews (Kent and Medway)**

Classification: **Unrestricted**

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division: All

Summary: The purpose of this report is to apprise Growth, Economic Development and Communities Cabinet Committee of the past and present activity of the KCC Community Safety Unit in relation to the statutory requirement for Domestic Homicide Reviews (DHRs).

Recommendation(s):

The Growth, Economic Development and Communities Cabinet Committee is asked to note this report and the updates for Kent and Medway's Domestic Homicide Review activities and commitments.

1. Introduction

1.1 Domestic Homicide Reviews (DHRs) nationally came into force on the 13th of April 2011. They were established on a statutory basis under Section 9 of the Domestic Violence, Crime and Victims Act (2004). The Act states that a DHR should be a review of the circumstances in which the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse, or neglect by (a) a person to whom they were related or with whom they were or had been in an intimate personal relationship or (b) member of the same household; with a view to identifying the lessons to be learnt from the death. In 2016, the criteria were expanded to include relevant cases where the victim had taken their own life and the circumstances gave cause for concern, i.e., there was coercive or controlling behaviour present.

1.2 Overall responsibility for establishing a review lies with the local Community Safety Partnership (CSP) as they are ideally placed to initiate a DHR and review panel due to their multi-agency setup. CSPs are made up of representatives from the 'responsible authorities' (police, local authorities, fire and rescue authorities, probation service and health) who work together to protect their local communities from crime and help people feel safer. Since 2011, the Kent Community Safety Partnership (KCSP) has had lead

responsibility for managing DHRs on behalf of all CSPs in Kent and Medway under the Kent and Medway protocol.

- 1.3 The Kent and Medway protocols are overseen by the DHR Steering Group, a KCSP sub-group chaired by the Head of Community Safety, KCC. The Kent Community Safety Team (KCST¹) enable the KCSP to meet the statutory duty by managing, commissioning, and administering the reviews from notification through to completion of the resultant action plans, and delivering learning materials and events.

2. Kent & Medway DHR Review Process

- 2.1 The review process begins with a notification of a death thought to meet the criteria outlined above. An initial information gathering stage follows which informs the CSP decision regarding whether the case should be commissioned for a DHR. Once a DHR is commissioned an Independent Chair is appointed from a pool of Chairs that KCC recruits to. The family are engaged with the review process at the start where possible. Terms of reference will be set, and work is undertaken by agency partners to document their involvement and analysis thereof. The DHR review panel will consist of agencies who were involved but also specialists to advise on domestic abuse, equality and diversity issues and any other unique features of the case.
- 2.2 A final report with recommendations and a responding action plan are completed and submitted to the Home Office Quality Assurance (QA) panel. The QA panel may ask for amendments or further work and will provide ultimate approval for the review report to be published (see 2.3 below). Engagement with the family and progression of the action plan by multi-agency partners (driven by KCST coordination) continues throughout the process.
- 2.3 Following the completion of DHRs, approval from the Home Office for publication and subsequent liaison with the family, DHRs are published on both the Kent and Medway council websites.

3. Overview of Kent & Medway DHR activity

- 3.1 Tragically, since the legislation was enacted in 2011, it has been necessary to commission 38 DHRs in Kent and Medway. Of those DHRs commissioned, the cases are distributed across nearly all of the Districts/Boroughs in Kent and Medway. Nearly three quarters of the victims/deceased are female and the ages of those who have died range from late teens to those in their 80s. Over half of cases relate to intimate partner homicides, a fifth relate to suicides where there was intimate partner abuse and about a quarter are adult familial homicide. Additionally, there has been one case where the criteria regarding unrelated individuals being of 'the same household' was met.
- 3.2 The Kent & Medway DHR Steering Group has the important role of oversight of the recommendations and action plans from completed reviews and is supported heavily by the KCST. Steps are taken to identify themes and repeating recommendations in order to build upon previous actions rather than

¹ KCST is a multi-agency team made up of KCC, Kent Police and Kent Fire and Rescue Community Safety staff. It was established in 2015.

repeat possibly unsuccessful activity. Recommendation themes previously identified have related to; the MARAC (Multi-agency Risk Assessment Conference) process; supporting carers; and barriers to engagement. Themes relating specifically to understanding DA include steps taken to increase understanding, knowledge and risks associated with; coercive control, stalking and adolescent-to-parent violence.

- 3.3 The publication process is vital in ensuring the dissemination of the lessons identified and as part of this process, the KCST inform a wide variety of professionals and groups. Briefings are also offered to the local CSPs through KCST Officers at the partnership meetings. In addition, the KCST produces a short briefing document for completed DHRs which provides; a short narrative; themed lessons to be learned; as well as reflective questions to support the reader in applying the lessons to their own practice.
- 3.4 To further share DHR learning, the KCST deliver learning seminars. Prior to the pandemic this involved three, identical daylong events held across the county. After a pause in these events (both due to the pandemic and no newly published cases to present), KCST have been exploring the use of video and digital solutions. KCST now has plans for a number of events for multi-agency frontline practitioners throughout 2022.
- 3.5 The statutory guidance for the conduct of DHRs has been updated in 2013 and 2016. KCC Officers in the Community Safety Unit liaise regularly with the Home Office and more recently with the newly established DA Commissioner's Office regarding developments around DHR processes and oversight at a national level. Uncertainties regarding cases involving suicide are not resolved in the 2016 guidance and the Home Office has plans to update this guidance.
- 3.6 The Home Office also has plans underway to implement a national repository of DHRs which will support sharing learning at a national level. All CSPs would welcome this as the sharing of learning nationally has been a long-standing gap. Sharing learning and practices has largely relied upon individual CSPs making connections. During 2021 AAFDA (Advocacy Against Fatal Domestic Abuse) set up a DHR Network. KCSP has gained membership of this network, and this is providing opportunities to share learning and best practice with other members.

4. Financial Implications

- 4.1 There are no additional financial implications for Kent County Council in relation to DHRs other than the salary of officers involved in the process within the Community Safety Unit and across the council (see 7.1 for further detail).
- 4.2 For information, KCSP has a funding agreement in place with multi-agency partners. A contribution is agreed annually to meet the costs which consist of Independent Chairs of each Review; DHR management, commissioning, and administration; the learning materials/seminars; the review meetings; and legal costs etc. KCC contributes to this equitably (~20%), largely through KCST staff time. Any additional staffing costs associated with the management, coordination, and administration of DHRs is offset through contributions from the partnership fund.

5. Legal implications

- 5.1 Domestic Homicide Reviews (DHRs) were established on a statutory basis under Section 9 of the Domestic Violence, Crime and Victims Act (2004). [Domestic Violence, Crime and Victims Act 2004 \(legislation.gov.uk\)](#)
- 5.2 Statutory guidance for the conduct of DHRs was issued and then updated in 2013 and 2016. [DHR-Statutory-Guidance-2016 \(publishing.service.gov.uk\)](#)
The Home Office is currently working on further updates, a release/implementation date is not known at this time.
- 5.3 The Acts and Statutory guidance provide the legal bases for data sharing and processing for DHRs so that they are GDPR compliant. However, there are a number of complexities associated with undertaking the reviews, and legal advice is sought on a case-by-case basis.
- 5.4 The Domestic Abuse Act 2021 introduced an amendment to the Domestic Violence, Crime and Victims Act (2004) requiring CSPs to send completed DHR reports to the Domestic Abuse Commissioner. This was implemented in November 2021. [Domestic Abuse Act 2021 \(legislation.gov.uk\)](#) The DA Commissioner's office is developing plans in line with their powers regarding greater oversight of DHRs (particularly the learning and recommendations) as well as other reviews which incorporate DA (such as Safeguarding Adult Reviews). The DA Commissioner has powers to compel public bodies to cooperate with her office and make recommendations for public bodies to respond to within 56 days.

6. Equalities implications

- 6.1 The Home Office have undertaken an EqIA [Domestic homicide review: equality impact assessment - GOV.UK \(www.gov.uk\)](#), and the statutory guidance for the conduct of DHRs requires specific consideration of equality and diversity issues throughout the review process which must be evidenced in the reports. Use of experts/expertise within the DHR review panel (see 2.1) on such issues is also encouraged. When the DHR is submitted to the Home Office QA Panel (see 2.2), this aspect receives scrutiny and challenge if necessary. The submission is accompanied with a data collection form required by the Home Office, which supports monitoring [DHR Data Collection Template 2020](#).

7. Other corporate implications

- 7.1 DHRs are multi-agency reviews which require input from numerous partners, not only during the review, but also to support implementation of recommendations. This includes several different services across KCC depending on the case such as; Adult Social Care and Health, Integrated Children's Services, Strategic and Corporate (Commissioning of DA services, DA Policy) and Public Health.
- 7.2 There are comparable reviews undertaken under the arrangements for the Kent and Medway Safeguarding Adults Board (KMSAB) and Kent Safeguarding Multi-agency Partnership (KSCMP) for adults at risk and children which require

the need for good working relationships to collaborate and make most effective use of resources. This ensures that there is cooperation regarding approaches to; cases which could straddle multiple review types; and learning materials/events for common themes across the three review areas. For example: [Joint learning from dhr-sar-scr-engagement.pdf](#)

8. Governance

- 8.1 The Kent Community Safety Partnership (KCSP) has overall responsibility for Kent and Medway's DHRs, with membership taken from Senior Officers across the responsible authorities (including KCC), local Community Safety Partnership (CSP) Chairs and the County Council portfolio holder.
- 8.2 The KCSP is chaired by the KCC Cabinet Member for Community and Regulatory Services and its subgroup, the DHR Steering Group, is Chaired by the Head of Community Safety, KCC.
- 8.3 The KCC team involved in delivering DHRs is the Community Safety Unit (CSU), part of the Kent Community Safety Team (KCST) which sits within the Public Protection group of services. Public Protection is part of the Growth and Communities Division within the Growth, Environment and Transport Directorate.

