

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

**Tuesday, 10th May, 2022**

**2.15 pm**

**Council Chamber, Sessions House**







## AGENDA

# GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

**Tuesday, 10 May 2022 at 2.15 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 22 March 2022 (Pages 1 - 20)
- 5 Verbal updates by the Cabinet Members and Corporate Director
- 6 KCC Public Protection - Coroner Service (Pages 21 - 30)
- 7 District Visits Programme - Recent Visit to Tonbridge & Malling Borough Council (Pages 31 - 38)
- 8 Apprenticeship Update and KCC's Support Role (Pages 39 - 42)
- 9 Kent and Medway Economic Strategy (Pages 43 - 72)
- 10 Infrastructure Funding - All Member Briefing Scoping Paper (Pages 73 - 76)

- 11 Kent and Medway Business Fund Bi-Annual Monitoring - Q3 2021/22 (Pages 77 - 82)
- 12 Performance Dashboard (Pages 83 - 102)
- 13 Work Programme 2022/23 (Pages 103 - 108)

**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

**Friday, 29 April 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, 22 March 2022.

PRESENT: Mr R C Love, OBE (Chairman), Mrs R Binks, Mr C Broadley, Mr T Cannon, Ms M Dawkins, Mr M A J Hood, Mr S C Manion, Ms J Meade, Mr J Meade, Mr A M Ridgers, Mr D Robey, Mr M J Sole, Mr S Webb, Mrs S Hudson and Mr H Rayner

ALSO PRESENT: Mr P M Hill, OBE, Miss S J Carey and Mrs S V Hohler

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

**UNRESTRICTED ITEMS****48. Apologies and Substitutes**

*(Item 2)*

Apologies for absence had been received from Mr Holden, Mr Kite and Mr Baker. Mrs Hudson was present as substitute for Mr Holden and Mr Rayner was present as substitute for Mr Kite.

**49. Election of Chair**

*(Item 3)*

1. Mr Manion proposed, and Mr Rayner seconded that Mr Love be elected Chairman of the Cabinet Committee.
2. Ms Dawkins proposed, and Mr Sole seconded that Ms Meade be elected Chairman of the Cabinet Committee.
3. Members voted on the election of Chairman, and it was agreed by majority vote that Mr Love be elected Chairman of the Cabinet Committee.
4. Mr Love thanked members and paid tribute to the previous Chairman of the Cabinet Committee, Sir Paul Carter.

RESOLVED that Mr Love be elected Chairman of the Cabinet Committee.

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

*(Item 4)*

Mr Meade declared a non-pecuniary interest, in item 8 on the agenda, as the County Council's representative on the planning committee of the Ebbsfleet Development Corporation.

During the meeting the following non-pecuniary interests were declared:

Item 10

Mr Meade as a member of the Local Government Association's People and Places Board.

Mr Broadley as a member of two boating clubs and trustee of two restoration trusts on the Thames.

Item 11

Mr Rayner as he utilised the kayaking facility at Grove Ferry.

**51. Minutes of the meeting held on 13 January 2022**

*(Item 5)*

RESOLVED that the minutes of the meeting held on 13 January 2022 were a correct record.

**52. Verbal updates by the Cabinet Members and Corporate Director**

*(Item 6)*

1. Mr Hill, Cabinet Member for Community and Regulatory Services, gave a verbal update on the following, about which there were no questions:
  - (a) The 76km section of the England Coast Path (ECP) between Woolwich and Grain officially opened on 12 January 2022. There were now three national trails in Kent – the North Downs Way, the ECP and the Thames Path.
  - (b) Business and Intellectual Property Centre Kent had been launched and provided business support both virtually and in person at the Kent History and Library Centre in Maidstone.
  - (c) The Amelia, an art gallery and museum project in Tunbridge Wells, would officially open on 28 April 2022.
  - (d) Mr Hill paid tribute to Kent residents, Mark Weston, Taylor Lawrence, Millie Knight and James Barnes-Miller for their achievements at the Olympics and Paralympics in Beijing.
  - (e) BBC Radio 4 Front Row on 9 March 2022 would focus on Margate and the effects Turner Contemporary had had on the life of the town and the creative quarter.
  - (f) On 21 March 2022 The Kent Resilience Forum stood up to strategically co-ordinate the new Homes for Ukraine Scheme in Kent.

- (g) On 21 March 2022 Mr Hill attended a preview of Folkestone 51, a three storey skatepark in Folkestone which was due to open formally at the end of March 2022.
2. Mr Robey, Deputy Cabinet Member for Economic Development, gave a verbal update on the following:
- (a) The Leader of the Council, Leader of Dover District Council and MP Natalie Elphick had written to the Chancellor of the Exchequer to encourage the reinstatement of P&O workers who had been made redundant.
  - (b) The Council's No Use Empty initiative had been granted a further £2.5million from the government's Growing Places Fund to boost the cash available to bring more empty properties back into use.
  - (c) Bike manufacturer Brompton had announced plans to move its global headquarters to Ashford and build a revolutionary and sustainable bicycle factory on wetlands near the Ashford Designer Outlet. The proposals equated to a £100million investment in the local economy. As well as the manufacturing facility Brompton would incorporate a wetlands park into the development.
  - (d) A meeting took place at the beginning of March with local MP Damian Collins, Rolls Royce, and the leader of Folkestone & Hythe District Council regarding the future of Dungeness. This was one of a series of meetings concerning the site with interested parties, and development of the site would offer significant opportunities to the local area and economy of Kent.
3. Mr Robey responded to the following questions and comments from Members:
- (a) Asked about measures being taken by the Council to demand the reinstatement of P&O workers, Mr Robey said the letter sent to Mr Sunak was unequivocal in asking for reinstatement. He said the focus for the Council was supporting those affected into employment as soon as possible.
  - (b) Members expressed their sympathy for the P&O workers who had been made redundant and discussed the limitations of the Council's involvement in intervening due to complex legal issues.
4. Simon Jones, Corporate Director for Growth Environment and Transport, then gave a verbal update on the following:
- (a) Despite rising staff absences due to the Covid-19 pandemic all services were continuing to meet their service levels. As a result of the lifting of pandemic restrictions services were returning to pre-pandemic operation, including public access to computers in libraries from 1 April 2022 and in person death registrations from the end of March 2022.
  - (b) A £1.1million Investment in country parks to provide and improve play equipment was underway across eight parks, and on target to be completed by the end of May 2022.

- (c) Trading Standards continued to address counterfeit and fraud activities. Mr Jones recognised the positive contribution of Elaine Mount who had returned £1,500 to a victim of doorstep crime and over this financial year had accounted for approximately £150,000 of refunds for residents in her area.
  - (d) The Public Protection Team was supporting local traders to ensure their services reached the right areas and appropriate services were offered to residents.
  - (e) Community Wardens were working closely with communities and charities to ensure support for the Ukrainian crisis was reaching the intended targets and recipients.
5. Members raised several concerns regarding the Homes for Ukraine Scheme and these related to mortgage and rental agreements, house insurance, education for Ukrainian children and refugees seeking work. Mr Jones said the Ukrainian response was a rapidly moving situation and the common point of control was through the Kent Resilience Forum. Mr Jones asked Members to use that facility as their first point of call.

RESOLVED that the verbal updates be noted.

### **53. District Visits Programme 2022**

*(Item 7)*

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

1. Mr Hancock introduced the report, explained the purpose of the visits, and set out the future programme.
2. It was noted that the visits on 21 April 2022 and 25 May 2022 would be re-arranged due to conflicting events.

RESOLVED that the District Visits Programme 2022 report be noted.

### **54. Developer Contributions for Education**

*(Item 8)*

*Mr Nicholas Abrahams, Area Education Officer (West Kent), and Mr Ian Watts, Area Education Officer (North Kent) were in attendance for this item.*

1. Mr Abrahams introduced the report and highlighted how Section 106 and Community Infrastructure Levy (CIL) developer contributions supported education.
2. Mr Abrahams, Mr Watts and Mr Jones responded to comments and questions from the committee, including the following:
  - (a) Asked about leverage to ensure school places, Mr Abrahams said the Council had a statutory function to ensure school places and if a planning application could not be mitigated, it would be objected based on sustainability.



