

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

Tuesday, 19th July, 2022

2.00 pm

Council Chamber, Sessions House





AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Tuesday, 19 July 2022 at 2.00 pm
Council Chamber, Sessions House

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

Membership (16)

Conservative (12): Mr R C Love, OBE (Chairman), Mr N Baker (Vice-Chairman),
Mrs R Binks, Mr C Broadley, Mr T Cannon, Mr S Holden,
Mr J A Kite, MBE, Mr S C Manion, Mr J Meade, Mr 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 Declarations of Interest by Members in items on the Agenda
- 4 Minutes of the meeting held on 10 May 2022 (Pages 1 - 10)
- 5 Verbal updates by the Cabinet Members and Corporate Director
- 6 District Visits Programme - Members' Recent Visit to Sevenoaks District (Pages 11 - 18)
- 7 Performance Dashboard (Pages 19 - 34)
- 8 22/00070 - KCC Equity Investments: New Investment Trust (Pages 35 - 50)
- 9 Kent Film Office (Pages 51 - 58)
- 10 Future Meeting Dates

All meetings will be held in the Council Chamber, Sessions House, Maidstone,

Kent ME14 1XQ.

Thursday 22 September 2022 at 2pm
Tuesday 15 November 2022 at 2pm
Wednesday 11 January 2023 at 10 am
Tuesday 14 March 2023 at 10am
Tuesday 16 May 2023 at 2pm
Tuesday 4 July 2023 at 10am

11 Work Programme 2022/23 (Pages 59 - 64)

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, 11 July 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, County Hall, Maidstone on Tuesday, 10 May 2022.

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

ALSO PRESENT: Mr P M Hill, OBE and Mr D Murphy

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

UNRESTRICTED ITEMS**62. Apologies and Substitutes**

(Item 2)

There were no apologies for absence and there were no substitutes.

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

(Item 3)

There were no declarations of interest.

64. Minutes of the meeting held on 22 March 2022

(Item 4)

RESOLVED that the minutes of the meeting held on 22 March 2022 were a correct record.

65. 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 Amelia Scott in Tunbridge Wells opened on 28 April 2022. The £21 million project was delivered by Tunbridge Wells Borough Council in partnership with KCC, the National Heritage Lottery Fund and Arts Council England.

- b) Mr Hill visited the set of the film 'Empire of Light' in Margate at the end of April 2022. A report on the work of the Kent Film Office would be presented to a future Cabinet Committee.
 - c) Lullingstone Country Park had been chosen as one of the 70 ancient woodlands to make up the Ancient Canopy, part of The Queen's Green Canopy to commemorate the Platinum Jubilee.
 - d) The 10th anniversary of the opening of the Kent History and Library Centre was celebrated by a series of public events on 23 April 2022.
2. Mr Murphy, Cabinet Member for Economic Development, gave a verbal update on the following:
- a) On 28 April 2022 the government announced that import controls on EU goods to Great Britain would not be introduced in 2022. Mr Murphy and the Leader of the Council were working with Leaders of Dover District Council and Ashford Borough Council to minimise the impact on the local workforce.
 - b) The Council had been liaising with Visit Kent, Locate in Kent and the Kent Invicta Chamber of Commerce to gauge the impact nationally of the P&O ferries not operating at Dover and the consequences of Operation Brock.
 - c) On 27 April 2022 Mr Murphy attended a jobs fayre organised by Dover District Council in response to the redundancies caused by P&O. The Department for Work and Pensions were also present for benefit advice.
 - d) On 28 April 2022 Mr Murphy visited Dungeness Power Station to gain a better understanding of the economic issues that would impact the area on the closure of the existing power station. The KCC Business and Enterprise Team continued to work closely with interested parties including the local MP, the district council, and Rolls Royce on the future of the site.
 - e) The Mayor of Dartford opened Arc-UK Technologies' new state of the art carbon neutral facility in Kent on 29 April 2022 and Mr Murphy was visiting the site on 29 June 2022.
3. Mr Jones, Corporate Director for Growth Environment and Transport, then gave a verbal update on the following:
- a) The Libraries, Registration and Archive Service was significantly impacted throughout the pandemic but was now operating a full service. Death registrations had returned to face-to-face appointments and the Registrar Team was experiencing an increase in ceremonies.
 - b) The Trading Standards Checked Team were working with traders to ensure they provided a safe and reliable service to Kent residents. The Operations Manager of the Trading Standards Team, Clive Phillips, had been made Deputy Chair of the new Kent and Medway Multi Agency Fraud Panel. The Trading Standards Service recently joined the Strategic Organised Crime Meeting and had taken the lead nationally in looking after organised crime groups. The Construction Products Regulation (CPR) was being amended,

following the Grenfell disaster, and would be enforced by Trading Standards. Esther Osborn was taking the Chair of the newly formed Construction Products Panel.

- c) The Domestic Homicide Review team continued to manage a busy caseload which was at its highest level for many years. The team developed two events in March and April 2022 to share learning from recent investigations which over 160 practitioners had attended.
 - d) The Community Wardens continued to provide valuable support to Kent residents. There was an increased reliance on food banks due to the cost-of-living crisis and community wardens were directing residents to the right resources to help them gain support. Community Wardens were also working with charities and other organisations to help those supporting refugees in Ukraine or those who had relocated to the UK.
4. Mr Murphy, Mr Hill and Mr Jones responded to the following questions and comments from Members:
- a) Asked about the work of Trading Standards in relation to the cladding quality issue on buildings, Mr Jones said the Trading Standards team would be involved in the enforcement of manufacturing legislated materials.
 - b) Asked whether library staff were trained to identify vulnerable people affected by the cost-of-living crisis, Mr Jones said librarians could direct residents to relevant services and support.
 - c) Asked how community wardens could support elderly residents who were anxious following the pandemic, and how their own mental health was supported, Mr Jones said managers were trained to give mentoring support and community wardens had access to their own mental health support and were provided with training to spot those becoming overwhelmed. In terms of signposting wardens worked with other authorities and charities and were a single point of contact for residents, businesses, and communities.

RESOLVED that the verbal updates be noted.

66. KCC Public Protection - Coroner Service

(Item 6)

Ms Debbie Large, Head of Public Protection Coroner Service, and Mr Mike Overbeke, Group Head – Public Protection, were in attendance for this item.

1. Mr Hill introduced the report and said it highlighted the challenges and progress that had taken place since the Council took over from Kent Police in January 2014.
2. Mr Overbeke said the service was unique in that the Council was the employer of coroner service staff and the senior coroners were responsible for the service and held an independent judicial function.

3. Ms Large provided the historical context of the service, the transformation and modernisation that had taken place since the 2013 Coroner's Act and the introduction of the Chief Coroner, the coroner's role, and the circumstances under which investigations took place. Ms Large said the transformation had put the perspectives and experiences of families at the centre of their work.
4. Ms Large and Mr Overbeke responded to the following questions and comments from Members:
 - a) Members discussed the shortage of pathologists and how this could be resolved. Ms Large said there was a shortage of pathologists who wished to carry out post-mortems and the issue was understood by the Chief Coroner and Ministry of Justice.
 - b) Asked about storage facilities in Aylesford and its ability to facilitate stillborn storage, Ms Large said stillborn post-mortem examinations required specialist paediatric pathologists and specific mortuary facilities. Specific mortuary facilities were not currently provided by the Kent NHS mortuaries and Kent did not have a paediatric centre.
 - c) Asked how the quality of service was monitored by feedback and data, Ms Large said a new electronic system, developed during the pandemic provided data reporting and key performance indicators were produced on some core business. Feedback from families was difficult due to the nature of the service. A coroner's website was being scoped for development during 2022 which would provide families and stakeholders with a mechanism to provide feedback.

RESOLVED that the report be noted.

67. District Visits Programme - Recent Visit to Tonbridge & Malling Borough Council (Item 7)

Mr Rob Hancock, Programme Manager, was in attendance for this item.

1. Mr Murphy introduced the report and was positive about the recommencement of the visits, their benefit in breaking down barriers between the Council and the districts and welcomed feedback from Members.
2. Mr Hancock outlined the programme of future visits with the next visit taking place on 20 May 2022 to Sevenoaks. Mr Hancock asked Members wishing to attend, and who had not yet registered, to let him know as soon as possible.
3. Members discussed and endorsed an additional focus, in terms of economic development and communities, of visiting projects where Kent County Council and/or partnership organisations and businesses had invested in services for residents. Members discussed the benefit of incorporating visits to places such as the Turner Contemporary in Margate, the Amelia Scott in Tunbridge Wells and Dungeness Power Station.

RESOLVED that the Cabinet Committee reflected on the visit and made recommendations to the Cabinet Member on the future visits programme.

68. Apprenticeship Update and KCC's Support Role

(Item 8)

Ms Michelle Flegg, Workforce Development Strategy Manager, was in attendance for this item.

1. Mr Murphy introduced the report and highlighted the importance of apprenticeships and investing in young people.
2. Ms Flegg provided a background summary of the apprenticeship levy introduced by government in 2017 and explained how the levy had been used within KCC and how it had been shared with employers. Ms Flegg said the Kickstart programme was a £2billion funded national programme which was aimed at creating six-month work placements for unemployed people within the age group of 16-24 who were deemed to be at risk of long-term unemployment. The programme closed to entrants on 31 March 2022 with placements due to be completed by September 2022. Ms Flegg provided the statistics of people on the scheme and a summary of the financial implications. Ms Flegg said the Council was exploring the possibility of T levels, joint apprenticeships, and traineeships.
3. Mr D Smith said the Leader as Chairman of the Kent and Medway Employment Taskforce had issued a press release urging employers to share their apprenticeship levy. The press release was circulated to Members following the meeting.
4. Ms Flegg and Mr D Smith responded to comments and questions from the committee, including the following:
 - a) Asked about the low figure for Local Authority Trading Companies (LATCOs), Ms Flegg said in the previous two years there had been a lot of activity within Cantium Solutions, and this figure would increase in the next financial year as the financial activity was balanced.
 - b) A Member said data for the last four years would be useful so that figures could be compared year on year.
 - c) Only 22% of apprentices were under 24 and only 6% under the age of 18, and a Member asked how these figures could be improved. Ms Flegg said apprenticeships were accessed by existing employees for their professional development. The employment of young people into the organisation and the availability of appropriate apprenticeship standards for the work of the Council affected these figures.
 - d) Asked about the difference in gender breakdown Ms Flegg said this was reflective of the gender breakdown of the organisation.
 - e) Regarding the sharing of the apprenticeship levy, Ms Flegg said this was not being shared with commissioned services but was being shared with small

and medium sized employers across Kent, for example a construction company or care home.

- f) Asked if there was an incentive to meet targets, Ms Flegg said figures were reported on an annual basis to government. The public sector target moving forward into the next financial year had been disbanded and a league table would be used.
- g) Asked about apprenticeships within the care sector and the need to encourage people into higher grade jobs, Ms Flegg said there was a range of apprenticeship levels being offered within KCC to provide career and development pathways.

RESOLVED that the Cabinet Committee noted the current position and the numbers achieved during the last financial year and commented on future direction.

69. Kent and Medway Economic Strategy

(Item 9)

This Item was taken before Item 8 – Apprenticeship Update and KCC's Support Role.

Mr Ross Gill was in attendance for this item.

1. Mr Murphy introduced the draft strategy and asked Members to consider the questions under paragraph 6.2 of the report.
2. Mr D Smith provided a background summary of the draft economic strategy and the way forward in its development and improvement before it would be adopted by the Kent and Medway Economic Partnership.
3. Mr Gill said earlier versions of the strategy had been shared with colleagues in the Kent and Medway Economic Partnership and the districts to draw together a comprehensive evidence base. Mr Gill ran through the questions outlined in paragraph 6.2. A strengths, weaknesses, opportunities, and threat (SWOT) analysis had been carried out and three high level objectives had been identified along with five ambitions. Mr Gill said the strategy aligned with the Strategic Statement and was part of the Strategic Reset Programme.
4. Asked how the Shared Prosperity Fund could be accessed for the deprived and economically underperforming areas in Kent, Mr Smith said the strategy would address the long-standing places of Kent which had previously not been able to improve. The strategy provided the evidence base for propositions to government and district councils, and action plans would be developed alongside the framework.
5. Members provided feedback which included:
 - There were opportunities from Brexit by way of trade deals for businesses and it should not be classed as a threat.
 - Innovation and an export focus be included as high-level objectives.
 - Sustainable and Inclusive were important but as secondary objectives and properties of economic activity.