9. Conclusions

- 9.1 DHRs have been in place since 2011 with the aim of "illuminating the past to make the future safer"². The premise is on improving understanding and agencies' responses to domestic abuse. Family input is integral to the review process, from influencing the terms of reference of the review, all the way through to helping create change after the review. The process is supported by a small but highly dedicated team who work closely with the Independent Chairs, agencies, and families.
- 9.2 The DA Act 2021 and establishment of the DA Commissioner's Office means CSPs expect greater scrutiny and oversight of the DHR process and implementation of resulting actions, beyond that already carried out by the Home Office QA Panel. KCC Community Safety staff have been liaising with the Home Office and the newly established DA Commissioners office regarding developments around DHR processes and oversight at a national level.
- 9.3 Through the DHR Steering Group, protocols are monitored and improved in line with Home Office and DA Commissioner's developing requirements to ensure that the statutory duties are met. Liaison with the KCC services and multi-agency partners are maintained to share DHR relevant updates of significance to their services.
- 9.4 Kent and Medway's DHRs have led to numerous changes and improvements to multi-agency partner policies, practices, training, and broader understanding of,

² Multi-agency Statutory Guidance for the Conduct of Domestic Homicide Reviews December 2016, page 6, paragraph 8. [DHR-Statutory-Guidance-2016 \(publishing.service.gov.uk\)](#)

and therefore responses to, domestic abuse. However continued focus is needed on these areas to ensure a sustained and systematic change.

9. Recommendation(s):

9.1 The Growth, Economic Development and Communities Cabinet Committee is asked to note this report and the updates for Kent and Medway's Domestic Homicide Review activities and commitments.

10. Background Documents

- 10.1 [Domestic Homicide Reviews - Kent County Council](#)
- 10.2 [Domestic Violence, Crime and Victims Act 2004 \(legislation.gov.uk\)](#)
- 10.3 [DHR-Statutory-Guidance-2016 \(publishing.service.gov.uk\)](#)
- 10.4 [Domestic Abuse Act 2021 \(legislation.gov.uk\)](#)
- 10.5 [Domestic homicide review: equality impact assessment - GOV.UK \(www.gov.uk\)](#)
- 10.6 [DHR Data Collection Template 2020](#)
- 10.7 [Joint learning from dhr-sar-scr-engagement.pdf](#)

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

To: Growth Economic Development and Communities Cabinet Committee – 22 March

Subject: Nutrient Neutrality

Classification: Unrestricted

Past Pathway of report:

Future Pathway of report:

Electoral Division: Ashford Central, Ashford East, Ashford Rural East, Ashford Rural West, Ashford Rural South, Ashford South, Canterbury City North, Canterbury North, Canterbury City South, Canterbury South, Herne Village & Sturry, Herne Bay East.

Summary: Developments in the Stour catchment are required by Natural England to achieve nutrient neutrality i.e., that no additional nitrogen or phosphorus enters the river. This is due to the poor condition of Stodmarsh National Nature Reserve. Nutrient Neutrality is a requirement of the Conservation of Habitats and Species Regulations 2017. Nitrogen and phosphorus enter the river from wastewater treatment works, any new development in the Stodmarsh will increase the amount of these nutrients in the river. Until mitigation is secured, no new development can be approved.

Nitrogen and phosphorus are present in wastewater, including in the effluent after wastewater has been treated in wastewater treatment works. Achieving nutrient neutrality will require investment in infrastructure to remove nitrogen and phosphorus, either from the development directly or from the river.

The stakeholders in this issue have developed a strategy to manage nutrient neutrality in the Stour catchment.

Recommendation(s):

The committee is asked to note the report.

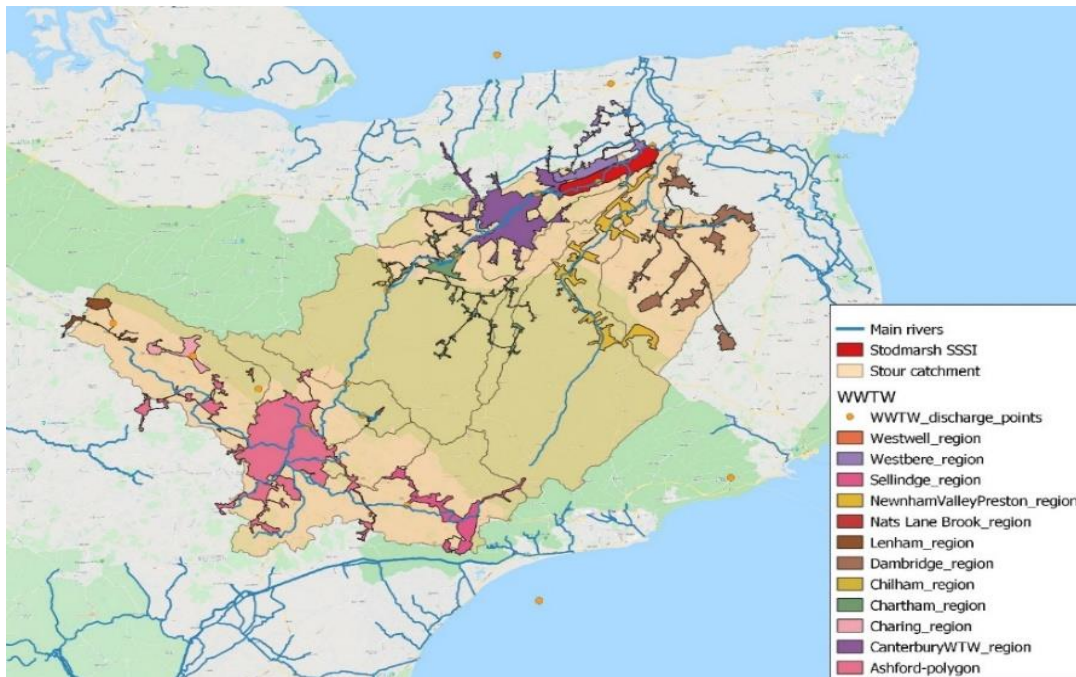
1. Introduction

- 1.1 In Summer 2020, Natural England (NE) issued advice to the local planning authorities in the catchment of the River Stour (Canterbury, Ashford, Folkestone and Hythe, Maidstone, and Dover), to inform them that new developments must not increase the level of nutrients nitrogen and phosphorus in the River Stour, as they are having a negative impact on Stodmarsh National Nature Reserve.
- 1.2 These nutrients are in the effluent from wastewater treatment works (WwTW). Any new development in the catchment of the WwTW will increase the amount effluent they discharge and therefore the amount of nutrients that enter the River Stour.

- 1.3 To meet planning requirements, proposed new developments with overnight accommodation must demonstrate that they can achieve nutrient neutrality prior to being given approval. This means that they must reduce or offset these nutrients so that the nutrient levels in the River Stour do not increase overall, i.e., they must achieve nutrient neutrality. Achieving nutrient neutrality is complex but planning authorities cannot approve planning permission for developments with overnight accommodation that cannot demonstrate this.
- 1.4 Ashford Borough Council and Canterbury City Council are not approving any planning applications for developments in the River Stour catchment that do not have an Appropriate Assessment (AA) that demonstrates nutrient neutrality.
- 1.5 This issue is potentially affecting the delivery of up to 50,000 homes in East Kent, including developments around Ashford, Canterbury, Herne Bay, Otterpool, and Lenham. The costs of mitigation options will potentially also affect the viability and deliverability of sites, which may require the need to renegotiate S106 agreements and ultimately, see less funding for key infrastructure and services delivered by KCC and other providers.

2. Background

- 2.1 Stodmarsh National Nature reserve is an important wildlife site that lies to the east of Canterbury that has a number of national and international habitat designations, including Site of Special Scientific Interest, Special Protection Area, Special Area of Conservation and Ramsar site. As a consequence of having these designations the site falls under the requirements of the Conservation of Habitats and Species Regulations 2017 (the regulations).
- 2.2 Natural England has advised that Stodmarsh is in an unfavourable condition due to elevated nutrient levels, nitrogen, and phosphorus, which are adversely affecting the diverse wildlife found there. The River Stour supplies water to the wetlands in Stodmarsh and nutrients in the River Stour will have a negative impact on the site. The regulations require that any project (including development) that has a potential negative effect on a designated site cannot progress until mitigation is secured.
- 2.3 Nitrogen and phosphorus are in wastewater, arising from human waste and the chemicals we use in our homes. The wastewater treatment works (WwTW) that serve the development will then contain these nutrients in the effluent they discharge. Any new development that is served by a WwTW that discharges to the River Stour will increase the level of nutrients at Stodmarsh.
- 2.4 A map of Stodmarsh, the River Stour catchment and the WwTW is shown below:



2.5 The Natural England advice applies to any development that increases overnight accommodation e.g., residential dwellings, care homes, and hotels. Commercial and tourist developments that do not include overnight accommodation are not affected by this.

3. Nutrient sources

3.1 Nitrogen comes from a variety of sources, including agriculture, as it is a key component of fertilisers and can be found in animal waste, as well as wastewater. The predominant source of Phosphorus is wastewater, as it is found in human waste and chemicals used in the home, such as dishwashing detergents. Phosphorus is also used in fertilisers, but it is used in lower concentrations than nitrogen.

3.2 WwTWs treat foul waste collected from homes and businesses and discharge it into a waterbody, rivers, or the sea. This discharge is consented by the Environment Agency (EA). All the WwTWs in the Stour catchment are compliant with their discharge consents; however, these consents do not reflect the current understanding of nutrient impacts in the catchment.

3.3 Water company investment is undertaken in five-year cycles which are regulated by OFWAT¹ and the EA. Prior to the start of each five-year investment period the water companies have to submit a business plan that sets out their investment plans and the impact on customer bills. The current investment cycle started in April 2020 and runs to April 2025. The plans for the next five-year cycle, 2025-30, will be reviewed by the regulators in 2024.

3.4 Some of the WwTW consents were reviewed in the last five-year cycle and there are plans for Southern Water to upgrade some small WwTW (Herne Bay, Charing, Lenham, Dambridge and Wingham) in the catchment in this cycle (2020-25) to improve Phosphorus treatment. There is also a project to assess the impact of nutrients from all WwTW in the catchment at Stodmarsh in this cycle. This plan will set out where WwTW will need to be upgraded to

¹ Office of Water Standards

remove more Phosphorus. Delivering these improvements is expensive and will need to be included in the business plan for the next five-year investment cycle (2025-30), so will not be delivered until the next cycle and most likely towards the end of this period.