- (b) Asked about the identification of education need for the current financial year Mr Abrahams said the Kent Commissioning Plan outlined forecasts based on planning areas and forecasts did not include development which had not yet received planning consent. Mr Abrahams said the numbers quoted in the report were an estimate based on the current local plans and housing needs. Mr Abrahams reassured Members that the most up to date housing data from district councils was used for forecasts for school places and included housing completion data and housing consent.
- (c) Members discussed the complexity of developer contributions and noted the Government's future intention to replace the Section 106 and CIL systems.
- (d) Members raised concerns around the integration of reports being received by the Cabinet Committee and how developer contributions for education were considered within the broader needs of the Council, and how the different demands on funding may impact on potential borrowing and school places. Members also made reference to how consideration of education outcomes was factored into the Council's approach to Section 106 and CIL monies.
- (e) Members discussed the need for regular information on a local level that included liaison with Local Planning Authorities, Health and Highways. Mr Watts said in previous years there had been local briefings for Members and the Area Education Officers were looking to reinstate briefings at district level in the new academic year. Mr Jones suggested a wider context paper could be brought to the Cabinet Committee along with a quarterly performance report, the Annual Infrastructure Statement to provide a detailed list of the contributions secured and allocated, and the Growth and Infrastructure Framework (GIF) to identify infrastructure and operational need for the future.
- (f) Members noted an All Member Briefing would be helpful to understand the wider context of developer contributions. Members also welcomed repeat papers being received by the Cabinet Committee on educational sustainability, integrated with planning liaison, and the financial impact for the Council. Mr Jones suggested that a scoping paper incorporating the issues discussed would be received by the Cabinet Committee at the next meeting with the anticipation of an All Member Briefing.

RESOLVED that concerns raised by Members in response to the report be highlighted to the Executive; and that the request for Members to consider these matters again via relevant briefings, other Committee meetings (remit depending) and future reports to the Cabinet Committee, be noted.

## **55. Domestic Homicide Reviews (Kent and Medway)**

*(Item 9)*

*Mr Mike Overbeke, Head of Public Protection, and Mr Shafick Peerbux, Head of Community Safety, were in attendance for this item.*

1. Mr Overbeke and Mr Peerbux introduced the report. Mr Overbeke said the work of the team within the Community Safety Service demanded extreme sensitivity and the team had developed a highly respected expertise locally and nationally. Mr

Peerbux defined a domestic homicide review and highlighted the key areas of the report.

2. Asked whether the reviews had identified a need for more support for men and the LGBT community, Mr Peerbux said in some reviews they were finding limitations in the services available, and this was being fed through to domestic abuse commissioners and agencies.
3. Members recognised the changes and improvements to multi-agency practice that had taken place because of the reviews and the important and good work of the Community Safety Service.

RESOLVED that the report and the updates for Kent and Medway's Domestic Homicide Review activities and commitments be noted.

## **56. Levelling Up White Paper - Presentation**

*(Item 10)*

*Ms Sarah Nurden, Strategic Programme Manager (KMEP), was in attendance for this item.*

1. Ms Nurden provided an overview of the Levelling Up White Paper launched in February 2022 and a series of slides (attached to these minutes).
2. Ms Nurden responded to comments and questions from the committee, including the following:
  - (a) Asked about a reform of the apprenticeship levy to enable local employers to use it without central government control, and the skills gap within infrastructure delivery, Ms Nurden referred to the Employment Taskforce chaired by the Leader and said she would explore how these views could be fed back to government.
  - (b) Asked what the Council could do to appeal the loss of money from the southeast Ms Nurden said in terms of representations back to government she was meeting with a levelling up civil service representative, along with county council and district network colleagues, to discuss the UK Shared Prosperity Fund at the end of March 2022.
  - (c) Asked how Northfleet and Gravesend West could be recognised as a deprived coastal community Ms Nurden said the paper did not suggest that coastal communities would receive more funding, but it was important civil servants understood the local economic prospects.
  - (d) Asked about potential investment in Thanet and Dover for an airport Ms Nurden said she would make those representations at a meeting with Thanet District Council.

RESOLVED that the content of the presentation be noted.

## **57. Nutrient Neutrality**

*(Item 11)*

*Mr Max Tant, Southern Water Manager, was in attendance for this item.*

1. Mr Tant introduced the report and provided a brief summary on the issue of nutrient neutrality applied to the River Stour catchment in East Kent. Mr Tant said the Council was likely to be the co-ordinating authority in Kent for the government funding (paragraph 5.5 in the Nutrient Neutrality report) and would be bidding for the funding in partnership with planning authorities.
2. Mr Tant responded to comments and questions from the committee, including the following:
  - (a) Asked about timescales for housing developments Mr Tant said this was being led by planning authorities. Some larger sites had planning permission, but he was not aware that any small site developments were imminent.
  - (b) Asked about the involvement of Southern Water Mr Tant said it was not a pollution issue caused by any failure of Southern Water and there were plans to upgrade the treatment works but an intervening solution was required.
  - (c) Asked whether upgrading the water treatment works would solve the problem Mr Tant said upgrading the water treatment works was part of the solution to remove the phosphorous but most of the nitrogen came from agricultural run-off and would need to be managed in the catchment area. A comprehensive approach was required but if the phosphorus issue was resolved nutrient neutrality would be simpler to deliver.

RESOLVED that the report be noted and that an update report be brought back to the committee in six months' time.

## **58. Public Consultation on the Draft Country Parks Strategy 2022-2027** *(Item 12)*

*This item was taken before Item 11.*

*Mr Tom Marchant, Interim Head of Countryside and Community Development, was in attendance for this item.*

1. Mr Hill said the portfolio of Kent Country Parks had provided a lifeline to Kent residents during the pandemic. Mrs Hohler thanked three Members of the Cabinet Committee for their contributions in the informal Members Working Group and said on average the parks were seeing 13,000 visits per day. Mrs Hohler recognised the valuable work of volunteers and said partnerships with green spaces to share best practice were being explored.
2. Mr Marchant introduced the report and drew Members' attention to the stages and timelines of the consultation.
3. A Member asked about accessibility to the play equipment upgrades currently under construction and Mr Marchant said improvements, such as the recent resurfacing of the paths at Brockhill, enhanced levels of accessibility for park

users. Other improvements were planned for several other country parks in the portfolio.

RESOLVED that the draft 2022-2027 Country Parks Strategy vision, aims and objectives (Section 3 of the main report), and the proposed consultation process contained within section 4 of the main report, be endorsed.

## **59. Green Economy - Prospects and Opportunities**

*(Item 13)*

*Mr Rob Robinson, Sustainable Business Programme Manager, was in attendance for this item.*

1. Ms Holt-Castle introduced the report and said the paper had also been received by the Environment & Transport Cabinet Committee on 17 March 2022. Ms Holt-Castle highlighted the key areas the Environment & Transport Cabinet Committee had identified including tidal energy, manufacturing, skills and apprenticeships working with the Green Job Taskforce, and food protection.
2. Ms Holt-Castle, Mr Robinson and Miss Carey responded to comments and questions from the committee, including the following:
  - (a) Asked about manufacturing in Taiwan Ms Holt-Castle said Locate in Kent worked with different sectors and had a number of target countries and she would discuss this with their CEO.
  - (b) Asked about tidal energy Ms Holt-Castle said this would be taken forward at the Kent Environment Strategy Cross Party Members Group.
  - (c) Asked about guidance and advice available to help organisations utilise green energy opportunities Mr Robinson said Low Carbon Across the South East (LoCASE) funding may be able to help organisations and the Council was working with partner organisations including Social Enterprise Kent across a range of projects on supporting decarbonisation plans and identifying best practice.
  - (d) Asked about reducing car journeys, the increased use of public transport and digital accessibility Ms Holt-Castle said the Sustainable Business and Communities Team worked closely with Highways and Transport in supporting Electric Vehicle (EV) development. Mr Robinson said his team was helping firms adapt their business software and hardware for home working and fleet reviews were carried out as part of their energy audit. A list of projects had been put forward for the Shared Prosperity Fund and would incorporate green skills provision to ensure training was fit for purpose and covered retrofit property issues.
  - (e) Asked about housing developments not meeting energy efficiency standards and the availability of skills training to meet the requirements Ms Holt-Castle said the Economic Interventions Framework would be discussed at a future Cabinet Committee meeting.