- Flexible working was not just an opportunity but also a threat due to lower productivity. Working in offices was important for the hospitality industry.
 - The framework be adapted to reflect the pandemic recovery and reversion to pre-pandemic working.
 - Important to recognise that Kent was the nearest part of the UK to other countries and a global focused county.
 - Population growth and higher than average building of houses could be a threat to communities due to the lack of infrastructure and effect on agricultural land.
 - Kent had many individual competing economies, and the strategy could focus on key sectors and how they could benefit from the strategy.
 - An executive summary be included at the start of the document to highlight the key points.
 - The inclusion of a focus on global research to promote universities and attract academics, and support for creative businesses and the music industry.
 - More explanation of inclusivity.
 - Green economy was an opportunity and should include training and apprenticeships.
 - The third ambition – *Secure resilient infrastructure for planned, sustainable growth* – was not just an ambition but also a necessity.
 - Opportunity to find a permanent solution for the use of the M20 as a lorry park when looking at the economic development of Kent and infrastructure investment.
6. The Chair highlighted the importance of a sense of ambition for residents and businesses across Kent being built into the document and Members agreed the framework was a good starting point.

RESOLVED that the committee gave feedback to the Cabinet Member on the development of the Strategy and the draft framework.

70. Infrastructure Funding - All Member Briefing Scoping Paper (Item 10)

Mr Nigel Smith, Head of Development, was in attendance for this item.

1. Mr N Smith introduced the report and highlighted the proposed scope for a future All Member Briefing on developer contributions. Mr Smith asked Members to consider the bullet points on page 74 of the Reports Pack.
2. The Chair reminded Members that any comments made during the item were subject to any legislative changes that may subsequently arise, and Mr Jones confirmed that the All Member Briefing would include all prevailing and impending legislation. The Chair asked for any legislative changes to be circulated to Members prior to the All Member Briefing.
3. Members noted the importance of analysing discrepancies between districts that operate Community Infrastructure Levy (CIL) and those that operate Section 106 Agreements, specifically in respect to special educational needs and disability (SEND) provision, and that responsibility for extended education provision also fell under the CYPE directorate.

RESOLVED that the committee reviewed and made recommendations to the Cabinet Member on the proposed scope of an 'All Member Briefing' and any subsequent legislative changes following the meeting would be circulated to Members ahead of the All Member Briefing.

71. Kent and Medway Business Fund Bi-Annual Monitoring - Q3 2021/22
(Item 11)

Mr Martyn Riley, Project Manager, was in attendance for this item

1. Mr Riley introduced the report and said it was an accumulative report that highlighted the number of jobs created and the amount of loans allocated since 2012. Mr Riley summarised the main issues.
2. Asked whether there was a record of the number of jobs lost, Mr Riley said the cumulative total job figures took account of the jobs that had been created and monitored and in existence for 2 years. If jobs were lost during monitoring, then these were no longer recorded in the total jobs figures. This was a government requirement.

RESOLVED that the report be noted.

72. Performance Dashboard
(Item 12)

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

1. Ms Kennard introduced the Performance Dashboard for Quarter 3 of 2021/2022, highlighted the key areas of performance, and summarised the proposed Key Performance Indicators (KPI) for year 2022/2023.
2. Ms Kennard responded to comments and questions from the committee, including the following:
 - a) Asked about the target level for LRA20 – *Customer satisfactions with PCs and Wi-fi* – and whether the KPI could be split, Ms Kennard said the KPIs for Libraries, Registrations and Archives had been reviewed and there would be an overall satisfaction rating for the library service. This KPI would be monitored at service level and Mr Jones said the service had been affected by the pandemic and the satisfaction level would need to be monitored.
 - b) Asked about Trading Standards performance (TS01 and TS02) and the reduction in performance, Ms Holt-Castle said this was partly due to where business intervention fell within the quarter and the time involved. There were three drivers including the complexity of the issue, secondly whether the issue became an investigation and thirdly whether the intervention was ignored.
 - c) Asked about SPA03 – *Percentage of schools with a high proportion of pupils eligible for free school means engaging with the Kent School Games* – and what was considered a high proportion, Mr Jones said the information would be circulated to Members after the meeting.

The below information was provided by the Kent Analytics Team and subsequently circulated to Members:

It is the top 30% of schools in terms of percentage of pupils eligible for Free School Meals (176 schools in total), which, based on latest data, means it is those schools who have 28.4% or more pupils eligible for Free School Meals.

RESOLVED that the report be noted.

73. Work Programme 2022/23
(Item 13)

Members discussed the inclusion of regular Section 106 and CIL monitoring reports in addition to the Annual Infrastructure Funding Report, and this would be considered further at agenda setting meetings.

RESOLVED that the Work Programme 2022/23 be noted.

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

To: Growth, Economic Development and Communities Cabinet Committee
 19 July 2022

Subject: **Members' Recent Visit to Sevenoaks District**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This report is in two parts. It summarises the outcomes of the recent visit by KCC Members to Sevenoaks District and outlines the programme of future visits to other Kent districts in 2022.

Recommendation: The Cabinet Committee is asked to reflect on the visit, and make any recommendations to the Cabinet Member on the future visits programme.

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, regeneration, community and infrastructure opportunities and challenges within each of the Kent districts.
- 1.2 This report summarises the main outcomes of Members' visit to Sevenoaks District on 20 May 2022.

2. Visit to Sevenoaks District

- 2.1 The visit to Sevenoaks District on 20 May was arranged with the full support of senior officers of Sevenoaks District Council. The Council Leader, Peter Fleming, his Council colleagues and members of his senior management team gave a comprehensive briefing of economic development, regeneration and community infrastructure opportunities and challenges for the district and which are listed below.
- 2.2 Members were very appreciative that Peter Fleming led the briefing throughout the visit and for his District Council's gift to Kent County Council of framed posters of local railway stations.

2.3 The key issues identified during the visit were:

- Areas of high levels of multiple deprivation
- Unemployment rate
- Health indicators
- Aging population
- Planning constraints
- Lack of employment use land
- Diversifying the rural economy
- Physical and digital connectivity
- Funding challenge

2.4 The key projects currently underway or in development are:

- SDC Trading Companies
 - Quercus 7 – commercial investments - £10m spent on 6 investments to date (excluding Burlington Mews)
 - Quercus Housing – delivery of affordable housing in the district
- Sevenoaks Town Centre
 - Town Centre Regeneration
 - Burlington Mews
- Edenbridge
 - Farmstead Drive
 - Stangrove Estate
- Swanley Town Centre
 - High Street Regeneration
 - Bevan Place
 - New White Oaks Leisure Centre and Prospective Residential Phase

In addition Members noted:

- The ambition of SDC to improve the services offered to both business and the public and to do so on a financially self-sufficient basis.
- The way in which the new White Oaks Leisure Centre was pioneering a sports and leisure facility for local residents at an affordable cost.

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

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

3. Programme of Further Visits

3.1 Further Member visits to Kent districts are being arranged in collaboration with district and borough officers. The format for each visit involves a day-long tour of the principal

economic development, regeneration, community and infrastructure within each district.

3.2 The visit programme for 2022 had to be amended recently and is now:

| | | |
|------------|---------------|-------------------------------------|
| Thanet | 1st July | (instead of 30 June) |
| Maidstone | 15th July | (no change) |
| Canterbury | 2nd September | (instead of 21 st April) |
| Swale | October | TBC |

3.3 The Committee has already visited Swale, Ashford, Folkestone and Hythe, Dover, Dartford, Tunbridge Wells, Gravesham and Tonbridge & Malling as well as the Ebbsfleet Development Corporation albeit these date back to 2017 to 2019.

3.4 These visits will be continued for a new cycle subject to resource and to Committee's recommendation to the Cabinet Member into 2023.

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

4. Financial Implications

4.1 The cost of coach hire is approximately £525 per visit.

5. Recommendation

Recommendation: The Cabinet Committee is asked to reflect on the visit, and make any recommendations to the Cabinet Member on the future visits programme.

6. Contact details

Report Author

Rob Hancock
Programme Manager
Economic Development
03000 417 087
rob.hancock@kent.gov.uk

Relevant Director:

Stephanie Holt-Castle
Director
Growth & Communities
03000 412 064
stephanie.holt-castle @kent.gov.uk

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GEDCCC District Visits Programme

Highlights of the visit to Sevenoaks District on 20 May 2022.

These were also outlined in a slide presentation which is available from the author of the report to GEDCCC if requested.

1. Introduction

Overview

- Population 121,400 projected to rise to 137,200 by 2031
- 47,020 households
- 84,100 economically active residents projected to rise to 99,000 in 2037
- 30.4% with qualifications to level 4 or equivalent and above
- 71.5% of 16 to 64-year-olds are in employment
- Median weekly earnings: £574 for District residents £555 for employees in District businesses
- 93% of the District is designated as Green Belt and 60% in an Area of Outstanding Natural Beauty

Connectivity

- 28 minutes to London, 2hrs to Europe
- Gatwick within 45 minutes, Heathrow within 75 minutes, Biggin Hill within 30 minutes
- Dover within 75 minutes

Local Economy

- 6,610 enterprises registered for VAT (2019)
- £4066 million GVA
- Visitor Economy worth £138million and 5,032 jobs supported
- 52.5% of those in employment drive to work
- 90.5% of businesses have less than 10 employees

Local Plan Priorities

- Maximum use of sites within existing settlements and previously developed land
- Provide housing choices
- Infrastructure to support growth
- Designing and protecting attractive places
- Sustainability, carbon zero and healthy living
- Creating local jobs and better town centre

Housing Market

- House prices are 40% higher than the county average
- Entry level housing price is 11.8 times average earnings National average is 6.5 times average earnings

- Affordability pressure; weekly median earnings £708
- Average new build completions 279 p.a. since 2010 455 new build completions in 2019
- OAN identifies need to provide 700-800 homes annually to 2033
- Significant housing shortage exacerbated by:
 - Limited number of new development opportunities
 - 93% of district Metro Green Belt
 - 60% AONB
- Lower than average level of private rented accommodation - approximately 13% of residents live in the Private Rented Sector (PRS)
- Above average level of older people in District and set to grow significantly, particularly amongst 85+ group (over 65's to increase from 26,500 in 2021 to 33,750 in 2043).
- Housing associations struggle to compete for land with private developers and most affordable housing consequently delivered via S106 agreements; very few land-led schemes
- Have to cap Affordable Rents to Local Housing Allowance (LHA) levels to ensure affordability; housing associations aren't able to maximise revenue to forward-fund developments
- Housing Need:
 - 604 affordable housing units needed (60% intermediate; 40% social housing)
 - 795 applications on Housing Register seeking 1 and 2 bed units primarily
 - Average 82 households in nightly paid accommodation costing approximately £1,300,000 per annum
 - 169 applications on the self-build register.