- 3.5 It may be possible to bring investment forward, but to bring it into the current cycle something else of equivalent value that is planned and agreed to would have to be removed or OFWAT would have to agree to a price increase (that is a rise in customer bills). Altering the current investment plan would be difficult, as the schemes that have been agreed have been through the regulatory process and will only be in the plan as they are needed, removing anything from the plan will likely have consequences and meet resistance from other stakeholders.
- 3.6 Reductions in Nitrogen are not as economic from WwTW as the proportion that comes from WwTW is smaller. Nitrogen in watercourses predominantly arises from agricultural runoff and this is likely to be the best place to deal with it. Long-term plans to reduce nitrogen usage on agricultural land in the Stour catchment will help to reduce nitrogen in the river, however, this will require negotiations with farmers and may require funding for alternatives.

4. Nutrient neutrality

- 4.1 Natural England has issued a methodology to calculate the nutrient budget for proposed development sites. This takes account of the pre-development uses of the site, including different agricultural uses, the size of the development, the discharge consent at the treatment works that it will connect to and the other land uses on the site (as open space in the development will make a nutrient contribution to the watercourse).

- 4.2 It is complex to achieve nutrient neutrality for new residential developments. WwTW improvements are likely to take many years and interim solutions are required. Options include:

Wastewater transfer

- 4.3 Developments could be connected to WwTW in another catchment. Nutrient neutrality is not currently an issue in the neighbouring catchments. However, this is a very short-term solution and is only viable for a small number of sites in suitable proximity to another catchment to be economical.
- 4.4 This option has negative consequences. The additional nutrients may become an issue in the future given that Natural England is still assessing the implications of this new interpretation on other sites - the coastal sites in Kent may also have similar issues that are currently unknown. This would also discharge a large volume of fresh water out of the catchment which has implications for water resources (Kent is already one of the most water stressed environments in Europe).

Package treatment works

- 4.5 An alternative to using water company assets to treat wastewater is to build a bespoke treatment works on the development site, known as a package treatment, works. These are small self-contained facilities that treat the development's effluent, which can then be discharged into a wetland on site to further remove nutrients.

- 4.6 The space for the treatment works and the wetland will have to be provided on site, which developers may not have previously accounted for in preparing a planning application and this infrastructure will also have to be funded.
- 4.7 These works must be consented by the EA, who has a presumption against them where there is a water company owned alternative. This is because water company assets are managed and invested in through a regulated investment programme, therefore providing the EA with some assurance that the assets will not deteriorate and contribute to pollution issues in the future. There are currently no such guarantees with package treatment works.

NAVs

- 4.8 New Appointments and Variations (NAVs) are alternative water companies to the traditional geographical monopolies, such as Southern Water. They are regulated by OFWAT and subject to the same regulatory process as other water companies, but they have no specific geographical service area. They were introduced to the water market to provide competition.
- 4.9 NAVs offer an opportunity to developers to resolve the nutrient neutrality issue, as they can build a bespoke treatment works to the necessary standards that they own and run, including wetlands. NAVs are also able to offer a range of multiple benefits, including lower water consumption, Sustainable Drainage Systems (SuDS) adoption and integrated water management.
- 4.10 However, the infrastructure that NAVs deliver has to be funded - they cannot currently fund strategic investment, like treatment works, through the five-year investment plan the way other water companies can (so that the costs are spread across the whole water company customer base). Instead, the developer has to fund the infrastructure up front, which can be a barrier to the deployment of NAVs.

Agricultural offsetting

- 4.11 As agricultural land discharges nutrients, taking it out of production and using it differently provides a nutrient credit. The Solent, on the Hampshire coast, has recently had a similar issue with nitrogen levels, and options like this are being used, where a local environmental non-governmental organisation (NGO) manages the establishment of a woodland on a farm. Developers in the Solent will be able to buy nutrient credits equivalent to the nutrients their developments will introduce to offset their nitrogen contribution, which fund the running of the sites.
- 4.12 The disadvantage of this approach is that it does not provide significant phosphorus credits, as there is only a limited amount of phosphorus discharged from agricultural land in the Stour and it is unlikely to provide neutrality for phosphorus economically. For nitrogen it may be a cost-effective option and could be used in the Stour if phosphorus is managed with WwTW improvements and nitrogen is the only nutrient that needs to be neutral.

Wetlands

- 4.13 Wetlands remove nutrients, both nitrogen and phosphorus, as the plants in them use them up as they grow. They can be used to reduce nutrient loads. There are two main ways they can be used:
- by treating WwTW effluent before it is discharged to a waterbody; or
 - by taking water out of a river that has high levels of nutrients and passing it through the wetland to reduce the nutrients before discharging it to back to the river.
- 4.14 The former option is the best in terms of nutrient removal as the nutrients are most concentrated so the wetland can be most effective, but they need to be situated between a WwTW and the waterbody it discharges to. This is most easily achieved with a new WwTW; therefore, this is most likely to be an option for new on-site treatment WwTW. In fact, they are likely to be necessary for any on-site treatment process, as nutrients cannot currently be reduced to levels low enough to achieve neutrality through WwTWs alone. There is a land-take for wetlands, so they will impact the development and need to be considered early in the design process.
- 4.15 The second option has the potential to be larger and provide headroom for development. However, land will have to be purchased to provide the wetland near a suitable river and the abstraction from the waterbody will require EA approval. The implications of the wetland on the waterbody will need to be considered, as there will likely be some loss of water, potentially causing other.

Housing improvements

- 4.16 Improving the water efficiency of existing housing stock also has the potential to reduce nutrient loads, though this only works in certain circumstances. Where a LPA has a large housing stock it controls this may be an option, though a large number of homes will need to be retrofitted to gain enough offsetting for a new home, so it is unlikely to be a significant opportunity.

5. Current progress

- 5.1 The issue crosses several LPAs although Ashford and Canterbury are most heavily impacted, but Folkestone and Hythe, Maidstone, Dover and perhaps Thanet are also impacted. Identifying solutions therefore requires strategic coordination across the catchment.
- 5.2 Improvements to the WwTW provide the best route to alleviate this issue, however these will take time to deliver, and other solutions are therefore urgently required in the interim.
- 5.3 Canterbury has led on the preparation of a strategic approach to the issue in the Stour. This is based on three principles:
- On-site treatment for large sites so that they achieve nutrient neutrality on-site.
 - Using the planned upgrades to the WwTW for phosphorus to offset some phosphorus.

- Provide neutrality credits for through the management of off-site agricultural land.
- 5.4 There will be a cost to achieving this, on-site treatment will have to be funded by developers, which might impact viability and S106 payments. Purchasing agricultural land will also require funding and developers can be charged the costs for the neutrality credits they need, but this might also affect the delivery of other infrastructure. There will also need to be a trading platform to sell the nutrient credits. In order to meet the requirements of planning, the measures must be delivered in perpetuity (either 80 or 120 years) and the maintenance costs for this timeframe are substantial.
 - 5.5 KCC wrote to the Secretaries of State for DLUHC and Defra in April 2021 asking for their opinions on the strategy, to expedite improvements to existing WwTWs and for funding for the costs to deliver nutrient neutrality. We received a response to this letter on 19 January 2022. The government is planning to fund the coordination of nutrient neutrality in each catchment up to £100k. Discussions about how this will be delivered in the Stour are ongoing.
 - 5.6 The parties involved (LPAs, NE, EA, and Southern Water) are all working together to address this issue and resolve it as cost-effectively and quickly as possible.
 - 5.7 Ashford has progressed with their own plan to deliver this strategy and determined that they need strategic wetlands to provide off-site nutrient neutrality for small sites and larger sites where on-site treatment cannot achieve neutrality alone. Ashford has begun discussions with the EA and other partners about this. Canterbury has also begun work on an off-site strategy.
 - 5.8 The delivery of interim mitigation measures is likely to take several years due to the time to negotiate purchase of suitable land, agree the necessary permissions and to construct the measures. Once a strategy for implementing them has been agreed, it will be possible for LPAs to give planning permission if developments are consistent with the strategy.
 - 5.9 KCC chairs an officer working group that includes all relevant parties that covers the technical challenges that will arise in achieving nutrient neutrality in Kent, including delivering interim mitigation measures.
 - 5.10 There is a risk that this issue could be applied to other designated sites. At present it is only affecting Stodmarsh, but the Medway and Swale Estuary, and Pegwell Bay are also designated sites that could be affected by this issue.

6. Financial Implications

- 6.1 Nutrient neutrality may impact the viability of some developments in Kent, as the cost of measures to achieve nutrient neutrality have not been considered. Developers may not be able to afford some S106 contributions that they had committed to prior to nutrient neutrality requirements.
- 6.2 There is an opportunity for KCC to contribute to the provision of strategic solutions for nutrient neutrality. The costs of these measures will be recouped through selling nutrient credits to developers. KCC has not made any financial commitments at this stage.

7. Legal implications

7.1 There are no legal implications for KCC from nutrient neutrality.

8. Equalities implications

8.1 There are no equalities implications for KCC from nutrient neutrality.

9. Other corporate implications

9.1 There may be implications for S106 contributions from developments where nutrient neutrality measures have to be accommodated.

10. Governance

10.1 There are no governance issues.

11. Conclusions

11.1 The need for nutrient neutrality on the Stour is putting the delivery of up to 50,000 homes in east Kent at risk. Developments will need to demonstrate that they can achieve nutrient neutrality to be approved. Investment in WwTW is the simplest way to demonstrate this, however this is likely to take many years.

11.2 Other nutrient neutrality options are needed in the interim, however these are complex and will require funding. Work is ongoing to explore the options to deliver this across the catchment, which KCC is directly involved in.

11.3 There is an opportunity for KCC to be involved in the delivery of the neutrality options.

12. Recommendation

Recommendation(s):

The committee is asked to note the report

13. Background Documents

13.1 Advice on Nutrient Neutrality for New Development in the Stour Catchment in Relation to Stodmarsh Designated Sites - For Local Planning Authorities, November 2020, <https://www.ashford.gov.uk/media/l3dgnfyu/stodmarsh-nutrient-neutral-methodology-november-2020.pdf>

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From: **Mike Hill, Cabinet Member for Community and Regulatory Services**

Simon Jones, Corporate Director, Growth, Environment and Transport

To: **Growth, Economic Development and Communities Cabinet Committee – 22 March 2022**

Decision No: N/A

Subject: **Public Consultation on the draft Country Parks Strategy 2022-2027**

Classification: **Unrestricted**

Past Pathway of Report: N/A

Future Pathway of Paper: N/A

Electoral Division: County-wide

Summary: Kent County Council owns and manages a portfolio of country parks and countryside sites. These parks offer some of the best habitats and landscapes that Kent has to offer, and in 2021 played host to approximately 1.6 million visitors.