- (f) Members discussed the importance of apprenticeships within the area of green economy manufacturing, for example heat pumps, EV chargers, solar panels and triple glazing.
- (g) Asked about the Council's use of green energy Ms Holt-Castle said a significant amount of work was taking place across the Council's estate to ensure the net zero 2030 target was met. Miss Carey said a report would be presented to Environment & Transport Cabinet Committee later in the year on how the public sector Decarbonisation Scheme funding resulted in a major investment in solar panels and alternative forms of heating.

RESOLVED that the report be noted.

**60. Risk Management: Growth, Environment and Transport Directorate**  
(Item 14)

*Ms Jody Catterall, Risk Manager, was in attendance for this item.*

1. Ms Catterall introduced the report and presented two strategic risks from the Corporate Risk Register.
2. Ms Catterall responded to comments and questions from the committee, including the following:
  - (a) Asked about the heightened risk of cyber-attacks on the Council and scope to strengthen the description of risk GT0027 to include reference to cyber security Ms Catterall said she would raise this with the Corporate Director.
  - (b) Asked whether good practice to prevent cyber-attacks was shared with Kent businesses and provision was in place for the Council's commissioned services, Ms Holt-Castle said the Council worked closely with the Chamber of Commerce Federation of Small Businesses and other business networks to ensure businesses were supported. Ms Holt-Castle said the commissioning process involved several checks and she would liaise with the procurement team regarding cyber security within supply chains. Ms Catterall said the Corporate Risk Register included a risk relating to supply chains and this risk would be looked at in relation to cyber security.

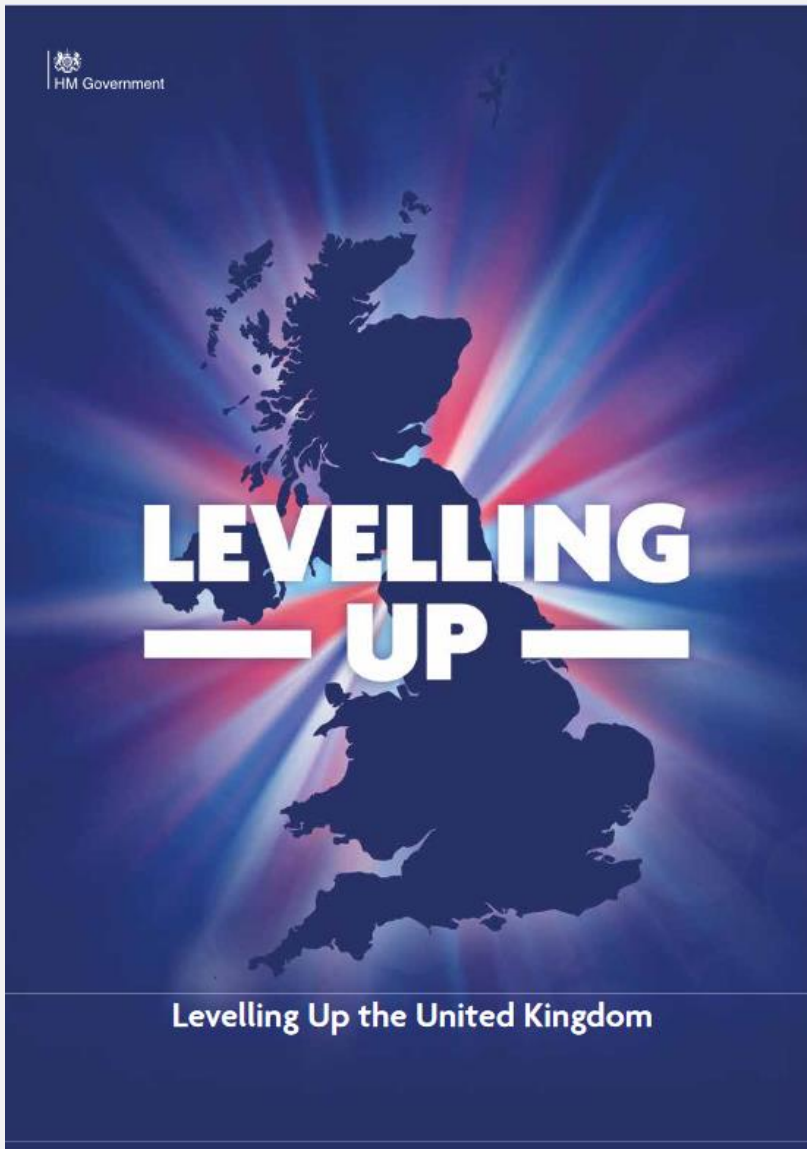
RESOLVED that the report be noted.

**61. Work Programme 2021/22**  
(Item 15)

RESOLVED that the Work Programme 2022 be noted subject to the following additions:

- Developer Contributions scoping paper for an All Member Briefing
- Nutrient Neutrality Update in six months' time

This page is intentionally left blank



## Government's flagship programme to revitalise the UK

### Headlines:

#### Goal:

- Encourage a second renaissance by focussing on all Government departments working together.

#### How:

By focussing on:

- 6 capitals
- 5 pillars
- 12 missions

*(details shown on next slide)*

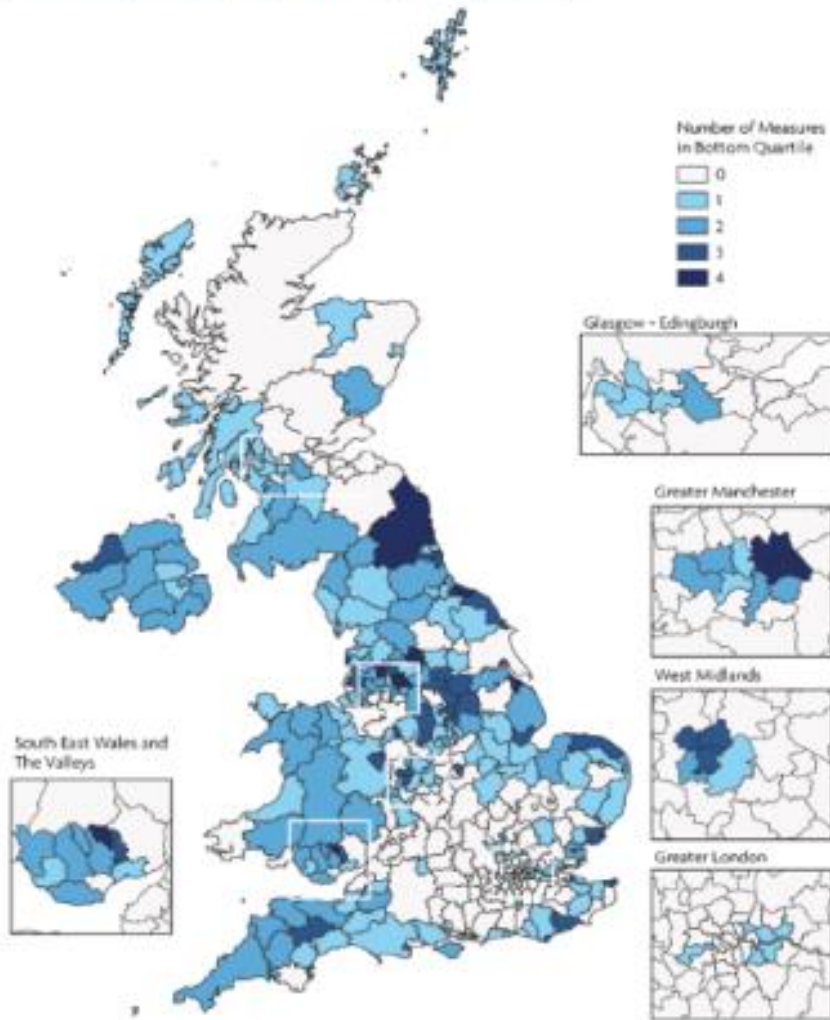
- It is a macro document that contains multiple micro policies from across Whitehall.