2. Key issues for the District

- Areas of high levels of multiple deprivation
- Unemployment rate
- Health indicators
- Aging population
- Planning constraints
- Lack of employment use land
- Diversifying the rural economy
- Physical and digital connectivity
- Funding challenge

3. The main projects and activities in the district

An investment pipeline 2020 to 2030 including:

Public Realm Commission, established in 2020 to:

- Identify what new developments are planned and has the public realm been considered, designed or planned
- Understand what makes good public space
- Ensure public art celebrates the particular story of a place and engages with the community in its making

Trading Companies

- Quercus 7 – commercial investments - £10m spent on six investments to date (excluding Burlington Mews)
- Quercus Housing – delivery of affordable housing in the district

Sevenoaks Town Centre

- Town Centre Regeneration
- Burlington Mews

Edenbridge

- Farmstead Drive
- Stangrove Estate

Swanley Town Centre

- High Street Regeneration
- Bevan Place
- New White Oak Leisure Centre and Prospective Residential Phase

Economic Development Activities

- Place Campaign
- Economic Development Strategy
- Tourism website
- Team around your business
- West Kent Partnership
- Career Enterprise Network
- Kickstart
- Business Support

Additional Information

- Partnership to augment capacity to facilitate delivery
- Funding to assist with viability and infrastructure provision to obtain more affordable housing and improve connectivity
- Utilising public assets to catalyse regeneration and enhance services to local residents
- Unlocking development potential of new Garden
- Settlements at (Pedham, Fort Halstead, Greatness) and assist Council to take a more proactive role as a “promoter”
- Accelerate roll-out of broadband to rural areas
- Rural diversification and “grey land”
- Retro-fit and net zero carbon ambition

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

To: Growth, Economic Development and Communities Cabinet Committee – 19 July 2022

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

The Growth, Economic Development and Communities Performance Dashboard shows the progress of Key Performance Indicators (KPIs) and activity indicators for Quarter 4 of 2021/22.

17 of the 25 KPIs achieved target and were RAG rated Green. 4 KPIs were below target but did achieve floor standard and were RAG rated Amber. 3 did not meet floor standard and were RAG rated Red. The remaining KPI did not have a return this year.

Recommendation(s):

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

1. Introduction

1.1. Part of the role of Cabinet Committees is to review the performance of those functions of the Council that fall within its remit. To support this role, Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the fourth and final report for the 2021/22 financial year.

2. Performance Dashboard

2.1. The current Growth, Economic Development and Communities Performance dashboard provides results up to the end of March 2022 and is attached in Appendix 1.

2.2. The Dashboard provides a progress report on performance for the Key Performance Indicators (KPIs) for 2021/22. The Dashboard also includes a range of activity indicators which help give context to the KPIs.

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

3. Growth & Communities - Economic Development

- 3.1. The number of properties brought back to use through No Use Empty (NUE) over the last 12 months to December was 428, which is ahead of target; 7,352 in total have been brought back to use since the start of the project in 2005. £9.4m was secured as developer contributions, which was 65% of the amount sought, meaning this KPI was below floor standard and RAG rated Red. The target for the number of businesses assisted via the Kent and Medway Growth Hub was exceeded for those requiring light/medium and intensive support.

4. Growth & Communities - Libraries, Registration and Archives (LRA)

- 4.1. During Quarter 4 the Business and Intellectual Property Centre (BIPC) Hub opened in Kent History and Library Centre, with the team providing support to new businesses both virtually and in person. Cheriton and Paddock Wood Libraries have been fully refurbished, and The Amelia Scott in Tunbridge Wells, comprising Library services, Adult Education, Museum, Art Gallery, Gateway and Tunbridge Wells Borough Council services, opened on 28 April 2022. In March, Wi-Fi printing was rolled out across all libraries following requests for this service from the public.
- 4.2. While recovery from pandemic restrictions continues, footfall across libraries has improved, and is now at 61% of pre-pandemic levels, exceeding the latest national average of 50%. Physical issues are now at 85% of pre-pandemic levels, compared to the latest national figure of 70%. Digital issues have dipped by 8% from the same period last year (which was an exceptional lockdown period when at times it was our only library offer), but have reached the milestone of 3 million loans in total, just over a year since the 2 million mark was hit. Total issues are now 8% higher than they were pre-pandemic. Both visitors and issues have come within the forecast parameters for Quarter 4, and the recent library customer satisfaction survey has yielded a satisfaction rate of 94%.
- 4.3. The Registration Service remained busy with 4,437 birth registrations carried out across Quarter 4, an increase of 11% on the pre-pandemic figure as teams continue to deal with the backlog of registrations. Death registrations remained high, at 4,172. There were 872 ceremonies, an increase of 22% on the same period pre-pandemic, and this figure includes 57 citizenship ceremonies in which over 1,000 new citizens were welcomed. Customer satisfaction with registration is 94%, which is 1 percentage point below target.
- 4.4. After a dip during the winter period, Archive Search Room bookings are beginning to pick up again, with 161 bookings in March 2022, the most bookings in one month since the Search Room reopened. Parallel to this, remote enquiries have also seen an increase, having risen by 48% on the same Quarter last year to 2,123, exceeding upper expectations for the number of Archive enquiries answered.
- 4.5. Phase 2 of the “Let’s Talk about Kent Libraries” engagement has been completed in Quarter 4 and analysed by Lake Market Research. This exercise sought feedback from the public and staff on the future priorities for the service, with over 1,800 people responding to the survey, as well as 600 non-users. Their feedback will be used to help inform and shape the LRA Strategy.

5. Growth & Communities – Other Services

5.1. The majority of indicators for other services in Growth & Communities have exceeded target and are RAG rated Green. Four KPIs failed to meet target but did achieve floor standard, so are RAG rated Amber. Two KPIs were below floor standard and so are RAG rated Red. Both the Red rated KPIs are in Trading Standards, the first is the percentage of businesses trading legally following an intervention on food standards. The below floor standard performance for this KPI is primarily due to the time it takes to resolve non-compliance, which can include laboratory testing. The method for calculating this KPI is being reviewed as a case is counted as soon as an intervention has commenced which may give little time for resolution before the KPI is reported. The second Red KPI concerns the percentage of businesses trading legally following an intervention regarding product safety. The reasons for below floor standard performance for this KPI remain the same as the previous Quarter, with a number of cases moving to enforcement and legal consideration.

7. Recommendation(s):

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

Contact details

Report Author: Rachel Kennard
Chief Analyst
Strategic and Corporate Services - Analytics
03000 414527
Rachel.Kennard@kent.gov.uk

Relevant Director: Simon Jones
Corporate Director Growth, Environment and Transport
03000 411683
Simon.Jones@kent.gov.uk

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Growth, Economic Development and Communities Performance Dashboard

Financial Year 2021/22

Results up to end of March 2022

Page 23

Produced by Kent Analytics

Publication Date: July 2022

Guidance Notes

RAG RATINGS

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

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

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

Activity Indicators

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

Key Performance Indicators Summary

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

| Growth & Communities - Libraries, Registrations and Archives (LRA) | RAG |
|---|-------|
| LRA06 : Customer satisfaction with Registration Services | GREEN |
| LRA12 : Customer satisfaction with libraries | GREEN |
| LRA13 : Customer satisfaction with archives | GREEN |
| LRA19 : Customer satisfaction with Libraries Direct Services | GREEN |
| LRA20 : Customer satisfaction with PCs and Wi-Fi | GREEN |
| LRA21 : Percentage of registration appointments available within statutory time targets | GREEN |

| Growth & Communities – Other Services | RAG |
|--|-------|
| DT14: Percentage of Public Rights of Way (PRoW) faults reported online | AMBER |
| EPE16: Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure) | AMBER |
| CST01: Percentage of local actions from completed Domestic Homicide Reviews implemented by target date. | GREEN |
| CST02: % of Lessons Learnt Domestic Homicide Review attendees rating the event as very good or excellent | AMBER |
| COR01: Percentage of cases progressed for initial coronial decision within 2 working days of notification of a death | GREEN |
| KCP01 : Kent Country Parks aggregate average star ratings from Google, Trip Advisor and Facebook | GREEN |
| KSS01: Number of work experience hours of science, technology, engineering and mathematics (STEM) delivered | N/a |
| PAG01: Percentage of planning applications determined to meet MHCLG performance standards | GREEN |
| PP01: % of the most vulnerable victims of scams recorded on the National Scams Hub supported by Public Protection | GREEN |
| PP02: % of trader applications to Public Protection's 'Trading Stds Checked' scheme processed within 10 days | GREEN |
| SPA01: Percentage of participants in Kent Active Partnership led programmes who have a disability | AMBER |
| SPA02 : Percentage of participants in Kent Active Partnership led programmes from diverse ethnic groups | GREEN |
| TS01: Food Standards: Percentage of businesses now trading legally following an intervention from Trading Stds | RED |
| TS02: Product Safety: Percentage of businesses now trading legally following an intervention from Trading Standards. | RED |
| TS04: Percentage of businesses rating Trading Standards advice as Very Good or Excellent | GREEN |

| Division | Director | Cabinet Member |
|----------------------|-----------------------|----------------|
| Growth & Communities | Stephanie Holt-Castle | Derek Murphy |

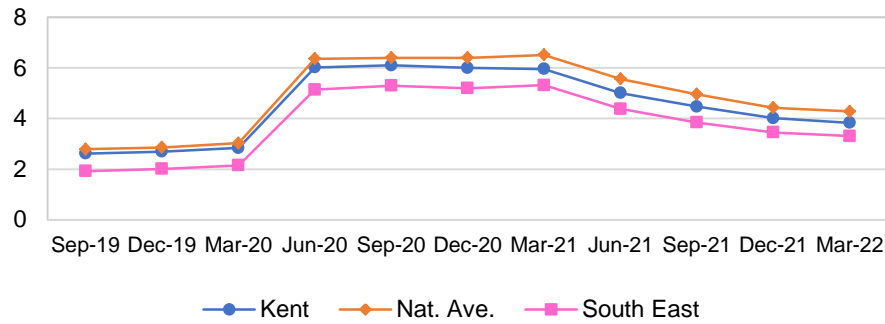
| Ref | Performance Indicators | Mar-21 | Jun-21 | Sep-21 | Dec-21 | Mar-22 | RAG | Target | Floor |
|------|--|--------|--------|--------|--------|--------|-------|--------|-------|
| ED05 | Number of homes brought back to market through No Use Empty (rolling 12 months) | 462 | 511 | 501 | 458 | 428 | GREEN | 400 | 350 |
| ED08 | Developer contributions secured against total contributions sought | 78% | 96% | 99% | 98% | 65% | RED | 93% | 85% |
| ED10 | Businesses assisted via Kent and Medway Growth Hub contract (Cumulative)* | 2,875 | 3,487 | 415 | 872 | 1,654 | GREEN | 1,050 | 945 |
| ED11 | Businesses assisted through intensive support provided via the Growth Hub contract (Cumulative)* | 104 | 161 | 4 | 10 | 189 | GREEN | 101 | 91 |

* New contract started July 2021.