This paper sets the context for the accompanying draft 2022-2027 Country Parks Strategy and asks Members of the Committee for their comments ahead of a planned public consultation in the Spring of 2022.

Recommendation(s):

- 1) The Cabinet Committee is asked to consider and make recommendations to the Cabinet Member on the content of the draft 2022-2027 Country Parks Strategy vision, aims and objectives (Section 3 of this report).
- 2) The Cabinet Committee is asked to consider and endorse the proposed consultation process contained within section 4 of this report.

1. Introduction

- 1.1 The Kent County Council Country Parks Service owns and manages a portfolio of nine country parks and manages a further three countryside sites through a Service Level Agreement with the Infrastructure Division.
- 1.2 In 2019/20 the service generated over £1.35 million income through cafes, car parking, venue hire, public events, and school visits. This equates to 76% of the direct running costs of the service through the designated Country Parks budget. Through continuous improvement of playgrounds and

facilities, commercial development generating increased income from paid for services such as education services, cafes, and car-parking fees, alongside a clear focus on sustainability, this figure has grown from 40% since 2008/09.

1.3 The service was hugely affected by the global pandemic with significant changes to business-as-usual activity required to ensure that the public were safely able to continue to access the greenspace and, where possible, the basic facilities such as toilets, within the parameters of government guidelines. This was coupled with unprecedented numbers of visitors using the sites for exercise, recreation and to support their physical and mental health when other facilities in Kent remained closed or had access restrictions. On top of this, income generating services were closed and/or had capacity capped to ensure continued public safety.

1.4 In contrast, over the past 9-12 months there have been some notable additional achievements:

- The opening of the first Changing Places toilet facility for adults with additional needs at Shorne Woods Country Park. This was externally funded by the Interreg EXPERIENCE project and securing plans and funding for two further facilities in 2022.
- Two successful bids to the Public Health Contain Outbreak Management Fund (COMF) providing:
 - £400k to undertake maintenance and improvement to the park infrastructure; and
 - £1.1M to refurbish and update playgrounds to improve accessibility.
- £53k funding from the Department for Transport to provide habitat and infrastructure improvements at Pegwell Bay Country Park

2. Policy Framework

2.1 As well as being intrinsically important sites for biodiversity and heritage, the country parks make a significant contribution to wider outcomes important to Kent County Council, including those in 'Setting the Course' the current interim strategic plan as follows;

Financial challenge

- Contributing to delivering a balanced budget by increasing the commercial opportunities at the parks to bring in more income and also by offsetting costs by delivering better value for money than external greenspace contract arrangements.

- Continuing to use technology to improve efficiency both by expanding the online booking system to include school and education bookings and by offering online interactions with the service where this is most appropriate.

Seizing the Opportunities

- Making the most of the increased and diverse customer base and ensuring that the strategic direction of the service is tailored to the commercial and environmental opportunities that our visitors need and want.
- Expanding on the partnership working arrangements that have been solidified during the pandemic to establish a more coherent approach to greenspace management with other local landowners and stakeholders.

Delivering Change

- Managing the competing demand for access to and use of the parks and countryside sites throughout the seasons alongside the need for environmental protection and good management.
- Offering new opportunities for employment and training to Kent residents that better reflect the work that we will be undertaking.

2.2 Contributing to the outcomes identified in the Kent Joint Health and Wellbeing Strategy (extended to 2021) including;

- Every child has the best start in life.
- Effective prevention of ill health by people taking greater responsibility for their health and wellbeing.
- The quality of life for people with long term conditions is enhanced and they have access to good quality care and support.
- People with mental health issues are supported to live well.
- People with dementia are assessed and treated earlier and supported to live well.

2.3 Finally, fully contributing to the Kent Environment Strategy;

- Conserve and enhance the quality and supply of Kent's natural resources and assets.

3. The Development of the draft Country Parks Strategy 2022-27

- 3.1 An updated visitor survey was carried out in the summer of 2021 with a target to generate 1,000 overall responses with 25 of these to come from non-park users. The survey received total of 1,724 responses, 639 of these were online responses and 1,085 were in surveys. 177 responses were from non-

park users. The results of the survey indicated that despite the unprecedented challenges the Country Parks Service has maintained exceptional customer satisfaction ratings at an average of 9 out of 10.

3.2 Given that the service has performed well financially, that customer experience has remained strong and biodiversity management has improved over the period of the last strategy the draft 2022-2027 strategy seeks to build upon these strengths with the key aspects being:

- Increased connectivity, both through physical links to other land and through partnership working.
- Better accessibility, the provision of inclusive greenspace and facilities and equity of access across Kent.
- Maintained commerciality and the move towards sustaining visitor numbers and maximising income from those visitors through efficient services alongside securing external funding.
- Increasing the education provision to include a focus on sustainability and responses to climate change as well as engagement with the natural environment for both adults and young people.

3.3 The draft strategy has been developed in partnership with an Informal Member Working Group. The Group was chaired by the Deputy Cabinet Member for Community and Regulatory Services, Sarah Hohler, and included Neil Baker, Tom Cannon and Mark Hood.

3.4 The draft 2022-2027 Country Parks Strategy sets out the following vision, aims and objectives for the service:

3.5 The vision is *“to provide an inspirational, accessible and sustainable countryside experience for Kent’s residents and visitors”*

3.6 This vision is supported by three strategic aims:

3.6.1 Provide a country park network of well-connected high quality and biodiverse greenspace across Kent.

3.6.2 Sustain and manage visitor numbers to our country parks by always providing a quality customer experience alongside a comprehensive environmental education service, facilities, events, and activities that encourage increased or repeat visits, especially amongst under-represented groups.

3.6.3 Consolidate the financial sustainability of the Country Parks through maximising self-financing and external funding.

- 3.7 These strategic aims will be delivered through eleven objectives:
- 3.7.1 Provide high quality parks that are maintained and improved in line with our management plans, statutory and grant obligations, and that, where possible, the standards of our management are independently tested and verified.
 - 3.7.2 Ensure our country parks are well connected through physical networks and collaborative partnerships to enable the best results for people, nature, and the environment.
 - 3.7.3 Maintain or, where possible, enhance the biodiversity, heritage and landscape values of the sites ensuring that opportunities to connect communities to their value are provided.
 - 3.7.4 Support the achievement of the outcomes of the Kent Environment Strategy, the Kent Biodiversity Strategy, and the Kent Nature Recovery Strategy.
 - 3.7.5 Increase the accessibility of the countryside through the deployment of landscape management techniques, effective outward looking partnership working and improved facilities that seek to provide equity of access to quality greenspace to all Kent residents and visitors.
 - 3.7.6 Work with nurseries, schools, further education establishments and adults to provide environmental education and events that promote engagement with the natural world alongside supporting future sustainability and responses to the climate emergency.
 - 3.7.7 Provide and increase high quality volunteering opportunities including seeking new ways for communities to volunteer their time to the work of the country parks.
 - 3.7.8 Maximise the ability of country parks to meet the health and well-being needs of communities and contribute to good quality of life through strong cross partnership working with physical and mental health care providers.
 - 3.7.9 Maximise the opportunities to generate income on the sites through catering, education, events and innovative paid for facilities and services whilst operating at maximum efficiency.
 - 3.7.10 Explore, develop, and secure external funding opportunities that complement the work of the country parks.
 - 3.7.11 Provide the ability for all to enjoy regardless of their age, health, race, religion, disability, or gender and that our management supports equality, environmental protection, and the achievement of our strategic aims at all times.

4. Proposed consultation process

4.1 Following consideration by Members of this Committee, the next stage of the development of the strategy is to consult with stakeholders, partners, and the public.

4.2 It is proposed that this consultation will include the following elements:

- i. An online questionnaire and direct comment and suggestion opportunity utilising the Let's Talk Kent public engagement platform;
- ii. Discussion at, or by, the individual parks' Liaison Groups; and
- iii. Printed material at all parks and countryside sites highlighting the draft strategy consultation and ways to respond.

4.3 The consultation is planned for a 10-week period across April, May, and June 2022, to ensure that visitors to the parks, both in and outside of the school holiday periods, have an opportunity to respond.

4.4 The consultation will focus on a set of substantive questions that will enable respondents to provide feedback on the proposed Country Parks strategy and its supporting aims and objectives.

4.5 We will also ask for basic demographic data about the respondents, as well as whether or not they are regular park users and if so, which is their regular park. This will enable us to analyse the responses by users and non-users, and by park where appropriate.

4.6 The responses to the public consultation will be analysed and a Consultation Report produced and shared with Members to outline the feedback received. This feedback will be used to inform and update where necessary the draft 2022-27 strategy, with the intention that a full and final version will be presented to the Growth, Economic Development and Communities Cabinet Committee ahead of its proposed adoption in Autumn 2022.

4.7 An Equality Impact Assessment and Data Protection Impact Assessment Screening has been completed at the outset of the strategy development and this will be referenced and updated as required before the public consultation is launched and during the lifetime of the strategy development work. The draft and final version(s) will be included in the final presentations to Members as appropriate.

5. Financial Implications

5.1 During the period of the last strategy (2017-2021) the service has met all of its challenging financial targets including an increased income revenue return to support an invest to save bid. Alongside achievement of the targets the service has returned a small surplus to the corporate budget each year, apart from 2020-2021 when Covid-19 restrictions drastically affected the income generating ability of the service to be able to return a surplus over and above the income targets that were met. The income target for the Country Parks service for 2021/22 is £1.4m and current monitoring indicates that this will again be exceeded and a surplus returned indicating a return to business as usual for the service.

5.2 There are no new financial implications contained within the draft strategy; the service will continue to be managed in accordance with existing Directorate spending plans.