#### Question for local stakeholders:

- How do we align ourselves to accomplish the 12 missions?

Figure 1.13 Spatial patterns: Which places are most left behind? Local authorities in the bottom quartile for level 3+ equivalent skills in the adult population, Gross Value Added (GVA) per hour worked, Median Gross Weekly Pay and healthy life expectancy<sup>31</sup>

Page 2



<sup>31</sup> This map combines data from the ONS on Gross Value Added (GVA) per hour worked, average life satisfaction, median gross weekly pay and Healthy Life Expectancy. It shows, for each local authority, how many of these measures are ranked in the bottom quartile, when compared against the UK average. Subregional data is not available for Northern Ireland across GVA per hour worked or NVQ3+, therefore we use the Northern Ireland Regional value for these local areas.

## 6 Capitals:

- **Physical capital** – Infrastructure, machines, housing
- **Human capital** – Skills, health, workforce experience
- **Intangible capital** – Innovation, Ideas, Patents
- **Financial capital** – Financial resources, support
- **Social capital** – Community strength, trust, relationships
- **Institutional capital** – Local Leadership, capability, capacity





12 Missions	Realign Gov. decision-making	Empower local decision-makers	Transform data & monitoring	Levelling-Up Advisory Council
<p><b>Run to 2030.</b></p> <ol style="list-style-type: none"> <li>1. Living standards</li> <li>2. R&amp;D</li> <li>3. Transport Infrastructure</li> <li>4. Digital Connectivity</li> <li>5. Education</li> <li>6. Skills</li> <li>7. Health</li> <li>8. Wellbeing</li> <li>9. Pride in Place</li> <li>10. Housing</li> <li>11. Crime</li> <li>12. Local Leadership</li> </ol>	<ul style="list-style-type: none"> <li>• <b>Target setting</b></li> <li>• <b>Levelling-Up Directors</b></li> <li>• <b>Levelling-Up Cabinet Committee</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Devolution - 'County Deals with directly-elected mayors'</b></li> <li>• <b>Leadership and management training</b></li> <li>• <b>Local authority procurement</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>New independent body</b> focused on local data, transparency and robust evidence.</li> <li>• <i>More focus on community satisfaction data.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Levelling Up Advisory Council</b> charged with providing <b>independent expert advice.</b></li> <li>• <b>Sub-Committees</b> on selected topics.</li> <li>• <b>Annual reports.</b></li> </ul>

**Table 2.3 Devolution Framework**

**Level 3** – A single institution or County Council with a directly elected mayor (DEM), across a FEA or whole county area

**Level 2** – A single institution or County Council without a DEM, across a FEA or whole county area

**Level 1** – Local authorities working together across a FEA or whole county area e.g. through a joint committee

Function	Detail	L1	L2	L3
<b>Strategic role in delivering services</b>	Host for Government functions best delivered at a strategic level involving more than one local authority e.g. Local Nature Recovery Strategies	✓	✓	✓
	Opportunity to pool services at a strategic level	✓	✓	✓
	Opportunity to adopt innovative local proposals to deliver action on climate change and the UK's Net Zero targets	✓	✓	✓
<b>Supporting local businesses</b>	LEP functions including hosting strategic business voice		✓	✓
<b>Local control of sustainable transport</b>	Control of appropriate local transport functions e.g. local transport plans*		✓	✓
	Defined key route network*			✓
	Priority for new rail partnerships with Great British Railways – influencing local rail offer, e.g. services and stations			✓
	Ability to introduce bus franchising		✓	✓
	Consolidation of existing core local transport funding for local road maintenance and smaller upgrades into a multi-year integrated settlement			✓
<b>Investment spending</b>	UKSPF planning and delivery at a strategic level		✓	✓
	Long-term investment fund, with an agreed annual allocation			✓
<b>Giving adults the skills for the labour market</b>	Devolution of Adult Education functions and the core Adult Education Budget		✓	✓
	Providing input into Local Skills Improvement Plans		✓	✓
	Role in designing and delivering future contracted employment programmes			✓
<b>Local control of infrastructure decisions</b>	Ability to establish Mayoral Development Corporations (with consent of host local planning authority)			✓
	Devolution of locally-led brownfield funding			✓
	Strategic partnerships with Homes England across the Affordable Housing Programme and brownfield funding			✓
	Homes England compulsory purchase powers (held concurrently)		✓	✓
<b>Keeping the public safe and healthy</b>	Mayoral control of Police and Crime Commissioner (PCC) functions where boundaries align^			✓
	Clear defined role in local resilience*		✓	✓
	Where desired offer MCAs a duty for improving the public's health (concurrently with local authorities)			✓
<b>Financing local initiatives for residents and business</b>	Ability to introduce mayoral precepting on council tax*			✓
	Ability to introduce supplement on business rates (increases subject to ballot)			✓

\* refers to functions which are only applicable to combined authorities

^ refers to functions which are currently only applicable to mayoral combined authorities

**The concern:** The UK is a highly-centralised country.

**Goal:** Overwhelming preference by Gov. to establish Mayoral Combined Authorities or establishing County Deals with **directly-elected mayors.**

The 12 missions to level up the UK by 2030 are:

- 1. Living Standards:** The Government wants to ensure that pay, employment and productivity has risen in every area of the UK – with the gap between the top-performing and others areas closing.
- 2. Research & Development:** Domestic public investment into R&D outside of the Greater South East will increase by at least 40%, with government seeking to lever at least twice as much private-sector investment over the long term.
- 3. Transport Infrastructure:** Local transport connectivity across UK will be significantly closer to London standards, with improved services, simpler fares and integrated ticketing.
- 4. Digital Connectivity:** The UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for majority of population.
- 5. Education:** The number of primary school children achieving expected standards in reading, writing and maths will have significantly increased. In England, 90% to achieve expected standard. The percentage of children meeting standard in the worst performing areas will have increased by a third.
- 6. Skills:** The number of people completing high-quality skills training will have significantly increased in every UK area. In England, this will lead to 200,000 more people successfully completing high-quality skills training p.a., driven by 80,000 more people completing courses in lowest skilled areas.
- 7. Health:** The gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed. HLE will rise by five years by 2035.
- 8. Wellbeing:** Wellbeing will improve in every area of the UK, with gap between the top-performing and others areas closing.
- 9. Pride in Place:** Pride in place, such as people’s satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK
- 10. Housing:** Renters will have a secure pathway to ownership with the number of first-time buyers increasing in all areas. The number of non-decent rented homes to have fallen 50%, with biggest improvements in lowest performing areas.
- 11. Crime:** Homicide, serious violence and neighbourhood crime will have fallen, focussed on the worst areas.
- 12. Local Leadership:** Every area of England that wants a devolution deal, with powers at or approaching the highest level of devolution, will have one alongside a simplified long-term funding settlement.

## **Mission One - Living Standards**

The Government wants to ensure that pay, employment and productivity has risen in every area of the UK – with the gap between the top-performing and others areas closing.

## **Mission Two – Research & Development**

Domestic public investment into R&D outside of the Greater South East will increase by at least 40%, with government seeking to lever at least twice as much private-sector investment over the long term.