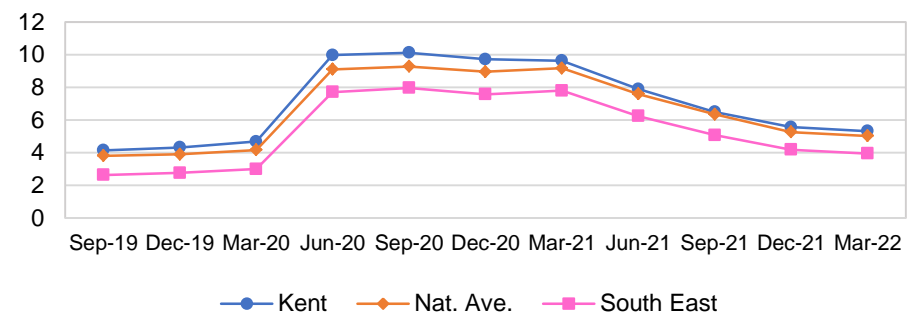
ED08 - In Quarter 4, eighteen Section 106 agreements were completed and a total of £9.4 million was secured. This represents 65% of the amount sought, which is below the floor standard and is mainly due to one site off Shottendane Road in Thanet. Concerns at this site relate to viability which was shaped by the challenging topography and the policy requirement for the site to deliver essential on-site highway infrastructure. It was originally refused permission but the Inspector overturned Thanet District Council's decision. KCC is currently in the process of bidding for infrastructure funding through the Department for Transport's Major Road Network (MRN) Programme, which, if successful, will significantly improve the prospects of this and other development sites in Thanet being able to meet future KCC financial contribution requests. In the meantime, Highways and Education are being prioritised for payments received.

| Ref | Indicator description | Mar-21 | Jun-21 | Sep-21 | Dec-21 | Mar-22 | Full Year 2021/22 | Full Year 2020/21 |
|-------|--|--------|--------|--------|--------|--------|-------------------|-------------------|
| ED08a | Developer contributions received (£000s) | 11,092 | 11,249 | 9,742 | 15,897 | 9,395 | 46,283 | 39,008 |

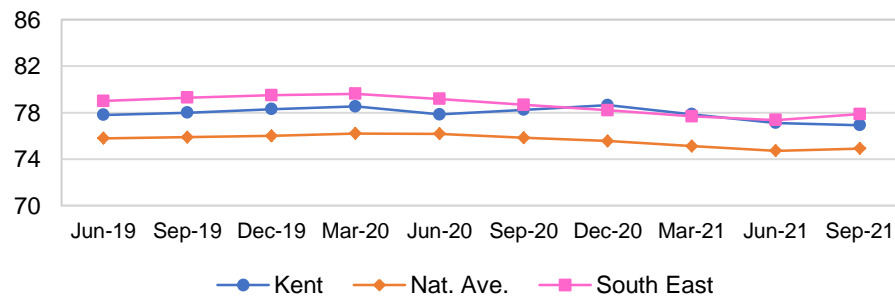
Percentage of 16 to 64 year olds claiming JSA/UC



Percentage of 18 to 24 year olds claiming UC

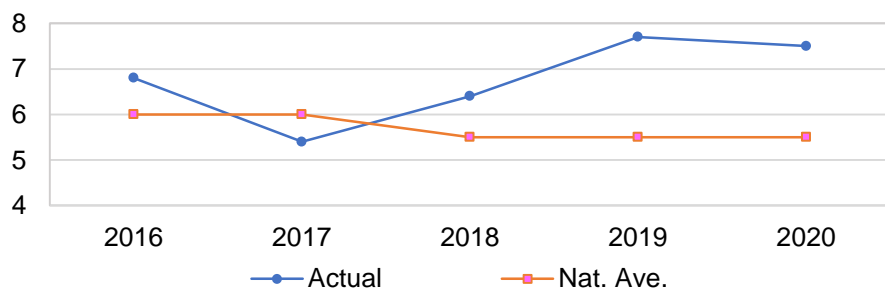


Percentage of 16- to 64-year-olds in employment

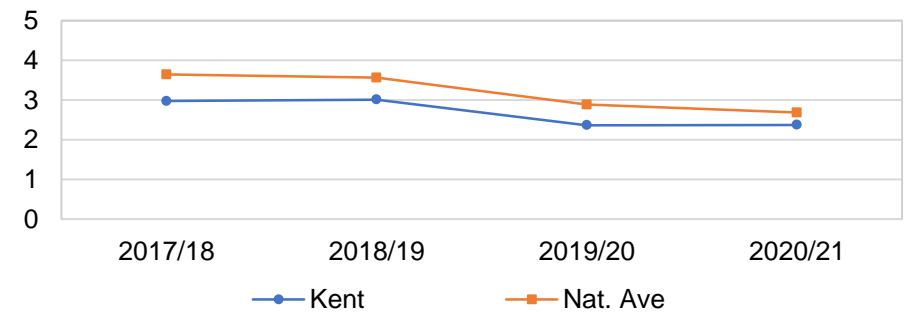


For Percentage of 16 to 64 year olds in employment, figures are derived from the annual population survey, with confidence interval for Kent figures at plus / minus 2 percentage points.

Percentage of 16 to 17 year olds who are NEET



Percentage of 16-24 year olds starting an apprenticeship



| Division | Director | Cabinet Member |
|----------------------|-----------------------|----------------|
| Growth & Communities | Stephanie Holt-Castle | Mike Hill |

Quarterly KPI

| Ref | Performance Indicators – Libraries, Registration and Archives (LRA) | Mar-21 | Jun-21 | Sep-21 | Dec-21 | Mar-22 | RAG | Target | Floor |
|-------|---|--------|--------|--------|--------|--------|-------|--------|-------|
| LRA06 | Customer satisfaction with Registration Services | 95% | 94% | 93% | 94% | 96% | GREEN | 95% | 90% |

Annual KPIs

| Ref | Performance Indicators – Libraries, Registration and Archives (LRA) | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | RAG | Target 2021/22 | Floor 2021/22 |
|-------|---|-------------|---------|---------|-----------|---------|-------|----------------|---------------|
| LRA12 | Customer satisfaction with libraries | 97% | 92% | 94% | 83% | 94% | GREEN | 88% | 80% |
| LRA13 | Customer satisfaction with archives** | 91% | 95% | 96% | No Survey | 97% | GREEN | 96% | 90% |
| LRA19 | Customer satisfaction with Libraries Direct Services | New Measure | | 97% | 99.8% | 98% | GREEN | 95% | 93% |
| LRA20 | Customer satisfaction with PCs and Wi-Fi | New Measure | | 37% | 83% | 87% | GREEN | 85% | 75% |
| LRA21 | Percentage of registration appointments available within statutory time targets | N/a | 97% | 93% | 100% | 100% | GREEN | 95% | 93% |

** This survey alternates annually between a Search Room Survey (people who make a physical visit) and a distance survey (those who submit enquiries online).

| Division | Director | Cabinet Member |
|----------------------|-----------------------|----------------|
| Growth & Communities | Stephanie Holt-Castle | Mike Hill |

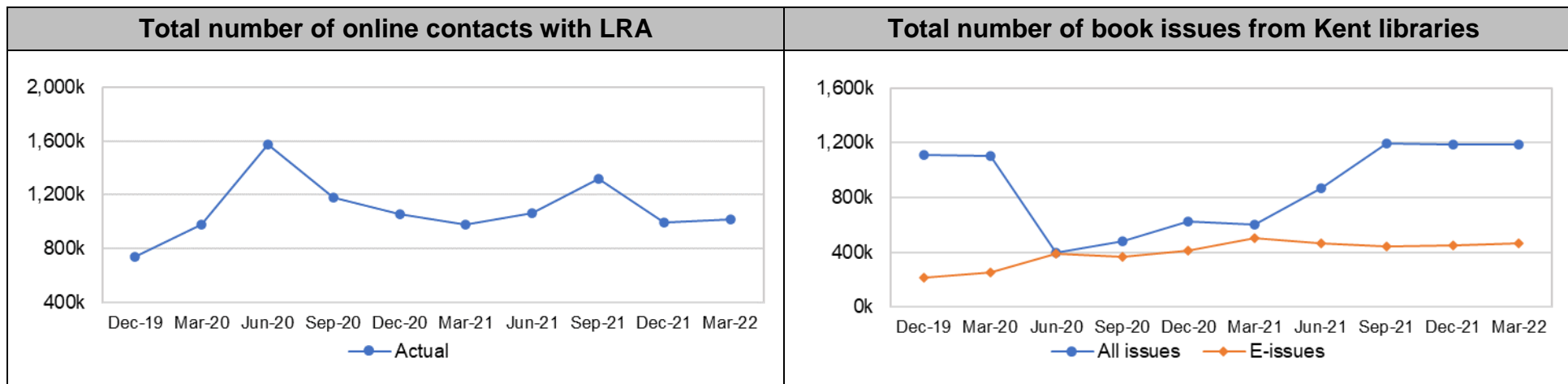
| Ref | Activity Indicators (Quarterly totals) - LRA | Mar-21 | Jun-21 | Sep-21 | Dec-21 | Mar-22 | In Expected Range | Expected Activity | |
|-------|---|--------|--------|--------|--------|--------------|-------------------|-------------------|-------|
| | | | | | | | | Upper | Lower |
| LRA03 | Total number of e-items issued (000s) | 503 | 464 | 443 | 451 | 467 | Yes | 494 | 447 |
| LRA04 | Number of online contacts to Libraries and Registration services (000s) | 881 | 981 | 1,192 | 893 | 889 | n/a | * | * |
| LRA24 | Number of online contacts for Kent archives (000s) | 96 | 84 | 122 | 103 | 131 | Above | 101 | 92 |
| LRA01 | Number of visits to libraries (000s) | 9 | 191 | 474 | 517 | 531 | Yes | 570 | 516 |
| LRA02 | Number of items issued (includes e-issues, 000s) | 2,113 | 869 | 1,192 | 1,187 | 1,192 | Yes | 1,274 | 1,153 |
| LRA25 | Number of Archive enquiries answered | 1,130 | 1,718 | 1,955 | 1,915 | 2,123 | Above | 2,100 | 1,900 |

* Forecasting was paused for Quarter 4 due to unknowns over web hits as a result of the implementation of cookie management

LRA24 – visits to the kentarchives.org website improved significantly in Quarter 4 with increased reach on social media. Due to the significant fluctuations in social media reach from quarter to quarter, from 2022/23 we will be measuring the number of engagements rather than “reach” for both libraries and archives social media, in order to better define genuine engagement with this service.

LRA25 - Remote enquiries for Archives remained high, while face to face enquiries increased at a steady rate as the Search Room gradually widened its capacity. For remote enquiries, an increase of 5% on Quarter 3 was factored in, but the outturn was still slightly higher than anticipated which is a positive achievement and reflects the sustained increased use of the enquiry service.

| Division | Director | Cabinet Member |
|----------------------|-----------------------|----------------|
| Growth & Communities | Stephanie Holt-Castle | Mike Hill |



| Division | Director | Cabinet Member |
|----------------------|-----------------------|----------------|
| Growth & Communities | Stephanie Holt-Castle | Mike Hill |

Key Performance Indicators (temporary indicators during Coronavirus for LRA)

| Indicator | Definition | Mar-21 | Jun-21 | Sep-21 | Dec-21 | Mar-22 |
|--|--|---------|---------|---------|---------|----------------|
| Number of Online Joiners | The number of customers who join online to access online and e-resource services | 2,283 | 1,880 | 2,123 | 1,829 | 2,261 |
| % of available PC time used | Usage of available PCs as a percentage of the total availability (in hours) | 3% | 19% | 14% | 15% | 15% |
| % Increase of e-Issues | % increase of e-Issues as a comparison with same reporting period in previous year | 97% | 19% | 20% | 10% | -8% |
| Number of physical issues | Number of issues of all material other than e-Resources | 99,096 | 404,812 | 749,380 | 736,160 | 725,007 |
| Total reach on Libraries and Archives Social Media | Total reach on Facebook (central and district pages) + New Twitter followers | 683,242 | 750,512 | 968,595 | 795,768 | 713,089 |
| Number of Ask a Kent Librarian enquiries answered | Total number of enquiries answered via Email, Govmetric, Online chat, and Social Media | 3,521 | 3,474 | 3,141 | 2,574 | 2,555 |
| % of Archive Search Room "sessions" booked | This KPI reflects the percentage of available sessions booked. | ** | 94% | 95% | 90% | 87% |

** No returns due to lockdowns

| Division | Director | Cabinet Member |
|----------------------|-----------------------|----------------|
| Growth & Communities | Stephanie Holt-Castle | Mike Hill |

| Ref | Performance Indicators - other services | Mar-21 | Jun-21 | Sep-21 | Dec-21 | Mar-22 | YTD RAG | Target | Floor |
|-------|---|----------|--------|--------|--------|--------|---------|--------|-------|
| DT14 | Percentage of Public Rights of Way (PRoW) faults reported online | 87% | 87% | 86% | 86% | 87% | AMBER | 90% | 75% |
| EPE16 | Median number of days to resolve priority faults on public rights of way network (rolling 12 month figure) | 25 | 32 | 32 | 26 | 22 | AMBER | 20 | 25 |
| CST01 | Percentage of local actions from completed Domestic Homicide Reviews implemented by target date. | New KPIs | | 86% | 90% | 94% | GREEN | 70% | 63% |
| CST02 | Percentage of Lessons Learnt Domestic Homicide Review (DHR) Seminar attendees rating the event as Very Good or Excellent. | | | N/a | | 84% | AMBER | 85% | 76.5% |

DT14 – Market research for the Rights of Way Improvement Plan highlighted the preference of a proportion of the customer base to contact by telephone, particularly in the older demographics. Following success at meeting the previous target of 85%, the target was increased to 90% for 2021/22, and this has proved to be challenging.