6. Recommendation(s)

1) The Cabinet Committee is asked to consider and make recommendations to the Cabinet Member on the contents of the draft 2022-2027 Country Parks Strategy vision, aims and objectives (Section 3 of this report).

2) The Cabinet Committee is asked to consider and endorse the proposed consultation process contained within section 4 of this report.

7. Background Documents

7.1 The following documents are attached to this paper;

- a. The draft 2022-2027 County Parks Strategy vision, aims and objectives.
- b. An Equality Impact Assessment of the draft Country Parks Strategy

8. Contact details

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Our vision for the Kent Country Parks Service is:

To provide an inspirational, accessible, and sustainable countryside experience for all Kent's residents and visitors

This vision is supported by three strategic aims:

- 1: Provide a country park network of well-connected high quality and biodiverse greenspace across Kent
2. Sustain and manage visitor numbers to our country parks by always providing a quality customer experience alongside a comprehensive environmental education service, facilities, events, and activities that encourage increased or repeat visits especially amongst under-represented groups.
3. Consolidate the financial sustainability of the Country Parks through maximising self-financing and external funding opportunities

Strategic Aim 1

Provide a country park network of well-connected high quality and biodiverse greenspace across Kent

Objectives

1. Provide high quality parks that are maintained and improved in line with our management plans, statutory and grant obligations, and that, where possible, the standards of our management are independently tested and verified
2. Our country parks are well connected through physical networks and collaborative partnerships to enable the best results for people, nature, and the environment
3. Maintain or, where possible, enhance the biodiversity, heritage and landscape values of the sites ensuring that opportunities to connect communities to their value are provided
4. Our country parks support the achievement of the outcomes of the Kent Environment Strategy, the Kent Biodiversity Strategy, and the Kent Nature Recovery Strategy

Strategic Aim 2

Sustain and manage visitor numbers to our country parks by always providing a quality customer experience alongside a comprehensive environmental education service, facilities, events, and activities that encourage increased or repeat visits especially amongst under-represented groups

Objectives

5. Increase the accessibility of the countryside through the deployment of landscape management techniques, effective outward looking partnership working and improved facilities that seek to provide equity of access to quality greenspace to all Kent residents and visitors

6. Work with nurseries, schools, further education establishments and adults to provide environmental education and events that promote engagement with the natural world alongside supporting future sustainability and responses to the climate emergency
7. Provide and increase high quality volunteering opportunities including seeking new ways for communities to volunteer their time to the work of the country parks
8. Maximise the ability of country parks to meet the health and well-being needs of communities and contribute to good quality of life through strong cross partnership working with physical and mental health care providers

Strategic Aim 3

Consolidate the financial sustainability of the Country Parks through maximising self-financing and external funding opportunities

Objectives

9. Maximise the opportunities to generate income on the sites through catering, education, events and innovative paid for facilities and services whilst operating at maximum efficiency
10. Explore, develop, and secure external funding opportunities that complement the work of the country parks
11. The portfolio of country parks sites provides the ability for all to enjoy regardless of their age, health, race, religion, disability, or gender and that our management supports equality, environmental protection, and the achievement of our strategic aims at all times.

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

To: Environment and Transport Cabinet Committee – 17 March 2022
Growth, Economic Development and Communities Cabinet Committee – 22 March 2022

Subject: Green Economy - Prospects and Opportunities

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division: All

Summary: This report provides an overview of the work and progress to date to support a more sustainable and lower carbon economy within the county. It outlines KCC's approach and updates on several partnership initiatives working directly with businesses to move towards a greener economy within the county.

Recommendation(s):

The Cabinet Committee is asked to note current and planned activity to support the development of the green economy in Kent.

1. Introduction

1.1 Changes in our climate are already affecting Kent and Medway and a resilient future depends on us acting now in response to the main climate risks that Kent and Medway face, in particular higher temperatures, increased flooding and coastal change, more frequent storms and heavy rainfall, drought, and soil erosion (Kent and Medway Climate Change Risk and Impact Assessment 2019). It is crucial that the impacts of climate change are planned for and considered alongside other drivers of social, environmental, and economic change to reduce the vulnerability of our communities, natural environment, and economy to climate change risks. Rising temperature and consequential changes in the sea level and weather patterns are an “externality” of economic activity, and the public sector has a major role to play in coordinating a response that deals with these changes in Kent.

1.2 The United Nations Environment Programme definition of a green economy is an economy that is ‘low carbon, resource efficient and socially inclusive.’

In a green economy, growth in employment and income are driven by public and private investment into such economic activities, infrastructure and assets

that allow reduced carbon emissions and pollution, enhanced energy, and resource efficiency, and prevention of the loss of biodiversity and ecosystem services.

- 1.3 In recent years, Kent's carbon dioxide emissions have fallen progressively: between 2005 and 2019, per capita CO₂ emissions fell by around 50%¹. However, the UK's commitment to achieve 'net zero' emissions (over a 1990 baseline) by 2050 will require further, far-reaching changes in industrial processes, transport networks, heating systems and construction. Decarbonisation is therefore a structural change that will impact all aspects of Kent's economy, presenting opportunities for the development of new technologies and services and challenges for firms that need to adapt.
- 1.4 The UK Government define clean growth as 'growing our national economy whilst cutting greenhouse emissions,' whilst ensuring 'an affordable energy supply for business and consumers'. The clean growth sector, therefore, by definition, is a sub-sector of the green economy solely focusing on decarbonisation and energy or resource efficiency.

2. Defining the 'clean growth' opportunity, and measuring its size in Kent

- 2.1. Although decarbonisation will affect all sectors of the economy, efforts have been made to identify those areas of activity that are likely to be at the forefront of change, such as those engaged in environmental protection, energy production, renewables, and so on.
- 2.2. This has led to two related definitions of the 'low carbon' or 'clean growth' opportunity. In 2015, a government report defined a 'Low Carbon and Renewable Energy Economy' (LCREE), which is the main source of official data on the size of the 'sector'. The Office for National Statistics also reports on the scale of the Environmental Goods and Services Sector (EGSS).
- 2.3. Drawing on these two sector definitions, the Clean Growth Southeast report, funded by the Southeast Local Enterprise Partnership, was published in December 2021². This maps low carbon businesses across the South East Local Enterprise Partnership, identifies barriers to and opportunities for growth, quantifies the carbon footprint across the region and proposes a pilot Clean Growth Programme to support a green economic recovery and contribute to the Government's Net Zero Growth strategy.
- 2.4. The Clean Growth South East report highlights the potential of low carbon growth in Kent. For example:
 - There are **58 renewable energy projects in Kent** (existing and under construction). These total over 700MW of green energy production per year. 20 schemes currently in the planning pipeline will add a further 1000MW of green energy production per year.
 - Nearly **5,200 Kent and Medway businesses** were highlighted in this report as being part of the clean growth 'sector' in 2021, an increase of 957 from 2015

¹ BEIS, [UK Local authority and regional carbon dioxide emissions statistics](#)

² See Annex 1 for further details of the sector definition.

- This activity equates to over **37,000 employees and £3.18bn** in GVA. For comparison, this is roughly equivalent to Kent and Medway's manufacturing sector in employment and output terms and represents **7% of the total Kent and Medway GVA originating from the clean growth sector**³, and approximately **4% of all employees**⁴ in Kent and Medway working in the clean growth sector.

2.5. Beyond these headline numbers, it is the supporting of the 'supply' of the goods and services that we need on our Net Zero journey that will help us meet the ever-rising 'demand'. Simply put, the more capable our local green economy is of delivering our own decarbonising ambitions, the stronger and more resilient our wider performance will be economically but also from an employment, environmental and social perspective.

3. Current Work Activity

Supporting business decarbonisation and business growth

3.1. The County has been leading the way in spearheading promotion of and engagement with the Low Carbon and Clean Growth agenda for many years under the Low Carbon Kent banner. This aims to support SME *demand* for investment in decarbonisation (increasing business sustainability and reducing risk), as well as the *supply* of new goods and services. The European Regional Development Funded Low Carbon Across the South East (LoCASE) programme has been running since 2016 and has delivered support for over 1,400 small and medium enterprises across the South East Local Enterprise Partnership region, including over £7.5m in grant funding.

3.2. **Waste and the circular economy** figure prominently in opportunities for focus and employment in the Clean Growth South East report. Already we are focussing on these themes through the Interreg Funded Upcycle Your Waste and BLUEPRINT projects. The former looks to find novel and viable business solutions to challenge the status quo of linear waste streams, having already carried out waste surveys on 127 SMEs and spoken to 70 others on barriers and opportunities. The aim is to work up pilots across the county to re-use, repurpose, re-manufacture and reveal a whole new set of business models. BLUEPRINT's focus on increasing recycling rates and behaviour change means its concept was originally about social change, but it delivers economic change through exploring, for example, how to develop enduring closed loop paper cup recycling and social enterprise training of disadvantaged individuals to secure jobs in the circular economy. This aligns with ambitions for refreshed local waste and minerals plans as part of circularity in wider infrastructure and growth strategies. The outcomes of the Upcycle Your Waste pilots are due to be reported in Spring 2022 and will be used to inform the focus of activity for the remaining project delivery until July 2023 when the schemes end.

³ https://www.kent.gov.uk/_data/assets/pdf_file/0012/8202/Gross-Value-Added-bulletin.pdf

This 2021 bulletin reports the GVA statistics from 2019. The total GVA for Kent and Medway in 2019 was £45.211 bn.

⁴ Nomisweb reports the employee numbers from Jul 20 to Jun 21 for both Kent and Medway.