## **Mission Nine – Pride in Place**

Pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK

## Mission Twelve – Local Leadership

Every area of England that wants a devolution deal, with powers at or approaching the highest level of devolution, will have one alongside a simplified long-term funding settlement.

The policy programme is focused on:

- a. local devolution in England
- b. private sector led partnerships +
- c. local growth funds

## Government's Next Steps

- Structured process of visits.
- Setting up local panels.
- Annual reports
- An online space where local ideas, proposals and initiatives around levelling up can be heard and co-ordinated.



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

**To:** Growth, Economic Development and Communities Cabinet Committee – 10 May 2022

**Decision No:** N/A

**Subject:** KCC Public Protection - Coroner Service

**Classification:** Unrestricted

**Electoral Divisions:** All

**Summary:** The purpose of this paper is to inform the Cabinet Committee about the statutory role of KCC to support the Coroner Service and the extensive work undertaken to modernise the service delivery model.

**Recommendation(s):** The Growth, Economic Development and Communities Cabinet Committee is asked to note and make any comments and recommendations to the cabinet member.

## 1. Introduction

- 1.1 The Public Protection Coroner Service sits in the Public Protection Group within the Growth and Communities Division.
- 1.2 Coroners (i.e., the judicial official who is empowered to conduct or order an inquest into the manner or cause of death and to investigate or confirm the identity of an unknown person who has been found dead within the coroner's jurisdiction) are the legal entity, the Coroner Service is therefore not a local authority (LA) service, rather the LA has a statutory obligation (s24 Coroners and Justice Act 2009) to
  - meet all the costs of the service;
  - provide sufficient coroners officers, other staff, and accommodation to enable the coroners to discharge their statutory functions;
  - indemnify coroners against legal challenge; and,
  - appoint coroners (senior coroners, area coroners and as many assistant coroners as required for each area).
- 1.3 A Statutory Instrument requires KCC to deliver the Coroner Service on behalf of Medway Council. A funding arrangement is in place to recover the Medway proportion of service costs.
- 1.4 Coroners are independent judicial office holders appointed and paid by the LA, but have no employment status of the LA. The Ministry of Justice is the government

department with responsibility for the legislation and policies as they apply to the Coroner Service.

- 1.5 Government rejected the 2021 recommendation by the Justice Committee Review to centralise the Coroner Service.
- 1.6 The Coroners and Justice Act 2009 (implemented in 2013) introduced the role of Chief Coroner (CC) of England & Wales, responsible for leadership and guidance but with no management role. The Coroners themselves remain independent judicial office holders and the CC cannot interfere with any judicial decision and is therefore limited to issuing guidance.
- 1.7 KCC's role in this service is therefore unique compared to other KCC services in that we do not have overall control of the service, which is led by the Senior Coroners. However, KCC must provide sufficient staff, suitable accommodation and all other resources required by the Senior Coroners (SCs) to deliver their statutory functions. The CC has issued a 'Model Coroner Area' setting out expectations of the relevant local authority.
- 1.8 The coroner service is one for which demand is ultimately uncontrollable by KCC and to some extent Coroners themselves. The Coroners must respond by investigating deaths reported to them if they have reason to suspect that:
  - The death was violent or unnatural;
  - The cause of death is unknown; or
  - The deceased died whilst in prison, police custody or another type of state detention.
- 1.9 There is a link between the rate of deaths and the rate of population growth in the county, however the link is not direct or absolute, the consequence being it is also difficult to predict demand.
- 1.10 The Coroner is also required to investigate reports of 'Treasure' and determine whether an object is treasure, who found it and when and where it was found.
- 1.11 There are four distinct Coroner areas in Kent and Medway: Central & South East Kent (CSEK); Mid Kent & Medway (MKM); North East Kent (NEK); North West Kent (NWK), each with a Senior Coroner appointment. Additionally, KCC has appointed 3 full-time area coroners and 10 assistant coroners (fee paid)
- 1.12 Prior to 2013, a Coroner appointment was a life appointment. Two of the Kent & Medway Coroner areas have Senior Coroners who are life office holders, Mid Kent & Medway (Patricia Harding) and North West Kent (Roger Hatch)
- 1.13 On the resignation / retirement of the Senior Coroners for NEK (end 2013) and CSEK (during 2016), with the approval of the Lord Chancellor, KCC appointed Patricia Harding as the Acting Senior Coroner for NEK and CSEK.

1.14 KCC has received support from the Chief Coroners' office as part of the national modernisation agenda to merge the four Kent & Medway Coroner areas into a single Coroner area but cannot do so by displacing a life office holder. Legislation is pending to be able to merge Patricia's three areas.

1.15 The purpose of a Coroner's investigation is to establish:

- who the deceased was;
- how, when and where the death occurred;
- details required by the Births and deaths Registration Act 1953
- identify and report circumstances which left unremedied could result in further deaths.

## **2. Background to the Coroner Service Modernisation Agenda**

2.1 The Government and Chief Coroner are working to deliver reforms to create a more modern, open, and consistent series of locally delivered Coroner Services across England and Wales, and to reduce unnecessary delays.

2.2 In all reforms, statutory and otherwise, the Chief Coroner maintains the essential concept that bereaved families must at all times be at the heart of the Coroner process.

2.3 The 2009 Act placed a legal obligation on upper tier LAs to provide Coroners Officers (COs) where not provided by the police service.

2.4 In 2013, Kent Police gave notice that they intended to transfer employment of COs to KCC. This was implemented on 1<sup>st</sup> January 2014.

2.5 During 2013 and 2014, the Regulatory Services (now known as Public Protection) management team considered how KCC could implement the Chief Coroner's national modernisation agenda to implement national best practice and achieve consistency of standards between the four Kent & Medway Coroner areas. A review of the administrative arrangements and working practices of the COs was also undertaken.

2.6 The service also underwent a Customer Service Review (CSR), supported by the Cabinet Member, and the Corporate Director for Growth Environment and Transport.

2.7 The reviews concluded that in order to deliver a countywide service fit for the future, a greater focus must be given to the following six areas:

- i. Greater emphasis on putting the family of the deceased at the centre of the Coroner Service
- ii. Co-location (part or in full) of all teams to take advantage of economies of scale and provide a more consistent and resilient service to bereaved families and stakeholder partners, no matter where they are in the County
- iii. Improvements to efficiency and timeliness of case handling, with Coroners co-located with their KCC team, supported by a consistent application of Standard Operating Procedures (SOPs)

- iv. Improving the interfaces between the service and partner organisations, for example with the police and justice agencies, pathologists and mortuaries, hospitals, care homes and registrars etc
- v. Greater level of operational consistency supported by better technology, including the use of a shared case management system across the teams
- vi. More effective, stable, and resilient team structure with less reliance on fixed-term contracts and agency staff, and more opportunities for staff development and retention.

2.8 The service has been working with the Kent and Medway Senior Coroners and the Chief Coroner (England and Wales) to develop greater control over large parts of the cost of the service, acknowledging that much of the spend is the consequence of judicial decisions in which KCC cannot seek to interfere.

2.9 Whilst far from complete, the Coroners Service Transformation Programme is a longstanding programme of continuous improvement activity which is exploring and implementing a variety of solutions to deliver greater efficiency to better manage all aspects of resources utilised in the delivery of the service.

2.10 To achieve the local transformation of the Kent & Medway Coroner Service we looked at the following:

- staffing to include roles, job descriptions and numbers
- accommodation, both office accommodation for coroners (who were home working, remote from the officers with an allowance from KCC), the staff team and provision of court and ancillary facilities
- procedures, move away from paper with historic reliance on telephone calls and fax machines.

### **Staffing**

2.11 Up to January 2014, the Coroner Service was delivered by Kent Police operating as six separate and remote teams; each working very differently. This made cover arrangements and county-wide resilience difficult to manage. Following the transfer of the service to KCC, a review staff structures and operational procedures was undertaken in collaboration with Patricia Harding in two of the four coroner areas followed by a new staff structure and standardised operational procedure, implemented in April 2016.