EPE16 – The median number of days continues to reduce in the 12 months to March and has moved to a position above floor standard for the first time this year. Recent recruitment has provided additional capacity to address issues in a timely manner.

CST02 – Due to Covid-19 it was not possible to hold any events until Quarter 4, and the ratings from the one event held that Quarter missed target by 1 percentage point. There were no common themes for those who didn't rate the event at the desired level, but when those who rated the event as 'good' are taken into account the percentage rises to 98%, with the remaining 2% rating the event as satisfactory, with no respondents rating the event as 'poor' or 'very poor'.

| Division | Director | Cabinet Member |
|----------------------|-----------------------|----------------|
| Growth & Communities | Stephanie Holt-Castle | Mike Hill |

| Ref | Performance Indicators - other services | Jun-21 | Sep-21 | Dec-21 | Mar-22 | Year to Date | YTD RAG | Target | Floor | |
|-------|--|---|--------|--------|--------|--------------|---------|--------|-------|-----|
| COR01 | Percentage of cases progressed for initial coronial decision within 2 working days of notification of a death. | 92% | 79% | 79% | 82% | 82% | GREEN | 80% | 72% | |
| KCP01 | Kent Country Parks aggregate average star ratings from Google, Trip Advisor and Facebook | 4.6 | 4.6 | 4.7 | 4.6 | 4.6 | GREEN | 4.5 | 4 | |
| KSS01 | Number of work experience hours of science, technology, engineering and mathematics (STEM) delivered by Kent Scientific Services (KSS) for Kent students in the 16-24 age range. | KSS did not support work experience in 2021/22 due to COVID, but are commencing again in 2022/23. | | | | | | | 400 | 360 |
| PAG01 | Percentage of planning applications determined to meet MHCLG performance standards | 100% | 100% | 100% | 100% | 100% | GREEN | 90% | 81% | |
| PP01 | Percentage of the most vulnerable victims of scams recorded on the National Scams Hub supported by Public Protection | 100% | 100% | 100% | 100% | 100% | GREEN | 85% | 76.5% | |
| PP02 | Percentage of trader applications to Public Protection's 'Trading Standards Checked' scheme processed within 10 working days. | 100% | 100% | 100% | 100% | 100% | GREEN | 90% | 81% | |

| Division | Director | Cabinet Member |
|----------------------|-----------------------|----------------|
| Growth & Communities | Stephanie Holt-Castle | Mike Hill |

| Ref | Performance Indicators - other services | Jun-21 | Sep-21 | Dec-21 | Mar-22 | Year to Date | YTD RAG | Target | Floor |
|-------|---|--------|--------|--------|--------|--------------|---------|--------|-------|
| SPA01 | Percentage of participants in Kent Active Partnership led programmes who have a disability | 10% | 32% | 24% | 30% | 25% | AMBER | 30% | 15% |
| SPA02 | Percentage of participants in Kent Active Partnership led programmes from diverse ethnic groups | 40% | 29% | 38% | 31% | 33% | GREEN | 30% | 15% |
| TS01 | Food Standards: Percentage of businesses now trading legally following an intervention from Trading Standards. | 100% | 73% | 63% | 45% | 60% | RED | 70% | 63% |
| TS02 | Product Safety: Percentage of businesses now trading legally following an intervention from Trading Standards. | 82% | 67% | 52% | 25% | 55% | RED | 70% | 63% |
| TS04 | Percentage of businesses rating Trading Standards advice (Primary Authority and Pay as You Go) as Very Good or Excellent. | * | 95% | 100% | 100% | 97% | GREEN | 80% | 72% |

* Although 62 businesses were contacted in Quarter 1, no responses were received.

SPA01 – Fluctuations seen in the percentage of disabled people participating in Kent Active Partnership programmes across the year coincided with restrictions and the emergence of Covid-19 variants (impacting on participants ability and confidence to engage with group and/or indoor activities). Although this meant the target was missed for the year overall, the target was met in the last Quarter.

TS01 – Trading Standards Interventions with businesses can take time to resolve any non-compliance. Particularly with complex food law, some of the delays are due to the food product having to be tested by a laboratory before advice can be given to the business. This takes time and cannot always be concluded within the Quarter that the intervention commenced. Consideration is being given as to whether the methodology for calculating this KPI needs to be adjusted to take this into account.

TS02 – The team that deals mainly with product safety have had a number of cases that have moved from seeking compliance into enforcement and reporting for legal consideration. This continues to impact on the number trading legally.

From: Derek Murphy, Cabinet Member for Economic Development
Stephanie Holt-Castle, Director of Growth and Communities

To: Growth, Economic Development and Communities Cabinet
Committee, 19 July 2022

Subject: KCC Equity Investments: New Investment Trust

Key decision 22/00070

Classification: **Unrestricted**

Past Pathway of report: N/A

Future Pathway of report: Key Decision

Electoral Division: All

Summary: Kent County Council currently manages the Discovery Park Technology Investment Fund (DPTI) and the Kent Life Science Fund (KLS) equity schemes and is now seeking approval to sell the KCC shares held within these portfolios in exchange for shares in a new listed Investment Trust company. Proceeds from the sale of the KCC shares will be re-invested in local companies.

Recommendation(s):

The Cabinet Committee is asked to consider and recommend to the Cabinet Member for Economic Development the proposed decision to delegate the authority to the Director of Growth and Communities:

1. To enter into the relevant contracts and legal agreements required to implement this decision allowing KCC to sell shares in unlisted companies within the Discovery Park Technology Investment Fund (DPTI) and the Kent Life Science Fund (KLS) in exchanged for shares in a new listed Investment Trust company, only when market conditions are favourable and KCC has reviewed the Listing and Prospectus documents.
2. To enter into the relevant contracts and legal agreements required to close the DPTI and the KLS.
3. To ensure that the proceeds from the sale of KCC shares in the new listed Investment Company will be re-invested in local companies via the Kent and Medway Business Fund (KMBF).

Proposed Record of Decision is attached as Appendix A

1. Introduction

- 1.1 Kent County Council currently has three equity schemes. All three schemes are funded from the £55 million allocated from the Government's Regional Growth Fund to KCC between 2011 and 2014. The RGF schemes covering the whole of Kent and Medway and additional local authority areas:
 - East Kent (Expansion East Kent - £35 million).

- North Kent, Medway, and Thurrock (Tiger - £14.5 million).
 - West Kent (Escalate - £5.5 million).
- 1.2 These schemes operated from November 2011 to January 2016, offering companies grants, loans, and equity investments.
- 1.3 Since January 2017, KCC has used the recycled RGF loan repayments to enable the Kent and Medway Business Fund (KMBF) to provide loans and equity investments ranging between £50,000-£500,000 to eligible businesses across Kent and Medway. Most funding recipients receive 0% interest loans, with a repayment period of up to five years.
- 1.4 Since 2013, KCC effected its purchase of shares through three equity schemes. These are:
- KCC RGF Bespoke Equity Fund (KRBEF) - £3.9 million has been invested in the unlisted equity of 11 companies located across Kent. These investments were funded from the Expansion East Kent, Tiger and Escalate RGF programmes. £0.4 million has been returned to KCC following a sale of shares. Two companies have failed and £1.2 million has been written-off. A further company is dormant. The shareholding in the 8 remaining companies in the portfolio was valued at £2.0 million as of 31 March 2022.
 - Discovery Park Technology Investment Fund (DPTI) - £5.2 million investment has been made in the unlisted equity of 9 companies located in Discovery Park in East Kent. These investments were funded from the Expansion East Kent programme. One company has failed and the investment of £0.6 million has been written off. The shareholding in the 8 remaining companies in the fund was valued at £5.7 million as of 31 March 2022.
 - Kent Life Science Fund (KLS) - To date KCC has invested £4.3 million in the unlisted equity of 9 companies via the Kent Life Science Fund. These investments are funded from the Kent and Medway Business Fund. One company has failed and the investment of £0.5 million has been written off. The shareholding in remaining 8 companies in the fund was valued at £5.9 million as of 31 March 2022.
- 1.5 KCC is seeking to end the current DPTI and KLS arrangements and replace these with a shareholding in a newly listed UK Investment Trust company (to be listed on the main market of the London Stock Exchange (LSE)). Under this proposal the new Investment Trust company will make an offer to KCC to purchase its shares currently held within the DPTI and KLS equity portfolios in exchange for shares in the new Public Limited company. It should be noted that this entity will be a UK limited liability company: the name 'trust' is used for historical reasons and allows HMRC to award the entity a certain tax status, for example they are subject to Corporation Tax on their income but are not subject to tax on chargeable gains.
- 1.6 Before committing itself to this transaction, KCC will obtain an independent valuation of the shares to be sold. KCC's commitment will be conditional on the flotation going ahead as planned, and satisfaction that the commercial terms are acceptable considering the evidence that shares in Investment Trust

companies usually trade at a discount to the value of their underlying investments. There will be no requirement for KCC to invest further in the shares of this Investment Trust company.

- 1.7 The listing of the new Investment Trust company will allow other investors to purchase shares in the Investment Trust company. The Investment Trust will aim to raise £150 million on flotation, primarily from large UK institutional investors.
- 1.8 KCC believes a new Investment Trust company will be attractive for institutional investors whose mandates preclude them from investing into a private fund structure such as the DPTI and KLS Funds. The London listing will also offer liquidity, enabling investors to buy and sell shares on the London Stock Exchange. The new company is likely to invest in later stage deals where the market considers there to be considerable value and target a double-digit annual return over the medium term, only paying dividends to preserve HMRC Investment Trust status. Returns will be targeted within a 2–3-year period rather than the 7–10-year period envisaged under the existing DPTI and KLS equity portfolios.
- 1.9 With an increased amount of capital, the Investment Trust company will be able to make further investment available to support the companies whose shares were formerly part of the DPTI and KLS equity portfolios as well as enabling KCC to make full or partial exits earlier than currently envisaged.
- 1.10 Future investments of the Investment Trust company are unlikely to be limited geographically to Kent and Medway. Nor will the company necessarily be restricted to KCC's ethical investment guidelines, KCC will therefore make it clear that it will only retain a shareholding in the new Investment Trust company for as long these guidelines are followed. While KCC would become as minority shareholder in the Investment Trust company this would be balanced against the benefit of an early financial returns to KCC. All proceeds from the sale of shares will be re-invested in local companies via the Kent and Medway Business Fund (KMBF).

2. Background, Options & Risks

- 2.1 The DPTI and KLS are currently managed on behalf of KCC via legal agreements with NCL Technology Ventures Ltd.
- 2.2 KCC and NCL have discussed the options set out in this report and have concluded jointly that the actions proposed will ensure financial savings to KMBF, early exit from KCC previous equity investments, provide funds for re-investment for the benefit of Kent and Medway, and ensure that companies in receipt of KCC's previous investment can obtain additional finance for the next stage of their development.
- 2.3 **Options** - KCC has reviewed other options, the reasons for not progressing with these options is set out below:
 - a) Retaining the current DPTI and KLS equity portfolio arrangements would:

- Continue to commit KCC to spending £0.3 million a year on administration costs for the next 3-5 years;
- Not offer an opportunity to exit from these investments earlier; and
- Severely limit the opportunity to make additional investments in the companies in the portfolio.

b) Selling the current DPTI and KLS equity portfolio shares via an alternative arrangement would:

- Not offer an opportunity to exit from these investments earlier as the diverse portfolio is unlikely to attract buyers and selling the shares in individual companies would take a longer time than the preferred option.