<https://www.nomisweb.co.uk/reports/lmp/la/1941962885/report.aspx?town=kent#tabempunemp>

And <https://www.nomisweb.co.uk/reports/lmp/la/1946157282/report.aspx>

- 3.3. We have also added the theme of circularity in waste to our Steps to Environmental Management (STEM) accreditation and ensure that all businesses engaged (both Kent and beyond, and across any sector, not just those within Low Carbon and Renewable Energy) take the chance to think about their wider impacts, not just to remain compliant with STEM but also to adapt and move towards continuous environmental improvement. It is this cross-cutting theme that will lend itself to the added focus coming out of COP26 as 'net zero' pledges at all levels of our economy seek support to benchmark footprints, design action plans and deliver projects to realise this 'clean growth' potential. As such, work has been undertaken by the KCC Sustainable Business and Communities team and others in the Kent and Medway Climate Change Network (a public sector, officer level group, providing support around the delivery of the Kent Environment Strategy, with a focus on organisational resource efficiency, environmental sustainability and climate change resilience) to link Social Value Key Performance Indicators with KCC and borough/district procurement teams in setting minimum environmental standard for contractors. Support will be offered to engage and involve them to measure and improve their performance, thereby also reducing supply chain emissions as a result.
- 3.4. KCC Business and Enterprise team is leading on the Interreg Funded C-Care project as part of the wider covid-response package This includes a key 'green economic recovery' theme to ensure that we showcase building back better in all sectors. In doing so the scheme enables local suppliers of 'green' goods and services to join a £150K framework for a fully funded (Interreg Channel-programme-derived) voucher scheme for 100 Small and Medium Enterprises (SMEs). The green recovery vouchers will enable the SME to purchase goods and services from a framework comprising almost exclusively of local suppliers for energy efficiency measures, waste reduction interventions, sustainable transport solutions, biodiversity solutions and 'Net Zero' transition planning & feasibility studies. As such, this will be an excellent opportunity for KCC's supply chain to take some small but important steps in the right direction for our small and medium sized enterprise community.
- 3.5. The Kent and Medway Growth Hub is increasingly active in aligning general business support and growth with the green economy, assisting the Greater South East Energy Hub's drive to recruit Kent-based installers to domestic retrofit schemes.
- 3.6. On the withdrawal from the European Union, the Government pledged to establish a new fund, called the UK Shared Prosperity Fund, which will replace European Union structural funds. First details on this Fund were published in January 2022 as part of the Government's Levelling Up paper. The Fund will be allocated against investment plans that District and Borough authorities will draw up, there is no automatic role for the County Council. There is however scope for Districts to include green economy initiatives within their investment plans as these are drafted, as two of the three specified themes for these investment plans are 'local businesses' and 'people and skills'. Investment plans are to be drawn up by summer 2022. Current European Union funding is confirmed until April 2023 and therefore, if the roll out of the Shared Prosperity Fund is delayed, the team and resource currently dedicated to the majority of

the work highlighted in this paper will be impacted if KCC is unable to invest more in terms of base funding for staff.

- 3.7 In March 2021, the Government launched the UK Community Renewal Fund, a one-year pilot scheme to allow communities and businesses to trial new approaches and innovative ideas at the local level, ahead of the launch of the above UK Shared Prosperity Fund. In the UK Community Renewal Fund prospectus, local businesses and organisations were encouraged to submit project bids that *‘Support decarbonisation measures – for example encouraging local businesses and organisations to reduce greenhouse gases through investment in new technology or energy efficiency measures that can have bottom line benefits and improve business productivity’*. KCC officers promoted the opportunity to bid across business, university, college, and voluntary and community sector networks.
- 3.8 In November 2021, the Government announced that the following two Kent-based projects, focussing on clean growth, had been awarded UK Community Renewal Funding:
- The Net Zero Pathway for Change project, led by the Kent Invicta Chamber of Commerce, which will provide businesses in Kent with further access to carbon reduction advisers, workshops, University collaboration through innovation grants, and funding to support the implementation of carbon reduction activities.
 - The Growing Green project, which is aligned to the work of the Growing Kent & Medway consortium and led by NIAB EMR. ‘Growing Green’ will enable micro- and small and medium enterprises in the horticultural and food and drink sectors, which don’t normally access innovation support, to embark on an innovation journey for the net-zero economy. It is an integrated and incentivised business support programme that is developed and tested through co-innovation between businesses, Research and Development specialists and business support providers.
- 3.9 Across all of the above, **KCC’s business engagement strategy revolves around a joined-up service provision**. When KCC business-facing teams are speaking to a firm about a particular project that might be most pertinent to them, we also introduce other sustainability aspects which might not be on their agenda and always try to cross-refer across teams and directorates where relevant. This extends to programmes delivered by our partners: for example, through the Kent and Medway Growth Hub. As every business moves towards a low carbon business over the medium term, this joined-up approach will become increasingly important.

Developing skills for a low carbon future

- 3.10 Skills provision and shifting requirements to meet the ambitions of the region have been explored by South East Local Enterprise Partnership Skills Board and the Kent and Medway Employment Task Force. Skills for decarbonisation were highlighted by gaps exposed nationwide by the collapse of the Government’s Green Homes Grant; the Kent and Medway Workforce Skills

Evidence Base also demonstrates the cross-sectoral nature of low-carbon skills and identifies them as a high priority.

- 3.11 Recent progress includes Mid Kent College's new training centre which is set to fill a role in training and re-training a workforce for installation of renewables such as heat pumps as well as focus on modular construction and retrofitting. This is funded by the Department for Education's Strategic Development Fund, which a consortium of Kent colleges was awarded in 2021. In parallel, the emerging Local Skills Improvement Plan, being led by Kent Invicta Chamber of Commerce, will develop new solutions to 'short course' provision to meet employer need.
- 3.12 A follow on Low Carbon Homes conference previously funded by Triple A (our successful Horizon 2020 project) will look to further develop the sector locally and regionally later in 2022 through LoCASE support.

Decarbonising transport

- 3.13 Our current approach, bringing together KCC teams such as Transport Innovations, Waste, Planning and Business & Enterprise to implement the Kent Environment and Energy & Low Emissions Strategies showcases how KCC's approach is broad, realising that local businesses and communities are intrinsically linked in realising Net Zero ambitions and driving change. For example, KCC's commitment to cover two years of delivery revenue costs in order to secure Highways England funding for a fleet of 48 electric vans (through the KCC Transformation Fund) has meant that the Kent REVS (Realising Electric Vans Scheme) has been able to successfully launch, enabling over 175 interested businesses and charities around Kent to sample for free a range of models for up to two months. This has also meant working with our Local Authority partners in developing charging infrastructure and is set to be further enhanced by the EV600 initiative to install charging hubs across the county. Public private partnerships such as this can have wider benefits when looking at options for developing infrastructure. Whilst this activity is making inroads to decarbonising the KCC fleet of vehicles and of enabling some community level activity KCC's role is much wider than this and requires the organisation, through its commitments in the Kent Environment Strategy and the Energy and Low Emissions Strategy, to consider and enable transport innovation to contribute county wide to the decarbonisation of the transport sector.

Active travel schemes (including those offering bike, e-bike, or e-scooter rental/repair for example) mobility as a service and other initiatives are also becoming increasingly popular as part of local planning.

Developing renewable energy

- 3.14 This in turn ties in with the Interreg funded Inn2POWER project and offshore wind supply chain work KCC is looking to build on by looking at Green Hydrogen infrastructure and opportunities through part-funded specialist support, backed by the expertise and learning of European partners. With three hydrogen production sites at various stages of development in Kent and

Medway, upwards of 30MW of additional currently unreported supply could finally break the ‘chicken and egg’ situation and enable promotion and support of demand as well as infrastructure supply. Having both a supply of hydrogen to be used for fuel and the associated infrastructure to make use of the fuel could be an important part of the county’s armoury in contributing to tackling road transport emissions as a chief source of emissions and carbon footprint in the region, as well as decarbonisation of the natural gas grid through blending. Hydrogen can be used to replace natural gas in grid infrastructure either wholly or by adding as a blend to natural gas supplies and is highly efficient with 1kg hydrogen gas generating the same energy as 2.8kg of natural gas. The Energy Network Association suggest that blending 20% hydrogen into the existing UK gas grid will reduce carbon emissions by the equivalent of 2.5 million cars a year, without any changes needing to be made to people’s cookers, boilers, or heating systems. With the increasing use of hydrogen and technical advances, the costs of production, distribution and product manufacturing will become increasingly affordable for businesses across Kent enabling businesses to benefit from both reduced emissions and costs through increased efficiency. The Thames Estuary is particularly ambitious on hydrogen’s role as an economic driver locally, with opportunities and future plans outlined in The Thames Estuary Growth Board’s Hydrogen Route Map published in October 2021.

Investing in natural capital

- 3.15 The role of natural capital and carbon sequestration will be of paramount importance to Kent reaching its Net Zero ambitions. The green economy includes some crucial players and sub-sectors (such as landscape designers, grounds maintenance and arboriculture firms) which need to be included in this theme. As such, initiatives and pledges like Plan Tree, Plan Bee and the wider adoption of increased biodiversity awareness and investment in local and regional strategies are developing. On this issue, there is a South East Local Enterprise Partnership wide ‘nature-based solutions’ study underway (led by East Sussex CC but including KCC as a stakeholder) and Kent Wildlife Trust is also seeking to explore the role that our business community can do to help realise the wider ‘local offsetting’ ambitions through their supply chains.

Supporting future investment

- 3.16 The Low Carbon Kent partnership through South East Local Enterprise Partnership helps businesses who are looking to deliver low carbon services and innovation by accessing European Regional Development Fund (ERDF) grant funding and innovation support. We’ve recently secured Government agreement to not only continue this in the South East but also form a partnership with Local Authorities in three other Local Enterprise Partnership areas – EM3, Coast2Capital and Solent – to realise the same shared ambitions across the South and East.
- 3.17 The launch of the last European Regional development Fund project *South East New Energy* in January 2022 will further identify and tackle barriers to rapid decarbonisation by focussing on community energy, large energy users, net-zero housing (including retrofit) and piloting innovation opportunities.

KCC's position in the partnership should enable us to focus on some of these key priorities and benefit from shared objectives of the wider collective in adopting best practice and learning across our local economy.