2.12 The restructure introduced three new roles: investigative, administrative and court ushering with new line management and supervision functions to improve consistency of working practices. It also introduced the role of coroner's court usher, allowing the COs to focus on case work progression rather than spending days in court with no added value. Coroner Investigation Officers will attend court when they have a role to play in the hearing rather than to run a court. The Coroners Court Usher role has developed into a relatively small pool of highly capable and very flexible staff to support the families and witnesses and delivery of inquest hearings, without concern for the work building up back at the office.

## **Accommodation**

- 2.13 The coroner's officers were allocated KCC office accommodation during 2014 but remained working as four distinct teams from four locations until suitable accommodation could be found to co-locate the whole team. Since November 2017 all CS members have been co-located in one office space, enabling the merger of the four teams, greater resilience, and consistency across four coroner areas and improved 'one-team' approach and mindset.
- 2.14 Ad-hoc provision was made for courts, mainly at Archbishops Palace, but 'competing' with weddings and citizenship ceremonies for venue capacity limited the ability to deliver sufficient courts and so hiring external venues was necessary creating budget pressure and loss of time for coroners and staff to travel.

## **Procedures**

- 2.15 The updating of the Civica Case Management system in 2020 has allowed the service to move to fully electronic case management system which has improved efficiency and accountability.

## **Ancillary Considerations**

### **Movement of the Deceased**

- 2.16 KCC has in place a series of contracts to move the deceased between home address and mortuary or mortuary to mortuary on behalf of the Senior Coroners. The total cost in 21-22 was £606.7k however the cost of KCC directly providing this service was calculated to be prohibitive.
- 2.17 The main provider of this service remains funeral directors and historically they fully or partially absorbed the costs on the basis that some families will instruct them to make the funeral arrangements. Since 2018-19 this has moved to full cost recovery. Papers were presented to GEDCCC for consideration prior to awarding these contracts last year.

### **Mortuaries and Post-Mortem (PM) arrangements**

- 2.18 Kent and Medway do not have a public mortuary, KCC is therefore reliant on the NHS facilities to store the deceased and carry out post-mortem examinations. KCC currently has contracts with four Kent & Medway NHS Trusts across five mortuaries on behalf of the Senior Coroners to deliver the provision. Since 2018-19 the NHS have moved to full cost recovery to provide this service and the total cost in 21-22 was £1.3m.
- 2.19 Coroners PM examinations (PME) must be carried out by a registered and licensed pathologist. PM is no longer a mandatory part of pathologist training and there is a declining number of pathologists trained for this work further exacerbated by the nationally set fee for PMs not increasing since 2007, so many NHS pathologists will not undertake coroners' PMEs. The Service is therefore reliant on agency pathologists the cost of which is up to 3.5 times the set fee. The Coroner Service explored direct employment of pathologists to provide greater resilience and budget

control, but it was not possible to achieve largely due to the reducing number of pathologists and competition with the NHS.

## **Statutory changes**

- 2.20 A **Medical Examiner** Service was introduced by the Department Health Social Care on a non-statutory basis statutory from summer 2022). It is responsible for scrutiny of all cases not reported to the Coroner. The expected benefit of scrutiny of these deaths by the NHS is to reduce the total number of referrals to the coroner. However, with added scrutiny cases that have not been referred that should have been are now being referred. By nature, these cases tend to be more complex, and as a percentage of coroners' casework, the PM rate and inquest hearings will increase.
- 2.21 Legislation is waiting Royal Assent to require Coroners to inquire into **Still-births**, this is a new burden and although the total numbers are likely to be relatively small, they will require specialist pathologists and facilities and potentially expert opinion. For example, we do not have suitable mortuary facilities in Kent for babies so all still-birth cases will require transporting to and from a London mortuary.
- 2.22 **Covid** temporarily stopped inquest hearings and once courts resumed in summer 2020 covid compliance meant that we had to shift our ad-hoc courts which had an unintended benefit of centralising courts in Maidstone, reducing travelling for coroners and court staff representing significant savings in terms of time and cost.
- 2.23 The need to deliver courts virtually was achieved by purchasing digital court software package, which prevented Kent & Medway from building significant backlogs of inquest hearings as experienced by many other coroner areas. Indeed, our work in setting up digital court services was ground-breaking and complemented by the Deputy Chief Coroner for England and Wales

## **3. The Future of the Kent & Medway Coroner Service**

### **Accommodation**

- 3.1 The service currently uses Sessions House, Archbishops Place and Oxford Road (all Maidstone) to deliver inquests. As well as competing with other KCC service needs, they do not meet the needs for a modern coroner service and do not provide the ancillary arrangements for the families and witnesses, but it has enabled KCC to meet a minimal statutory obligation.
- 3.2 The ability to centralise five coroners' courts with ancillary space as well as office accommodation co-located with the KCC CS at Oakwood House provides a modern and appropriate court facility which enables us to put the experience of bereaved people at the centre of what we do. Anticipate the Coroner Service will operate from Oakwood House from January 2023.

## **Digital Autopsy**

- 3.3 The CC has encouraged all LAs to provide a digital scanning service to establish the medical cause of death in lieu of traditional invasive PME where suitable. The benefits include:
- potentially reducing the number of Kent and Medway invasive autopsies from c3300 per year to c1300 per year.
  - potentially deliver financial savings (in terms of NHS and pathologist fees),
  - reduces the pressure caused by shortage of PME trained pathologists
  - reduces the distress that an invasive PME causes many families
  - potentially means that the deceased can be released to the family's own funeral arranger much quicker.
- 3.4 The proposal is to build a body store facility at Aylesford and contract a Digital autopsy (DA) scanning provider. This is a particularly complex project, complicated further by this being a very new function with no precedents to follow.
- 3.5 In 2013 KCC explored the construction of a PM facility, but the cost was prohibitive, however the provision of DA scanning alleviates some of the pressure arising from the need for the NHS to support coroners PM work.
- 3.6 KCC also retains a statutory obligation to provide a response to a mass fatality incident and there is a risk that should the incident be greater than an NHS facility can manage, significant costs will be incurred commissioning a temporary mortuary and possibly body store facility (if the event is large). The proposed DA facility will include body storage which will help ameliorate this risk.

## **Benchmarking**

- 3.8 KCC regularly contributes to benchmarking activities with other LAs. The benchmarking is in the context of
- all coronial decisions being independent, and inconsistencies are outside the control of the relevant LA
  - the complexity of the work is highly variable between coroner areas and is impacted significantly by the presence of prisons or other detention facilities, acute, specialist referral hospitals, mental health units, major transport hubs, road networks, particular location/ demographic, e.g., areas of deprivation or high illicit drug use
  - the increased complexities impact coroner and CS numbers more than just total referral numbers without the complexities.
- 3.9 Analysis demonstrates that the complexity of caseload arises from Kent & Medway having high numbers of
- prisons/ detention centres (8)
  - inpatient mental health units (10 NHS and 4 private)
  - 5 NHS teaching hospitals with A&E and surgical functions and 7 specialist centres and specialist maternity units
  - major transport network, 4 motorways, ports, and channel tunnel

3.10 The result is that the Kent & Medway Coroner Service has relatively high numbers of deaths referred, high numbers of inquest hearings and high number of complex inquests.