2.4 **Risks** – The main risk of proceeding with the transfer of shares to the Investment Company is that following Listing, stock market conditions deteriorate significantly and the value of KCC's shareholding in the new company becomes much lower than anticipated. On the other hand, the shares may rise in value. It is not possible for KCC to mitigate these market risks other than by keeping a close watch on the share value and deciding on an appropriate time to exit. KCC will not conclude any sale unless the price is favourable and KCC has reviewed the Listing stock market conditions. The other risks if KCC does not progress with the course of action recommended in this paper is that there will be no financial savings to KMBF, the opportunity for early exit from KCC previous equity investments will be more limited, the ability to provide funds for re-investment for the benefit of Kent and Medway will be restricted, and the scope for additional investment to companies within DPTI and KLS portfolios will be limited.

3. Financial Implications

- 3.1 The current annual cost of the administration of the DPTI and KLS equity portfolio is £300,000 drawn from KMBF. The new annual cost under the new arrangements will be zero, releasing KMBF funds for re-investment in local businesses.
- 3.2 The most recent valuation in March 2022 valued the KCC shareholding in the DPTI at £5.7 million and the KLS at £5.9 million.
- 3.3 KCC is currently responsible for the recovery of these equity investments, if these funds cannot be recovered, KCC is not responsible for any subsequent bad debt.
- 3.4 Once the new Investment Trust is established KCC will not be involved in the day-to-day administration of the Investment Trust. KCC will have no responsibility for the recovery of outstanding investments and will not be responsible for any subsequent bad debts.
- 3.5 Returns from the sale of shares or dividends in the Investment Trust company is expected to be within one and three years, according to market conditions. All sale proceeds must be returned to the KMBF and cannot be used for other KCC purposes. The current KMBF scheme will end on the 31 March 2023. KCC is currently in negotiation with BEIS concerning an extension of the

existing contract or the funds currently being managed by KCC being endowed to the Council. This will be covered by a separate Key decision.

4. Legal implications

- 4.1 During the time that the transfer of shares to the new Investment Trust take place, NCL will continue to act on behalf of KCC is managing the DPTI and KLS portfolios. Once the share transfer takes place the legal agreements with NCL will terminate.
- 4.2 KCC established an Investment Advisory Board to assist in making funding recommendations related to the DPTI and KLS. This Board consists of KCC Members, Members from other local authorities and the private sector. This Board will continue to advise on loans and convertible loans offered by the KMBF.
- 4.3 KCC has commissioned external legal, commercial and tax advisors to look at technical issues related to the sale and transfer of shares. Invicta Law Ltd will continue to provide advice on contracts, insolvency issues and work with the KCC Business Investment Team to recover the maximum amount of investment value until the sale and transfer of shares is concluded. KCC Internal Audit will oversee the investment procedures and processes and advice on other matters related to the use of the funds.
- 4.4 Once the shares held in the DPTI and the KLS are exchanged for shares in a new listed Investment Trust company, KCC will not be liable for any of the outstanding unrecovered investments. A detailed report from Invicta Law is not required at this time.

5. Equalities implications

- 5.1 An Equality Impact Assessment (EqIA) has been appended to this report.

6. Other corporate implications

- 6.1 This decision does not have an impact in other areas of the Council's work.

7. Governance

- 7.1 The Director of Growth and Communities will inherit the main delegations via the Officer Scheme of Delegation.

8. Conclusions

- 8.1 To enter into the relevant contracts and legal agreements required to implement this decision allowing KCC to sell shares in unlisted companies within the Discovery Park Technology Investment Fund (DPTI) and the Kent Life Science Fund (KLS) in exchanged for shares in a new listed Investment Trust company, only when market conditions are favourable and KCC has reviewed the Listing and Prospectus documents.

- 8.2 To enter into the relevant contracts and legal agreements required to close the DPTI and the KLS.
- 8.3 To ensure that the proceeds from the sale of KCC shares in the new listed Investment Company will be re-invested in local companies via the Kent and Medway Business Fund (KMBF).

9. Recommendation(s):

The Cabinet Committee is asked to consider and recommend to the Cabinet Member for Economic Development the proposed decision to delegate the authority to the Director of Growth and Communities:

- 1. To enter into the relevant contracts and legal agreements required to implement this decision allowing KCC to sell shares in unlisted companies within the Discovery Park Technology Investment Fund (DPTI) and the Kent Life Science Fund (KLS) in exchanged for shares in a new listed Investment Trust company, only when market conditions are favourable and KCC has reviewed the Listing and Prospectus documents.
- 2. To enter into the relevant contracts and legal agreements required to close the DPTI and the KLS.
- 3. To ensure that the proceeds from the sale of KCC shares in the new listed Investment Company will be re-invested in local companies via the Kent and Medway Business Fund (KMBF).

Proposed Record of Decision is attached as Appendix A.

10. Background documents

- Appendix A – Proposed Record of Decision
- Appendix B – EqIA

11. Contact details

| | |
|--|--|
| Report Author: David Smith Head of Business and Enterprise 03000 417176 David.smith2@kent.gov.uk | Lead Director: Stephanie Holt-Castle Director of Growth and Communities 03000 412064 Stephanie.Holt-Castle@kent.gov.uk |
|--|--|

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Derek Murphy, Cabinet Member for Economic Development

DECISION NO:

22/00070

For publication Yes

Key decision: YES

Subject Matter / Title of Decision: KCC Equity Investments: New Investment Trust

Decision:

As Cabinet Member for Economic Development, I agree to delegate the authority to the Director of Growth and Communities:

1. To enter into the relevant contracts and legal agreements required to implement this decision allowing KCC to sell shares in unlisted companies within the Discovery Park Technology Investment Fund (DPTI) and the Kent Life Science Fund (KLS) in exchanged for shares in a new listed Investment Trust company, only when market conditions are favourable and KCC has reviewed the Listing and Prospectus documents.
2. To enter into the relevant contracts and legal agreements required to close the DPTI and the KLS.
3. To ensure that the proceeds from the sale of KCC shares in the new listed Investment Company will be re-invested in local companies via the Kent and Medway Business Fund (KMBF)

Reason(s) for decision:

To bring financial savings to KCC, by early exit from KCC previous equity investments, to provide funds for investment for the benefit of Kent & Medway and enable companies in receipt of KCC's previous investment to obtain greater access to additional finance for the next stage of their development. All proceeds from the sale of KCC shares would be re-invested in local companies via the Kent and Medway Business Fund (KMBF).

Cabinet Committee recommendations and other consultation:

The proposal is being discussed at the Growth, Economic Development and Communities Cabinet Committee on 19 July 2022.

Any alternatives considered and rejected:

Retaining the current DPTI and KLS equity portfolio arrangements. Rejected as this would:

- continue to commit KCC to spending £0.3 million a year on administration costs for the next 3-5 years;
- Not offer an opportunity to exit from these investments earlier; and
- Severely limits the opportunity to make additional investments in the companies in the portfolio.

Selling the current DPTI and KLS equity portfolio shares via an alternative arrangement.

Rejected as this would not offer an opportunity to exit from these investments earlier as the diverse portfolio was unlikely to attract buyers and selling the shares in individual companies would take a longer time that the preferred option.

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



.....
signed

.....
date

EQIA Submission Draft Working Template

If required, this template is for use prior to completing your EQIA Submission in the EQIA App.

You can use it to understand what information is needed beforehand to complete an EQIA submission online, and also as a way to collaborate with others who may be involved with the EQIA.

Note: You can upload this into the App when complete if it contains more detailed information than the App asks for and you wish to retain this detail.

Section A

| | |
|--|--|
| 1. Name of Activity (EQIA Title): | The Kent and Medway Business Fund (previously known as the Regional Growth Fund) |
| 2. Directorate | GET – Growth & Communities |
| 3. Responsible Service/Division | Business and Enterprise |

Accountability and Responsibility

| | |
|---|-----------------------|
| 4. Officer completing EQIA Note: This should be the name of the officer who will be submitting the EQIA onto the App. | Susan Berdo |
| 5. Head of Service Note: This should be the Head of Service who will be approving your submitted EQIA. | David Smith |
| 6. Director of Service Note: This should be the name of your responsible director. | Stephanie Holt-Castle |

The type of Activity you are undertaking

| 7. What type of activity are you undertaking? | |
|---|--|
| Tick if Yes | Activity Type |
| | Service Change – operational changes in the way we deliver the service to people. |
| <input checked="" type="checkbox"/> | Service Redesign – restructure, new operating model or changes to ways of working |
| | Project/Programme – includes limited delivery of change activity, including partnership projects, external funding projects and capital projects. |
| | Commissioning/Procurement – means commissioning activity which requires commercial judgement. |
| | Strategy /Policy – includes review, refresh or creating a new document |
| | Other – Please add details of any other activity type here. |

8. Aims and Objectives and Equality Recommendations – Note: You will be asked to give a brief description of the aims and objectives of your activity in this section of the App, along with the Equality recommendations. You may use this section to also add any context you feel may be required.

The Kent and Medway Business Fund (KMBF) was established in 2017 as a vehicle to deliver investment in new and existing small and medium sized enterprises (SMEs) in Kent and Medway, delivering sustainable employment over the long term, creating and adopting innovative products, processes and services and improve their productivity.

The objective of the scheme is not to replace commercial sources of finance or offer operating subsidies. Rather it will support projects with strong business cases for which commercial finance is unavailable on viable terms (for example, because the product or technology involved is untested). The scheme will offer two types of investments, KMBF

Standard Loans which will provide finance for up to 50% of project costs for investments between £100,000 and £500,000, and the KMBF Small Business Boost Loans (KMBF SBB) which will provide no more than 70-80% of finance for KMBF investment of between £26,000 and £99,999, with the remaining balance funded through private sources, including bank lending.

Loans will be generally offered interest-free although arrangement charges will be levied to pay for administration cost.

The scheme will also offer equity or convertible loans on a case by case basis, and currently oversees a number of existing portfolios of equity investments in a range of business sectors. Work is currently underway to facilitate and explore the equality implications of two of the three existing portfolios being transferred to an Investment Trust. Officers will seek to have included within the Investment Trust Portfolio equality and diversity commitments.

Section B – Evidence

Note: For questions 9, 10 & 11 at least one of these must be a 'Yes'. You can continue working on the EQIA in the App, but you will not be able to submit it for approval without this information.

| | |
|---|-----|
| 9. Do you have data related to the protected groups of the people impacted by this activity? <i>Answer: Yes/No</i> | Yes |
| 10. Is it possible to get the data in a timely and cost effective way? <i>Answer: Yes/No</i> | No |
| 11. Is there national evidence/data that you can use? <i>Answer: Yes/No</i> | Yes |
| 12. Have you consulted with Stakeholders? <i>Answer: Yes/No</i> <i>Stakeholders are those who have a stake or interest in your project which could be residents, service users, staff, members, statutory and other organisations, VCSE partners etc.</i> | Yes |

13. Who have you involved, consulted and engaged with?
Please give details in the box provided. This may be details of those you have already involved, consulted and engaged with or who you intend to do so with in the future. If the answer to question 12 is 'No', please explain why.

To deliver the scheme, Kent County Council works closely with all the Kent City, District and Borough Councils and with the Unitary Authority of Medway Council.

The scheme will be run in line with KCC's Equality & Diversity Policy Statement. As such we are committed to promoting equality, valuing diversity and combating unfair treatment. Equality and freedom from discrimination are fundamental rights we demonstrate leadership and commitment in promoting these rights.

KCC is in regular contact with local trade bodies for the business community and the local chambers of commerce, independent business advisors, Locate in Kent, and the Federation of Small Businesses. KCC manages the Kent and Medway Growth Hub from whom it receives some referrals to the scheme. All referrals are recorded and include some Equality data, in line with the BEIS Framework. The Growth Hub maintain extensive data sets to include business information for Kent and Medway, to which KCC have access. The Growth Hub report on a regular monthly basis as part of their contracted obligations

We are committed to ensuring that current and potential business applicants, their employees and job applicants will not be discriminated against on the grounds of social circumstances, gender, race, disability, sexuality, age, religion/belief or any other protected characteristic.