4 Financial Implications

Public sector funding

- 4.1 Most of the projects/initiatives outlined above are funded from Government and European Union grants and funding streams. Historically, the European funds (especially ERDF) have been especially important in supporting the low carbon agenda, and much of our business support activity has been reliant on these sources. KCC does fund core staff roles within the Sustainable Business and Communities team and provides revenue funding totalling £277,000 per annum (21/22 budget) to both support the delivery of the Kent Environment Strategy and the Energy and Low Emissions Strategy and to enable match funding for the numerous Interreg schemes that are underway. The emerging risk for the future delivery of green economy activity is the end of Interreg funding in 2023 and the subsequent loss of 78% of the staff team currently engaged in activity contributing to the green economy work.
- 4.2 There is still some uncertainty regarding future funding, given that the last EU-funded projects will end in mid-2023. Further clarity around the framework for future funding has been provided in the Government Levelling Up White Paper released in February 2022 (see 3.6 above), but this offers limited opportunity to the County Council. Whilst we consider these implications we continue to seek to be as well placed as possible to take advantage of new funding streams and strategic partnerships as they develop, be that via Greater South East Energy Hub, Clean Growth Working Group, South East Local Enterprise Partnership, or other emerging partners.
- 4.3 The County Council is well-placed to contribute capability and knowledge to the ongoing development of a green economy in Kent. The Government's Heat and Buildings Strategy October 2021, Net Zero Strategy and Review October 2021, and Environment Act November 2021 are unclear in the short term whilst secondary legislation is enacted. Certainly, inclusion of circular economy principles and practice in upcoming waste frameworks has enabled these areas to be explored further for contractors and our own teams to realise potential benefits for the local green economy.

5 The scale of wider opportunities

- 5.1 The opportunity to explore partnerships with 'Green Energy' projects should not be overlooked. Clean Growth South East assessed investment in over 1,500 current and future clean growth projects and mapped a significant pipeline of Clean Growth investments expected in the South East of England in the short, medium, and longer term. In the short to medium term out to 2030, the most significant investments in the sector are expected to be in Offshore wind, Transport infrastructure (including major road infrastructure and port development projects), and in the development of regional Nuclear Power sites. Investment is also expected in power transmission, Oil & Gas Decommissioning, Energy Storage and Solar Photovoltaics.

- 5.2 In the longer term out to 2050, cumulative capital investments of £122bn are foreseen in the Clean Growth Sector with the largest investments being made in Offshore Wind, Transport and Nuclear projects. Smaller but still significant investment categories include Oil & Gas Decommissioning, some remaining gas exploitation, Solar Photovoltaics and Energy Storage. Offshore Wind, Transport and Nuclear represent consistent and significant opportunity areas for the South East Local Enterprise Partnership region and opportunities for public sector collaboration with industry to support and encourage investment in these areas could support Clean Growth across the region at a large scale. The assessment also shows support should be offered where possible to the continued growth in the areas of Oil & Gas Decommissioning, Solar Photovoltaics and Energy Storage.
- 5.3 It is noted that this modelling includes solely the initial capital investment in development of energy sector project sites, or in the construction of transport infrastructure projects of national significance. The assessment does not include the ongoing investments related to these new and existing developments for instance, spend necessary in maintaining transport infrastructure and in operating and maintaining renewable energy projects. In the offshore wind sector alone, operations and maintenance of projects located in the East and South East of England is expected to incur a total cumulative cost in the region of £30bn in the period up to 2050.
- 5.4 It is also noted that hydrogen developments have not been included for the purposes of our investment forecast analysis due to the limited published information sources in the region and across the UK at the time of this assessment. However, there are significant plans to develop hydrogen production facilities in the region in the planning pipeline. These caveats on the assessment provided indicate that the Clean Growth Opportunity for the region and its supply chains may be even more significant than the investment forecasts suggest.

6 Other implications

- 6.1 Other implications including legal, equalities and data processing are considered on a project-by-project basis as part of the governance for grant funding and project delivery. In a general sense, the increased scrutiny and tightening of standards and supply chain transparency means that the 'green economy' now resonates strongly with more stakeholders, communities, and the society as a whole. There are the obvious links of local and national planning constraints/opportunities that cut across many of the themes of this paper.

7 Conclusions and potential opportunities and priorities for the future

- 7.1 KCC has, for many years, been pro-active in championing and supporting the green economy both working in partnerships and directly supporting businesses via access to specialist advice and grants to invest in green infrastructure and processes to support a lower carbon economy. It is partly for that reason that we received the national Association of Directors of Environment, Economy, Planning & Transport (ADEPT) Delivering Clean Growth award in 2021. There

is an opportunity to build on this and extend it, in the light of the increasing salience of decarbonisation, to all aspects of Kent's economic strategy.

Supporting business opportunities

- 7.2 The Clean Growth South East programme has begun to build a recognisable programme, current database, and a network of businesses through delivery of the pilot programme. There is an opportunity to keep this running acting as an umbrella brand through which information and business opportunities relevant to the Clean Growth Sector across the South East Local Enterprise Partnership area can be cascaded. This activity could be managed by the SELEP (subject to its future funding and role), KCC or a nominated third party as appropriate. Low Carbon Kent will seek in 2022 to further build resources and an environmental toolkit to help transition more firms - whatever their sector - to a low carbon economy
- 7.3 Achieving clean growth goes hand in hand with reducing carbon emissions. The Clean Growth South East report explored how an analysis of the region's carbon footprint can inform the areas where practical support and achievable interventions targeting Clean Growth could have the greatest impact on carbon emissions across the region, targeting areas of the economy that contribute the greatest portions of the region's carbon emissions, transport, and domestic emissions.
- 7.4 It is recommended that interventions specifically supporting innovative companies in the transport and domestic energy efficiency sectors across the supply chain are considered, helping bring to market new services or solutions to address carbon emissions in these areas, and to support the growth of a local supply chain and base of expertise.

Working with larger firms

- 7.5 There may also be opportunities for specific projects or programmes to be run in collaboration with regional point source carbon emitters. These are identified points (organisational or sector specific) of largescale emissions the region with whom a targeted intervention could be developed. This will engage these emitters and, through action with them and their supply chain, focus on carbon emissions through energy efficiency at these sites and through their supply chains.

Mainstreaming decarbonisation

- 7.6 Beyond actions to support firms in the 'vanguard' of decarbonisation, public sector support for business could be linked with greenhouse gas reductions, with Key Performance Indicators focussed on achieving ambitious emissions reductions, (as well as more traditional measures such as the number of businesses targeted, jobs created or GVA generated).
- 7.7 More broadly, delivering a lower carbon Kent will be central to the emerging Kent and Medway Economic Strategy, reflecting the themes set out in this paper (and building on the additional evidence base in the Clean Growth South East report). The reduction in emissions from KCC financial support for

business is likely to be a tiny fraction of what KCC can, and should, itself achieve. Therefore, although beyond the scope of this paper, this will also need to be reflected in KCC's approach to transport, property and other areas in which the Council can make a significant contribution to decarbonisation.

8. Recommendation(s)

8.1 The Cabinet Committee is asked to note current and planned activity to support the development of the green economy in Kent.

9. Contact details

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Annex 1: Defining the low carbon 'sector'

Since 2015, data collected by the Office for National Statistics (ONS) via a survey of business within the LCREE definition has been the primary source of official information on LCREE activity in the UK and is used by BEIS as the official metric to quantify the Clean Growth economy.

The Office for National Statistics (ONS) also reports annually on the Environmental Goods and Services Sector (EGSS) framework, adopted under the United Nations System of Environmental Economic Accounting. The EGSS is made up of areas of the economy engaged in producing goods and services for environmental protection purposes, as well as those engaged in conserving and maintaining natural resources, aiming to quantify the green economy.

For the Clean Growth South East study commissioned using South East Local Enterprise Partnership (SELEP) funding, KCC and partners adopted a definition for the clean growth sector in line with both LCREE and EGSS frameworks, against which to quantify and measure the performance of the local sector. This definition details sub-sector categories, mapped against the relevant Standard Industrial Classification (SIC) Codes covering key business classifications that contain energy, low carbon, and renewables activity.

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 – 22 March 2022

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 three 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 Score
CRR0003	Securing resources to aid economic growth and enabling infrastructure.	20 (High)	16 (High)
<p>The scope of the risk has broadened since the coronavirus pandemic, as the Authority continues to work with partners 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 the Authority continues to contribute to implementation of.</p> <p>An active pipeline of local projects is in place for potential funding announcements, and business growth across the County are supported through various schemes including the Kent and Medway Business Fund.</p>			
CRR0042	Post-Transition border systems, infrastructure and regulatory arrangements	20 (High)	12 (Medium)
<p>KCC now operates a full, external border as a sovereign nation and controls are now placed on the movement of goods between the UK and the EU. The new border controls are currently being put in place for 1st July 2022. Actions being taken include recruiting and training additional staff to provide capacity for these changes.</p>			

- 2.2 A new Corporate Risk on the Impact of Climate Change is being considered. It would encompass the longer-term impacts on the Council's services, staff

and assets, commissioned services, strategic infrastructure, population health, economy, and natural environment. It goes beyond the current risks already identified of severe weather impacts (GT0003) and of replacing funding that previously came via Interreg (GT0026).

3. Growth, Environment and Transport directorate 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
GT0004	Skills shortage and capacity issues	20 (High)	12 (Medium)
<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. 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
GT0001	Health, safety and wellbeing considerations for public, contractors and staff.	20 (High)	10 (Medium)
<p>Services across the directorate need to pay due regard to potential Health and Safety issues due to the nature of the work they undertake, in addition to the impact of working from home on the wellbeing of staff.</p> <p>A strategic roadmap has been put in place to address changed circumstances, with a focus on staff wellbeing, physical health and positive communication.</p>			

Risk Reference	Risk Description	Current Score	Target Score
GT0025	Capital Investment and Asset Management	15 (Medium)	9 (Medium)
<p>There is a risk of insufficient capital funding for Highway Asset Management and Infrastructure growth, as well as achieving Net Zero for the KCC estate by 2030.</p> <p>Actions are taking place to source additional capital funding with ongoing oversight within the directorate.</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</p>			

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.

Risk Reference	Risk Description	Current Score	Target Score
GT0024	Information Governance. Management of personal data.	12 (Medium)	6 (Low)

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 staff across the Directorate.

Risk Reference	Risk Description	Current Score	Target Score
GT0008	Ash Dieback. Destruction of the Ash species and associated costs to KCC.	12 (Medium)	9 (Medium)

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.

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)

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.

Risk Reference	Risk Description	Current Score	Target Score
GT0027	Failure of ICT systems	12 (Medium)	12 (Medium)

The directorate is growing more reliant on information held electronically and would be impacted by staff being unable to continue working remotely due to equipment failure. Business Continuity Plans have been updated to include plans to mitigate against this risk and equipment is upgraded when available and necessary.