### **The Impact of Covid-19**

3.11 Despite unprecedented numbers of death referrals, the Kent & Medway Coroner Service has continued to deliver a service without excessive delays in progressing cases and inquest hearings. This is due to

- a highly dedicated team, who remained highly motivated to deliver their core function despite the challenges they faced over a sustained 28-month period starting in the winter 2019
- the provision by KCC of suitable accommodation to create covid compliant courts which avoided a significant backlog of inquest hearings.
- the purchase of an electronic document handling system that enabled us to deliver courts virtually, including a high-profile complex inquest hearing
- the innovative and flexible approach of the KCC staff team to deliver courts virtually at the same time as ensure that families remained at the centre of the process and that hearings are legally compliant
- the introduction of the new case management system, despite being one month into lockdown, working remotely without the usual time to test and plan and deliver face to face training
- the manager team working closely with the Senior Coroner to identify and deliver innovative working practices:
- employing agency staff to make initial contact calls to families on the day of referral, avoiding potential distress for families and complaint
- piloting new ways to progress casework despite being in full response mode e.g., developed pathways of automation and increased use of electronic documentation, creating a series of reports to assist stakeholder partners e.g., mortuary capacity management, creating an alternative workflow for cases that could be identified as not needing full coronial scrutiny to reduce the handling by the KCC staff team

## **4. Equality and Diversity**

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

## **5. Legal implications**

5.1 The report sets out the legal framework of the Coroners Service.

## **6. General Data Protection Considerations**

6.1 A Data Protection Impact Assessment is not needed for this overarching narrative report.

## **7. Financial Implications**

7.1 The Budget for the Service is in the budget book for 22/23. However, as described above, due to the nature of the service it is not always possible to forecast increases due to the judicial nature of decision making.



## **8. Conclusion**

- 8.1 The Kent and Medway Coroners Service has been on a long and exceptionally complex journey of modernisation since Kent Police served notice to pass the service to KCC. Due to the size and complexity of the Kent and Medway area it has been a challenging journey, but due its forward thinking and innovative approach it is now generally recognised as a 'market leader'.

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

The Growth, Economic Development and Communities Cabinet Committee is asked to note this report and make comments and recommendations to the Cabinet Member.
--

## **10. Contact details**

### Report Authors:

Debbie Large, Head of Public Protection Coroner Service  
03000 412954 | Debbie.Large@kent.gov.uk

Mike Overbeke, Group Head - Public Protection  
03000 413427 | Mike.Overbeke@kent.gov.uk

### 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

This page is intentionally left blank

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

To: Growth, Economic Development and Communities Cabinet Committee  
10 May 2022

Subject: **Members' Recent Visit to Tonbridge & Malling Borough Council**

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 Tonbridge & Malling Borough Council (T&MBC) 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 and regeneration opportunities and challenges within each of the Kent districts.
- 1.2 This report summarises the main outcomes of Members' visit to Tonbridge & Malling Borough Council on 25 March 2022.

## 2. Visit to Tonbridge & Malling Borough Council

- 2.1 The visit to T&MBC on 25 March was arranged with the full support of T&MBC senior officers of the Council who provided a briefing about the economic development, regeneration and community infrastructure opportunities and challenges for the district which are listed below.
- 2.2 The key issues identified during the visit were:
  - Flood Defence - Leigh Expansion and Hildenborough Embankment Scheme
  - Flooding in the Borough is nationally significant
  - Road Capacity - Blue Bell Hill (M2 Jct 3) and issues arising from Lower Thames Crossing.

- Sustainable Transport Measures – A20 improvements to footways and cycling infrastructure and routes around Tonbridge.
- Education – additional primary provision in Borough Green/Wrotham and Aylesford/Ditton.
- Lack of skills and training provision in the Borough and west Kent
- Health – existing pressure on GP surgeries and from projected growth.
- Adult Social Services – need for greater C3 accommodation and C2 for mental health and older people.
- Sports Recreation and Open Space – decreased by around 6%.
- Biodiversity – strengthening the Green Infrastructure and Ecological Network.
- Utilities – power network is under stress in terms of the resilience of the network and the amount of generation capacity.
- Potential to review the buildings and site containing KCC Library, Adult Education and Youth Service provision on, and adjacent to, Tonbridge High Street.

2.3 The key projects currently underway or in development are:

- Tonbridge Town Centre
- Peters Village
- Panattoni Park Aylesford
- Centenary Village (RBLI)
- East Malling Research
- Borough Green Gardens
- Bushey Wood (Land at Eccles)

2.4 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.

2.5 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 and community and infrastructure within each district.

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

Sevenoaks	20th May	(instead of 25 May)
Thanet	1st July	(instead of 30 June)
Maidstone	15th July	(no change)
Canterbury	2nd September	(instead of 21 <sup>st</sup> April)

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 could again be scheduled back in, subject to Cabinet Committee's

preference, stretching 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

This page is intentionally left blank

## **GEDCCC District Visits Programme**

### **Highlights of the visit to Tonbridge & Malling Borough Council on 25 March 2022.**

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

#### **1. Introduction**

##### Overview

- Population: 132,600 forecast to grow to 155,700 by 2040 with BME population 4.1% (2020).
- Households – 54,590
- Key Settlements - Tonbridge, West Malling, Snodland, Borough Green and Aylesford
- Key Attractions –Ightham Mote, The Hop Farm and Tonbridge Castle
- Green Belt - 71% of the borough is covered by Metropolitan Green Belt

##### Local Economy and Business Demography

- 6,055 VAT and/or PAYE based businesses (2020).
- Largest sectors: Professional, Scientific, and Technical (1,235 businesses), Construction (1,065), Business Administration and Support Services (640)
- 3 Year Survival Rate – 61% compared to 56% across Kent (2019)

##### Local Economy - Workforce

- Working age population – 80,200
- Average Earning by Place of Residence - £690 gross weekly pay (£607 average in Kent)
- Average Earning by Place of Work - £565 gross weekly pay (£545 average in Kent)
- 6.8% of working age population have no qualifications
- Unemployment rate 3.8% (August 2021) compared to 4.8% for Kent as a whole

#### **2. Key issues for the Borough**

- Flood Defence - Leigh Expansion and Hildenborough Embankment Scheme
- Flooding in the Borough is nationally significant
- Road Capacity - Blue Bell Hill (M2 Jct 3), potential for localised issues arising from Lower Thames Crossing, pressure on A20 and A25.
- Sustainable Transport Measures – A20 improvements to footways and cycling infrastructure and additional/improved cycling routes around Tonbridge.
- Education – additional primary provision in the Borough Green/Wrotham and Aylesford/Ditton needed, with further required due to housing growth.
- Lack of skills and training provision in the borough and west Kent
- Health – existing pressure on GP surgeries and projected growth will mean requirement for expanded premises and in some cases, new facilities
- Adult Social Services – need for greater C3 accommodation and C2 for mental health and older people.
- Sports Recreation and Open Space – whilst provision has increased overall in recent years (mostly in Kings Hill), amenity green space has decreased by around 6%.

- Biodiversity – opportunities for strengthening the Green Infrastructure and Ecological Network.
- Utilities – power network is under stress in terms of the resilience of the network and the amount of generation capacity.
- Potential to review the buildings and site containing KCC Library, Adult Education and Youth Service provision on, and adjacent to, Tonbridge High Street.

### **3. The main projects in the Borough**

#### Tonbridge Town Centre

- Strong food and drink offering over the past 5 years.
- Loss of key stores – Peacocks, Beales but a strong independent retail base.
- Recent developments – Memorial Gardens (2014/15); High Street Improvements (2015/16), Town Lock (2016/17) Medical Centre (2019/20)
- Key current initiatives – Welcome Back Fund (including Railway Approach)
- Shopfront Improvement Scheme
- Undertaking Asset Review
- Significant number of new homes in the town centre around the Lock area.

#### Peters Village

- Key Strategic Site in the Borough.
- Developer is Trenport with over 1,000 new homes in Wouldam
- Work commenced in 2013, new bridge across the River Medway opened in 2016, new school completed in 2018
- New village centre being constructed (and near completion).

#### Panattoni Park Aylesford

- A £180m development creating 1.9million sq.ft of distribution and logistics space.
- Works currently taking place on site with completion in 2023
- Construction phase creating 250 jobs and 3,000 jobs directly/indirectly
- Using local contractors and suppliers – Gallaghers and RBLI.
- Fitting out and occupation of the first unit (DHL) will be completed by July 2022.

#### Centenary Village (RBLI)

- Centenary Village – a flagship project for the RBLI supporting military veterans.
- Comprises purpose-built homes, assisted living accommodation and family homes
- State-of-the-art community centre.