Only limited data on protected characteristics is currently gathered by the application process, specifically age and gender and this is cross referenced to data held at Companies House. This data has been compared with the data reported in the House of Commons Research Briefing on Business Statistics dated 21 December 2021, which confirmed national statistics regarding leadership of businesses by gender.

The Office of National Statistics does not currently gather data regarding the age of business leaders or directors, so it is difficult to find comparative data on this factor. However the Global Entrepreneurship Monitoring United Kingdom Monitoring Report 2020 states that those aged 25-34 are more likely to be involved in early-stage entrepreneurial activity than all other age groups, though the difference between other ages groups between 18 and 44 is not significant. In this regard, the new KMBF scheme will offer loans to both established, early stage and start-up businesses.

KCC does not currently gather data with regard to the other protected characteristics, though will seek to implement a survey of business directors during its application process in order to gather this data. This will need to be done in consultation with the data protection team to ensure that respondents are sufficiently anonymised. We intend to capture the data at two separate stages in the process, at pre-application and when proposals have been approved by KCC and are undergoing Contract Negotiation.

| | |
|--|----|
| 14. Has there been a previous equality analysis (EQIA) in the last 3 years? <i>Answer: Yes/No</i> | No |
|--|----|

| | |
|--|----|
| 15. Do you have evidence/data that can help you understand the potential impact of your activity? <i>Answer: Yes/No</i> | No |
|--|----|

| | |
|---|--|
| Uploading Evidence/Data/related information into the App <i>Note: At this point, you will be asked to upload the evidence/ data and related information that you feel should sit alongside the EQIA that can help understand the potential impact of your activity. Please ensure that you have this information to upload as the Equality analysis cannot be sent for approval without this.</i> | |
|---|--|

Section C – Impact

| |
|---|
| 16. Who may be impacted by the activity? <i>Select all that apply.</i> |
|---|

| | | | |
|--|-----|---|-----|
| Service users/clients <i>Answer: Yes/No</i> | Yes | Residents/Communities/Citizens <i>Answer: Yes/No</i> | Yes |
|--|-----|---|-----|

| | | |
|---|----|--|
| Staff/Volunteers <i>Answer: Yes/No</i> | No | |
|---|----|--|

| | |
|--|-----|
| 17. Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing? <i>Answer: Yes/No</i> | Yes |
|--|-----|

| |
|--|
| 18. Please give details of Positive Impacts |
|--|

The revised scheme will target all sectors of the business community and information and application forms will be easy to access. There are multiple possible referral routes (the Business & IP Centre, business associations (FSB, IoD), chambers of commerce and the Growth Hub, business community groups) to reach the Kent & Medway business community. The project has strict perimeters in which it can operate. Businesses that are eligible for support have to be located within the eligible area - Kent and Medway.

The revision of the Standard Loan Scheme and the introduction of the new Small Business Boost Scheme have been supported by a range of web accessible marketing collateral which includes appropriate imagery reflecting the county business demographic. Hard copies of all documentation is available and alternative versions of the application documents can be made available. The delivery team have consulted with industry professionals to ensure the widest possible reach and ensure that representation is multi-faceted. Any physical engagement events will take into account meeting times to suit a range of needs and will ensure that there is full disability access to enable maximum engagement and opportunity. This new marketing collateral will be used as part of a wider marketing communications strategy to improve awareness and reach of the Kent & Medway Business Fund.

The scheme will make available services and make any possible steps to accommodate any circumstances or adjustment that is required to accommodate business directors with any of the protected characteristics. All online communications material is subject to a digital accessibility check to ensure that it meets the WCAG 2 recommendations (Web Content Accessibility Guidelines)

With regard to the limited equality & diversity data that the Kent & Medway Business Fund currently gathers the make-up of these businesses in terms of whether they are female led, male led or equally led are broadly in line with national statistics (source: House of Commons), though KCC will use targeted promotional activities to make direct engagements with members of the Kent Population with protected characteristics. KCC will seek to introduce a new tool to gather equality & diversity data in their latest forms, though will seek to do so in consultation with the data protection team in order to ensure that individual's data is kept private and anonymised.

All funding decisions are based on the business case and financial viability only. Support is provided to the Investment Advisory Board (including training if required) who make funding recommendations (the final decision lies with KCC) to ensure compliance with our equality duties.

It is a legal requirement of the scheme's funding agreement with the UK government to promote equality & diversity though opportunities for addressing equality issues outside of the eligible areas and activities defined within this contract are restricted. The programme management team are in a good position to promote equal opportunities and can provide examples of good practice.

Negative Impacts and Mitigating Actions

The questions in this section help to think through positive and negative impacts for people affected by your activity. Please use the Evidence you have referred to in Section B and explain the data as part of your answer.

19. Negative Impacts and Mitigating actions for Age

| | |
|---|----|
| a) Are there negative impacts for age? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i> | No |
| b) Details of Negative Impacts for Age | |
| c) Mitigating Actions for age | |
| d) Responsible Officer for Mitigating Actions - Age | |

20. Negative Impacts and Mitigating actions for Disability

| | |
|--|----|
| a) Are there negative impacts for Disability? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i> | No |
| b) Details of Negative Impacts for Disability | |

| | |
|---|----|
| | |
| c) Mitigating Actions for Disability | |
| d) Responsible Officer for Mitigating Actions - Disability | |
| 21. Negative Impacts and Mitigating actions for Sex | |
| a) Are there negative impacts for Sex? Answer: Yes/No (If yes, please also complete sections b, c, and d). | No |
| b) Details of Negative Impacts for Sex | |
| c) Mitigating Actions for Sex | |
| d) Responsible Officer for Mitigating Actions - Sex | |
| 22. Negative Impacts and Mitigating actions for Gender identity/transgender | |
| a) Are there negative impacts for Gender identity/transgender? Answer: Yes/No (If yes, please also complete sections b, c, and d). | No |
| b) Details of Negative Impacts for Gender identity/transgender | |
| c) Mitigating actions for Gender identity/transgender | |
| d) Responsible Officer for Mitigating Actions - Gender identity/transgender | |
| 23. Negative Impacts and Mitigating actions for Race | |

| | |
|--|----|
| a) Are there negative impacts for Race? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i> | No |
| b) Details of Negative Impacts for Race | |
| c) Mitigating Actions for Race | |
| d) Responsible Officer for Mitigating Actions - Race | |
| 24. Negative Impacts and Mitigating actions for Religion and belief | |
| a) Are there negative impacts for Religion and Belief? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i> | No |
| b) Details of Negative Impacts for Religion and belief | |
| c) Mitigating Actions for Religion and belief | |
| d) Responsible Officer for Mitigating Actions - Religion and belief | |
| 25. Negative Impacts and Mitigating actions for Sexual Orientation | |
| a) Are there negative impacts for sexual orientation. <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i> | No |
| b) Details of Negative Impacts for Sexual Orientation | |
| c) Mitigating Actions for Sexual Orientation | |

| | |
|--|----|
| | |
| d) Responsible Officer for Mitigating Actions - Sexual Orientation | |
| 26. Negative Impacts and Mitigating actions for Pregnancy and Maternity | |
| a) Are there negative impacts for Pregnancy and Maternity? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i> | No |
| b) Details of Negative Impacts for Pregnancy and Maternity | |
| c) Mitigating Actions for Pregnancy and Maternity | |
| d) Responsible Officer for Mitigating Actions - Pregnancy and Maternity | |
| 27. Negative Impacts and Mitigating actions for marriage and civil partnerships | |
| a) Are there negative impacts for Marriage and Civil Partnerships? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i> | No |
| b) Details of Negative Impacts for Marriage and Civil Partnerships | |
| c) Mitigating Actions for Marriage and Civil Partnerships | |
| d) Responsible Officer for Mitigating Actions - Marriage and Civil Partnerships | |
| 28. Negative Impacts and Mitigating actions for Carer's responsibilities | |
| a) Are there negative impacts for Carer's responsibilities? <i>Answer: Yes/No (If yes, please also complete sections b, c, and d).</i> | No |
| b) Details of Negative Impacts for Carer's Responsibilities | |

| | |
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| | |
| c) Mitigating Actions for Carer's responsibilities | |
| d) Responsible Officer for Mitigating Actions - Carer's Responsibilities | |
| | |

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 – 19 July 2022

Decision No: N/A

Subject: Kent Film Office

Classification: Unrestricted

Electoral Divisions: County Wide

Summary: The purpose of this paper is to provide an overview of the Kent Film Office.

Recommendation(s): The Growth, Economic Development and Communities Cabinet Committee is asked to note and make any comments and recommendations to the Cabinet Member for Community and Regulatory Services.

1. Introduction

- 1.1 The Kent Film Office (KFO) sits within the Creative & Cultural Economy Team in the Growth and Communities Division. There are two full time and one part time staff members.
- 1.2 KFO was established in 2006 by Kent County Council. It generates inward investment into the Kent and Medway economies from the film and broadcast industries while ensuring that any filming activity taking place in the region is lawful and considerate of Kent & Medway’s residents and businesses.
- 1.3 KFO’s mission is to maximise inward investment from filming activity for a minimum of disruption to residents and businesses. Since 2006, the contribution of filming activity to the Kent economy has experienced a steady rise from £1.3m annually, to a record £8.2m in 2021-2022. Annual figures are expected to fluctuate, but over the last five years an average of £5m per annum was achieved. For every £1 invested in the Kent Film Office, in 2021-22 there was a £109 return into the Kent economy, and the average over the last five years was £58 per £1 invested.
- 1.4 KFO is currently the Chair of FO:UK (Film Offices UK); an affiliate member of The Production Guild; has a partnership agreement with Creative England; and contributes to the National study currently undertaken by Olsberg SPI

examining the economic impact of the sector. KFO initiated and maintains the Kent Filming Partnership, making Kent a film friendly county.

2 Kent Film Office Activity

2.1 To attract filming, especially large-scale, high-profile filming, an area must evidence a suitable and supportive infrastructure in addition to fantastic locations. A lost filming day due to problems that cannot be resolved quickly, can cost the production company between £8K and £42K.¹ The KFO:

- maintains and develops an online locations database of public spaces as well as private residences and businesses available for filming;
- offers advice on process, contracts, and fees to local location owners;
- offers these locations to the sector via an online database on both its own and Creative England's websites, during the annual attendance at [FOCUS](#), an international trade show for productions, and individually tailored brochures for requests by producers, directors, and location scouts;
- finds additional locations via mailouts to its extensive local contacts if there is no fit on the database; and
- maintains and develops working relationships to provide the necessary infrastructure. These include Kent Police, Kent Highway Services, local councils, KCC internal services and assets such as our estates team, libraries, schools, country parks etc., Regional & National Agencies and bodies like Network Rail, National Trust, Environment Agency, Natural England, Stagecoach, Dartford Bridge Development Group, Ebbsfleet Development Corporation, Port of Dover, RNLI, Visit Kent and many more.

2.2 Once a production has decided to come to the county, KFO provides the necessary local contacts and assists with liaison and troubleshooting as well as ensuring film companies set up filming in the least disruptive and most respectful manner to our communities and that activity is legal. KFO now handles the filming for district authorities of Thanet, Folkestone & Hythe, Canterbury, Swale, and Dartford, as well as a few parish council properties for a 10% commissioning fee. We are currently awaiting a decision from Dover DC as to whether KFO will also handle their district filming approaches.

2.3 In terms of film companies using the public highway or a public right of way, KFO acts as liaison between Residents, Councils, Kent Highway Services or PROW and production to request traffic management and road closures under the KCC (Filming on Highways) Act 2010 if traffic flow cannot be maintained

¹ Creative England distributes average daily spend figures for diverse type of productions to film offices. These were arrived at by access to a selection of production budgets though the BFI and the Production Guild from which averages were arrived at, A currently ongoing study by Olsberg SPI was commissioned to update these projected spends, as budgets have increased significantly, and the averages are felt to be out of date. Currently, a daily spend of £8K is estimated for a feature film with a total budget of £1.5 million, £42K for a £100million production and £16K for a TV drama.

safely; organise or attend recces; ensure the correct paperwork is sent to the correct department for road or footpath closures or traffic management, street furniture removal, the placement of lights, cranes or other objects on the public highway; monitor comms from production are in place, such as consultations with residents and councils, letter drops, warnings signs; check that filming events do not clash with planned local events or waste collection dates, connect production with staff to facilitate street lighting requests or the removal of bins and other street furniture; liaise with bus companies if bus stops are affected or need to be moved; ensure repairs and replacements are offered in case of loss or damage; raise invoices and check insurance details and risk assessments.