Risk Reference	Risk Description	Current Score	Target Score
GT0026	Net Zero and Insufficiency of Funding	12 (Medium)	9 (Medium)
<p>This risk relates to the capital investment needed in order to meet the 2030 Net Zero objective, which is not yet fully identified. Funding has been secured for estate decarbonisation and funding opportunities continue to be sought and applied for.</p>			

Risk Reference	Risk Description	Current Score	Target Score
GT0019	Delivery of in-year budget targets.	12 (Medium)	9 (Low)
<p>At the time of reporting to Cabinet in December 2021, the GET directorate was forecasting a revenue variance of -£0.2m.</p>			

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>			

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.

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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Appendix 1

Growth Economic Development and Communities Cabinet Committee

GET-Led Corporate Risks

January 2022 – FOR PRESENTATION TO ENVIRONMENT & TRANSPORT

CABINET COMMITTEE – 17th March 2022

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 2021
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 Covid-19 pandemic has impacted on the economy in Kent & Medway 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>UK funds will not fully replace EU structural funds lost following EU Transition.</p> <p>At a local level there is often a significant gap between the overall costs of the infrastructure required and the Council's ability to secure sufficient funds through the current funding systems,</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>Deferral of developer contributions and/or elongated planning consents leads to delayed or compromised infrastructure.</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>	

including Section106 contributions, Community Infrastructure Levy and other growth levers.	
Control Title	Control Owner
Active pipeline in place of projects for potential funding arrangements.	David Smith, Head of Business and Enterprise (KCC lead)
Multi-agency Kent and Medway Employment Task Force has been established.	David Smith, Head of Business and Enterprise (KCC lead)
Single Monitoring System (SMS) is used to track individual s106 planning obligations from the Council's initial request for developer contributions through the issue of invoice for payment.	David Smith, Head of Business and Enterprise (KCC lead) / 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, Head of Business and Enterprise (KCC lead)
Strong engagement with South-East LEP and central Government to ensure that KCC is in a strong position to secure resources from future funding rounds.	David Smith, Head of Business and Enterprise (KCC lead)
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.	Nigel Smith, Head of Development (GET) / Stephanie Holt-Castle, Director Growth and Communities
Local Transport Plan 4 produced and approved by County Council	Tom Marchant, Head of Strategic Planning and Policy
Government consultations on proposals for reform of the planning system in England considered and responded to.	Tom Marchant, Head of Strategic Planning and Policy
Officers are working on bids to secure funding as appropriate including Local Growth Fund, Housing Infrastructure Fund, Major Roads Network.	Joe Ratcliffe, Transport Strategy Manager
Economic Recovery Dashboard in place	Rachel Kennard, Chief Analyst
Kent and Medway Renewal and Resilience Plan Economic Impacts Evidence Base sets out a high-level	Rachel Kennard, Chief Analyst

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.		
Growth and Infrastructure Framework for Kent and Medway published, setting out the infrastructure needed to deliver planned growth.		Stephanie Holt-Castle, Director, Growth & Communities
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, Head of Business and Enterprise (KCC lead)	April 2022
The Kent & Medway Business Fund opened to pre application on 31 October, with the KMBF Small Business Boost opening in December 2021. The next phase of the Innovation Loan is to be scoped.	David Smith, Head of Business and Enterprise (KCC lead)	March 2022
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)	April 2022

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 now operates a full, external border as a sovereign nation. This means that controls are now placed on the movement of goods between the UK and the EU.	That changes in border customs, checking and processing routinely affect local communities and both the strategic and local road networks.	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 July 2022. KCC has been working with partners at a local and national level to assess potential implications for the county and prepare for various scenarios. KCC is reliant on	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 necessary infrastructure, legislation and controls to ensure long term plan for frictionless border movements.	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): David Brazier, Highways & Transport	Target Residual Likelihood Likely (4)	Target Residual Impact Serious (4)	
		Significant detrimental impact on county's economic competitiveness, attractiveness for inward investment and quality of life for Kent	Mike Hill, Community & Regulatory Services			

<p>coherent, coordinated governance and information across Government to aid the Local Authority and partners locally in planning their contingency arrangements and responding appropriately.</p>	<p>residents.</p> <p>Significant increase in imported goods subject to statutory checks by Trading Standards including consumer goods and animal feeds.</p> <p>Imported animals now subject to welfare checks at Border controls posts, breaches of welfare subject to investigation by Trading Standards.</p> <p>Shortages and delay may impact supply chains.</p>
<p>Control Title</p>	<p>Control Owner</p>
<p>KCC engagement with and support for the Kent Resilience Forum.</p>	<p>Lisa Guthrie, Head of Kent Resilience Team</p>
<p>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.</p>	<p>Simon Jones, Corporate Director GET</p>
<p>Several training exercises have taken place to prepare for various scenarios</p>	<p>Simon Jones, Corporate Director GET / Tony Harwood, Resilience and Emergencies Manager</p>

KCC involvement in Operation Fennel Strategic and Tactical Groups (multi-agency planning groups for potential disruption at Port of Dover and Eurotunnel).	Simon Jones, Corporate Director GET	
Operation Fennel strategic plan in place.	Simon Jones, Corporate Director GET	
KCC Cross Directorate Resilience Forum reviews latest situation regarding transition impacts	Tony Harwood, Resilience and Emergencies Manager	
KCC contribution to multi-agency communications in the 'response' phase, and leadership of communications in the 'planning' and 'recovery' phases	Christina Starte, Head of Communications	
KCC services are continually reviewing business continuity arrangements, taking potential scenarios into consideration (cross-reference to CRR0004), with co-ordination via Directorate Resilience Groups	Service Managers	
KCC membership of the Delivery Models Operational Group and associated working groups such as Emergency Planning, Infrastructure etc.	Steve Rock, Head of Trading Standards	
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	July 2022
Recruitment of additional staff for Ports Team to provide capacity and deal specifically with imported goods through the 7-8 Ports and Inland border facilities in Kent.	Steve Rock, Head of Trading Standards	July 2022
Recruitment of additional animal health officers to provide capacity to deal with increased pressures on animal health and welfare in Kent.	Steve Rock, Head of Trading Standards	December 2021
Recruitment of Trainee Trading Standards Officers to increase capability of the service to cover statutory functions requiring qualified staff, in particular Animal Feed.	Steve Rock, Head of Trading Standards	December 2021

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From: Benjamin Watts, General Counsel

To: Growth, Economic Development and Communities Cabinet Committee – 22 March 2022

Subject: Work Programme 2021/22

Classification: Unrestricted

Past and Future Pathway of Paper: Standard agenda item

Summary: This report gives details of the proposed work programme for the Growth, Economic Development and Communities Cabinet Committee.

Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2022.

1. Introduction

- 1.1 The proposed work programme, appended to the report, has been compiled from items in the Future Executive Decision List and from actions identified during the meetings and at agenda setting meetings, in accordance with the Constitution.
- 1.2 Whilst the chairman, in consultation with the cabinet members, is responsible for the programme's fine tuning, this item gives all members of this cabinet committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Work Programme

- 2.1 The proposed work programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions of this cabinet committee, identified at the agenda setting meetings. Agenda setting meetings are held 6 weeks before a cabinet committee meeting, in accordance with the constitution.
- 2.2 The cabinet committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings, where appropriate.
- 2.3 The schedule of commissioning activity which falls within the remit of this cabinet committee will be included in the work programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow members to have oversight of significant service delivery decisions in advance.
- 2.4 When selecting future items, the cabinet committee should consider the contents of performance monitoring reports. Any 'for information' items will be

sent to members of the cabinet committee separately to the agenda and will not be discussed at the cabinet committee meetings.

3. Conclusion

- 3.1 It is vital for the cabinet committee process that the committee takes ownership of its work programme to deliver informed and considered decisions. A regular report will be submitted to each meeting of the cabinet committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude members making requests to the chairman or the Democratic Services Officer between meetings, for consideration.

<p>4. Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2021/22.</p>
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5. Background Documents: None

6. Contact details

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**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 2021-2022**

Item	Cabinet Committee to receive item
Work Programme	Standing item
Verbal Updates – Cabinet Members and Corporate Director	Standing item
District Visits Programme 2022	Standing item
Section 106 Developer Contributions	Standing item
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
Performance Dashboard	Bi-annual (6 monthly)
Kent and Medway Business Fund	Bi-annual reporting (6 monthly) – November and May
Key Decision Items	

10 MAY 2022 at 2.15pm

1	Intro/ Web announcement	Standing item
2	Apologies and Subs	Standing item
3	Declaration of Interest	Standing item
4	Minutes	Standing item
5	Verbal Updates – Cabinet Members and Corporate Director	Standing item
6	District Visits Programme 2022	Standing item
7	Section 106 Developer Contributions	Standing item
8	Kent and Medway Business Fund	Bi-annual reporting (6 monthly) – November and May
9	Strategic Delivery Plan Monitoring	Bi-annual (6 monthly) – November and May
10	Coroner’s Modernisation	Added 25/1/22 – TW
11	Kent Film Office Overview	Added 4/2/22 – Agenda setting
12	Ebbfleet Development Corporation Update	Added 4/2/22 – Agenda setting
13	Economic Interventions Strategy	Added 10/3/22 - TW
14	Work Programme 2021/22	Standing item

5 JULY 2022 at 10am

1	Intro/ Web announcement	Standing item
2	Apologies and Subs	Standing item
3	Declaration of Interest	Standing item

4	Minutes	Standing item
5	Verbal Updates – Cabinet Members and Corporate Director	Standing item
6	District Visits Programme 2022	Standing item
7	Section 106 Developer Contributions	Standing item
8	Annual Equality and Diversity Report	Annually (June/July)
9	Work Programme 2021/22	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
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
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
Libraries Network Review (member working group required to include committee members – agenda setting 29/7/21)	Date TBC
Statistics on key industry sectors in the county (requested at 1/7/21 meeting)	Date TBC
PROW Operational Management Policies	Date TBC
Country Park Capital Improvements	Date TBC
Project Gigabit Broadband Programme	Late 2022

Kent Design Guide	Date TBC
Bikes Update	Summer 2022
Community Wardens Pilot Project – Update	Deferred from March 2022 (TW email 02.03.22)

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