- 2.4 In terms of legality, KFO ensures, among other things: Kent Police are informed of weapons and police livery use; the coastguard and RNLI are informed of any work on the sea; productions are directed to the correct protocol for child performer licenses; night filming has the correct mitigations in place to be ratified by environmental services; and any structures have local planning licences where applicable.
- 2.5 KFO also ensures that disruption to businesses and residents are minimised and directs production to notify affected residents and businesses of any filming in the area; cater for special needs if residents need ambulance access during road closures; offer alternate parking when bays have been suspended or alternate accommodation during a noisy night shoot for example; give compensation when a business has to close due to filming or access is severely restricted when filming occurs outside their premises.
- 2.6 KFO also helps with some of the more functional requests including finding and securing accommodation; parking; rubbish disposal; portable toilets; making sure verges are not cut during filming to maintain continuity; re-arranging bell ringing practice; removal of graffiti and so forth.
- 2.7 Though most productions travel with heads of department and key crew, KFO helps with finding local crew, extras or trainees as employing local labour save production overnight payments and upskills our local communities.
- 2.8 KFO has partnered with Creative England who deal with crewing on our behalf. We do have back-office access to this database at KFO to manage crew enquiries if needed.
- 2.9 KFO offers its social media outlets to finding additional crew and services if none are available from the database.
- 2.10 KFO works with all the local colleges and universities, giving student lectures and has a large database of local trainees we can hire to support a production. This provides productions with entry level support and a most

valuable first step into the industry for our graduates and young people. A couple of other county film offices have now adopted this approach piloted by KFO. We also tweet training, networking, and funding opportunities for the sector.

- 2.11 Once filming is in progress, KFO troubleshoots if there are problems for the film company or complaints from residents.
- 2.12 KFO liaises with local press and the PR agency of the production to ensure the fine balance between promotion of Kent and protecting the work environment and intellectual property of the production that is currently filming.
- 2.13 Once filming is complete, KFO requests feedback and calculates the economic benefit to Kent for each production that visited the county.¹
- 2.14 Once a production is screened, broadcast, or streamed, KFO promotes productions that filmed in Kent online and via social media. If the production was a film or TV drama, it will also be included in the Kent Moviemap on the KFO website, to celebrate Kent's filming heritage.

3 COVID

- 3.1 During lockdown, the Cultural & Creative Economy team held various sector conversations to assess the impact of the pandemic and ascertain what support the sector needed for speedy recovery.
- 3.2 The Kent Film Office (KFO) then became part of a working group with Creative England, British Film Institute (BFI), the British Film Council (BFC) and Film Offices UK (FO:UK) to establish robust COVID guidelines to allow the sector to return to work as soon as possible. After ratification by the Health and Safety Executive, the sector managed to return to work by July 2020.
- 3.3 The sector felt that support for plans to bring a studio complex to the Old Railway Shed site in Ashford was important and would be most effective in the form of a promotional trailer, celebrating the wealth of diverse locations and high-profile productions that have been filmed in Kent, supported by an attempt to locate and register Kent & Medway crew to evidence a local skills base.

¹ To calculate the spend by production, for the vast majority we apply the average daily spend figures provided by Creative England to each filming prep and strike day logged. Where we have provided a lot of support, we also ask production to give us local spend figures, as we did for Empire of Light. If we receive this direct information, we feed this back to Creative England who can then use this to calculate the next year's averages. We have found that largely the averages we use are conservative against the real spend. Empire of Light's average spend figures show a local spend of £1.9million, while initial figures released by the company show their spend was more than £4 million.

- 3.4 The trailer was produced at cost locally and has already attracted enough attention that Hertfordshire County Council has approached the Kent production company with a request for their own trailer, generating business as well as marketing Kent. This trailer will be shared at committee.
- 3.5 KFO also undertook a refresh of its branding. Inspired by Libraries' success, this was done in house and has already received many positive comments.



From Old – to New



4 Next developments

- 4.1 With current staffing levels, KFO will strive to continue the work it is doing, taking advantage of any opportunities that present themselves to improve and develop the service.
- 4.2 Looking forward, there are several risks that must be factored into continuing service provision and potential adjustments to stay competitive in the marketplace.
- The cost-of-living crisis has already seen the reduction of subscribers to screening services (like Netflix and Amazon) which may result in a reduction of content creation. [\[https://www.theguardian.com/media/2022/apr/18/streaming-subscriptions-in-decline-as-uk-households-cut-budgets\]](https://www.theguardian.com/media/2022/apr/18/streaming-subscriptions-in-decline-as-uk-households-cut-budgets)
 - PACT, the UK screen sector trade body, warns that government plans to sell Channel 4 is expected to lead to a reduction in UK content production. [\[https://www.pact.co.uk/latest-updates/news/detail.html?id=statement-from-pact-on-the-government-s-privatisation-of-channel-4\]](https://www.pact.co.uk/latest-updates/news/detail.html?id=statement-from-pact-on-the-government-s-privatisation-of-channel-4)
 - Rising costs may lead to government reducing tax credits for productions from abroad, which is one of the key factors contributing to the screen industries being the fastest growing sector in the UK economy for the last few years. [\[https://www.bfi.org.uk/news/screen-business-report\]](https://www.bfi.org.uk/news/screen-business-report)
 - Suburbanisation of Kent leading to a location shortage of distinct, industrial and studio build space locations as well as increased pressure on protected sites which may have to be locked off to be preserved, for example Long Rock, Shellness and Dungeness.
 - Studio provision north of the Thames in Dagenham (Eastbrook Studios), Purfleet (Media Village), Thurrock (High House Production Park) in combination with the creation of new film office functions in Essex, Suffolk and Norfolk makes that region a serious competitor. Dartford Crossing

charges act as a barrier to productions based in those studios to travel to Kent for location filming.

4.3 There are several opportunities and mitigations KFO can enact:

- Work with Creative England to establish a strong working relationship with studios north of the Thames;
- maintain advantages of being a well-established and highly respected service;
- maintaining position to take advantage of any opportunities that arise should a studio complex in Ashford be realised;
- be part of discussions around developments to coordinate film provision across the Thames Estuary Production Corridor;
- work with local partners to keep prices competitive in a potentially more restricted marketplace; and
- continue to improve its high profile with Creative England, BFC and Production Guild to ensure the Kent offer stays current.

5 Financial Implications

5.1 The 2022-23 budget for the Service is £110,800. There are no direct financial implications arising from this paper. Future opportunities that arise should a studio complex in Ashford be realised and developments to coordinate film provision across the Thames Estuary Production Corridor will be subject to detailed feasibility studies and approval will be sought for any proposed growth of the Kent Film Office.

6 Data Protection

6.1 The existing privacy notices covers the operation of the service and no new data protection issues arise due to the contents of this paper.

7 Equality and Diversity

7.1 The existing Equality Impact Assessments underpinning the breadth of the service's work apply to the work and roles described in this paper.

8 Recommendation(s):

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| <p>The Growth, Economic Development and Communities Cabinet Committee is asked to note this report and make comments and recommendations to the Cabinet Member for Community and Regulatory Services.</p> |
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9 Contact details

Report Author:

Gabrielle Lindemann [she/her] Kent Film Officer

03000 422 000 | filmoffice@kent.gov.uk | www.kent.gov.uk/filmoffice

Relevant Directors:

Stephanie Holt-Castle, Director Growth and Communities
03000 412064 | Stephanie.Holt-Castle@kent.gov.uk

Simon Jones, Corporate Director Growth, Environment and Transport
03000 411683 | Simon.Jones@kent.gov.uk

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From: Benjamin Watts, General Counsel

To: Growth, Economic Development and Communities Cabinet Committee – 19 July 2022

Subject: Work Programme 2022/23

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 2022/23.

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.

4. Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2022/23.

5. Background Documents: None

6. Contact details

Report Author:
Hayley Savage
Democratic Services Officer
03000 414286
Hayley.savage@kent.gov.uk

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

**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 2022/2023**

| Item | Cabinet Committee to receive item |
|---|--|
| Work Programme | Standing item |
| Verbal Updates – Cabinet Members and Corporate Director | Standing item |
| District Visits Programme | Standing item |
| Final Draft Budget | Annually (January) |
| Annual Equality and Diversity Report | Annually (September) |
| Risk Register – Strategic Risk Register | Annually (March) |
| Performance Dashboard | Bi-annual (6 monthly) |
| Kent and Medway Business Fund Monitoring | Bi-annual reporting (6 monthly) – November and May |
| Key Decision Items | |

22 SEPTEMBER 2022 at 2pm

| | | |
|----|---|-----------------------------|
| 1 | Intro/ Web announcement | Standing item |
| 2 | Apologies and Subs | Standing item |
| 3 | Declaration of Interest | Standing item |
| 4 | Minutes of the meeting held on 19 July 2022 | Standing item |
| 5 | Verbal Updates – Cabinet Members and Corp. Dir. | Standing item |
| 6 | District Visits Programme | Standing item – Rob Hancock |
| 7 | Nutrient Neutrality Update | Max Tant |
| 8 | Kent Design Guide | Nigel Smith/Richard Kidd |
| 9 | Apprenticeships - Invicta Chamber of Commerce Local Skills Improvement Plan | |
| 10 | Annual Equality and Diversity Report | |
| 11 | Community Asset Programme | |
| 12 | Community Services Consultation | Ben Sherreard |
| 13 | Work Programme 2022/23 | Standing item |

15 NOVEMBER 2022 at 2pm

| | | |
|---|--|-----------------------------|
| 1 | Intro/ Web announcement | Standing item |
| 2 | Apologies and Subs | Standing item |
| 3 | Declaration of Interest | Standing item |
| 4 | Minutes of the meeting held on 22 September 2022 | Standing item |
| 5 | Verbal Updates – Cabinet Members and Corp. Dir. | Standing item |
| 6 | District Visits Programme | Standing item – Rob Hancock |

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|--------------------------------|---|--|
| 7 | Project Gigabyte Broadband Programme | Liz Harrison/Nigel Smith |
| 8 | Kent Country Parks Strategy Adoption | Tom Marchant |
| 9 | Work Programme 2022/23 | Standing item |
| 11 JANUARY 2023 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 Corp. Dir. | Standing item |
| 6 | District Visits Programme | Standing item – Rob Hancock |
| 7 | Annual Draft Budget | Liz Harrison/Nigel Smith |
| 8 | Work Programme | Standing item |
| 14 MARCH 2023 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 Corp. Dir. | Standing item |
| 6 | District Visits Programme | Standing item – Rob Hancock |
| 7 | Social Prescribing | Mike Overbeke |
| 8 | Kent and Medway Business Fund monitoring report | Bi-annual monitoring report (6 monthly) – David Smith and Martyn Riley |
| 9 | Work Programme | Standing item |

| Items for Consideration that have not yet been allocated to a meeting | |
|---|-------------------|
| Thames Estuary/EDC/Thames Crossing | TBA - David Smith |
| Kent Developer's guide | TBA - Nigel Smith |
| Faversham Creek Bridge | TBA |
| Otterpool | TBA |

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|---|---|
| Strategic Framework for Active Kent and Medway – Pre-consultation draft | Tom Marchant |
| Trading Standards Checked and Ports Team | Mike Overbeke – possibly two reports |
| Creative Economy | James Pearson |
| GTS Pitch Allocation and Site Management Policy | Tom Marchant |
| PROW Operational Management Policies | Tom Marchant |
| LiK update pre-commissioning | David Smith |
| Sources of Energy | <i>(Mark Hood – Agenda Setting 17/5/22)</i> |
| No Use Empty Update | |

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