#### East Malling Research / National Institute of Agricultural Botany

- Green Tech Hub for Advanced Horticulture.
- NIAB acquired East Malling Research in 2016.
- Site synonymous with world-leading soft and top fruit research.
- Funding secured from Strength in Places Fund, Growing Places Fund, Local Growth Fund, and East Malling Trust.
- Green Tech– Phase 1: new greenhouses, energy centre, and wine innovation centre. Phase 2: new laboratories and science buildings.

#### Borough Green Gardens

- Potential urban extension of 3000 homes (not yet in our Local Plan).
- Part of the government's garden communities programme.
- TMBC preparing a development brief to ensure a high standard of place making.



- Site currently situated in the Green Belt and partly in Kent Downs AONB
- Infrastructure required to unlock the site: relief road linking the A25, A227 and A20.

#### Bushey Wood - land at Eccles

- Identified as an 'area of opportunity' in the current Core Strategy.
- Planning application submitted for up to 950 homes, new local centre, primary school, and the replacement of existing sports facilities.
- Open space provision covering around 50% of the site.
- New access route on to New Court Road

This page is intentionally left blank

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

To: Growth, Economic Development and Communities Cabinet Committee  
10 May 2022

Subject: **Apprenticeship up-date and KCC's support role**

Classification: **Unrestricted**

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

**Electoral Division:** All

**Summary:** This report is in two parts. It reports on the outcome of KCC's sponsorship of apprentices in 2021-22 and the sharing of the apprenticeship levy. It also summarises to date KCC's offer of Kickstart placements to young unemployed people at risk of long-term unemployment.

**Recommendation:** The Cabinet Committee is invited to note the current position and the numbers achieved during the last financial year and to offer comments on future direction.

## 1. Introduction

- 1.1 Kent County Council offers opportunities to young people in Kent to acquire new skills and qualifications through apprenticeships and through the offer of Kickstart placements.
- 1.2 This report also summarises how the County Council is sharing its Apprenticeship Levy with other employers, thereby increasing the potential number of apprenticeships available in Kent.

## 2. Apprenticeships: KCC's performance April 2021 to March 2022

2.1		<u>Target</u>	<u>Achievement</u>
	KCC	214	177 (83%)
	KCC LAT Cos	24	4 (16%)
	KCC Schools	<u>208</u>	<u>76 (37%)</u>
	KCC total	446	257 (58%)

2.2 The levels of study of apprentices employed by were:

<u>Apprenticeship level</u>	<u>Number of apprentices</u>
2	13
3	79
4	36
5	43
6 & 7	6
	<hr/>
	177

2.3 The age and gender distributions were

<u>Age (years)</u>	<u>Number</u>
16 -18	11
19 - 24	29
25 +	<u>137</u>
	177

<u>Gender</u>	<u>Number</u>
Female	132
Male	<u>45</u>
	177

2.4 Examples of KCC Apprenticeship training:

- Level 2: Accounting; Children and Young People’s support; Adult care worker; Business administration; Customer care.
- Level 3: Supporting teaching and learning; Early Years education; Lead adult care worker; Operational delivery; Payroll.
- Level 4: Project manager; Regulatory compliance; Commercial procurement; Business improvement; Data analysis; Accountancy; CYP&F practitioner.
- Level 5: Leadership and management; Care leadership and management; CYP&F manager.
- Levels 6&7: Social work degree; Occupational therapy degree; Project manager; Laboratory scientist.

### **3. KCC supporting the Kent economy: sharing the KCC apprenticeship levy**

3.1 Since Summer 2018, all levy-paying employers have been able to share up to 25% of their levy contributions with other employers to support apprenticeship training. KCC has been sharing since 2019.

3.2 Applicant employers must identify how the funding made available by KCC would help deliver KCC’s Strategic Outcomes by supporting:

Children and young people,  
Older and vulnerable residents, or  
Kent economic growth.

3.3 There are 84 employers sharing KCC’s levy, supporting 198 apprenticeships. There are a further 24 employers in the pipeline, proposing to support 108 apprenticeships.

<u>Apprenticeship level</u>	<u>No active</u>	<u>No in pipeline</u>
1,2 and 3	144	71
4	22	23
5	21	10
6	5	4
7	6	0
	<hr style="width: 100%; border: 0.5px solid black;"/>	<hr style="width: 100%; border: 0.5px solid black;"/>
	198	108

#### 4. Government Kickstart Programme

4.1 The Kickstart programme is a £2 billion funded national programme aimed at creating hundreds of thousands of high quality 6-month work placements for unemployed people aged 16 to 24 who are on Universal Credit and who are deemed to be at risk of long-term unemployment.

4.2 The programme closed to new entrants on 31 March 2022. All participants will have completed their placements by 30 September 2022. This is therefore an interim report on KCC’s numbers: Currently on the scheme 22

Completed 20, of which:

- 10 secured employment with KCC
- 6 secured employment elsewhere
- 4 did not share their plans

4.3 Under the Reconnect Programme, KCC schools offered 80 Kickstart placements, of which:

- 12 were declined by the candidates
- 8 have completed of the placement and subsequently secured employment with the school
- 4 have secured employment elsewhere on completion of the placement
- 12 have completed of the placement but declined to share their future plans
- 44 are still on the programme.

#### 5. Financial Implications

5.1 KCC made a £1.3 million contribution to the Apprenticeship Levy; adding the contributions from the LATCOs and schools took this to £2.5 million in 2021 – 22.

5.2 The Department of Work and Pensions pays the salary costs of Kickstart placements plus training costs and an administration fee. KCC has been making the appropriate contribution to the KCC pension scheme: the final costs will not be known until the end of the current financial year, 2022 – 23.

## 6. Recommendation

**Recommendation:** The Cabinet Committee is invited to note the current position and the numbers achieved during the last financial year and to offer comments on future direction.

## 7. Contact details

Report Authors

**David Smith**  
Programme Director  
Growth & Communities  
03000 415 324  
[david.smith2@kent.gov.uk](mailto:david.smith2@kent.gov.uk)

**Michelle Flegg – KCC Lead officer**  
Workforce Development Strategy Manager  
HR & OD / People & Communications  
03000 416 094  
[michelle.flegg@kent.gov.uk](mailto:michelle.flegg@kent.gov.uk)

Relevant Director:

**Stephanie Holt-Castle**  
Director  
Growth & Communities  
03000 417 176  
[stephanie.holt-castle@kent.gov.uk](mailto:stephanie.holt-castle@kent.gov.uk)

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

**To: Growth, Economic Development and Communities Cabinet Committee – 10 May 2022**

**Subject: Kent and Medway Economic Strategy**

**Classification: Unrestricted**

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

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

**Electoral Division: All**

**Summary:**

This report sets out the background to the development of a new Kent and Medway Economic Strategy. It presents a draft 'strategic framework' for discussion, setting out a series of proposed high-level ambitions for the Strategy, and outlines the next steps in taking the Strategy forward.

**Recommendations:**

The Cabinet Committee is asked to give feedback to the Cabinet Member on the development of the Strategy and the draft framework.

**1. Introduction: the case for developing a new Economic Strategy**

- 1.1 In autumn 2021, Kent and Medway Leaders agreed to progress a new Kent and Medway Economic Strategy. It was agreed that this would replace the *Economic Renewal and Resilience Plan*, adopted in 2020 to coordinate the county's response to the economic impact of the Covid-19 pandemic, and that the new strategy would take a longer-term view, looking forward to 2030.
- 1.2 The Strategy is intended to provide a basis for joint working between Kent County Council, Medway Council and the Kent Districts, as well as with the business community. It should also support the case for future Government investment, both at county-wide and local level. While Kent County Council has taken a lead in initiating the Strategy, it is anticipated that it will be jointly owned by Kent and Medway Leaders and endorsed by Kent and Medway Economic Partnership.

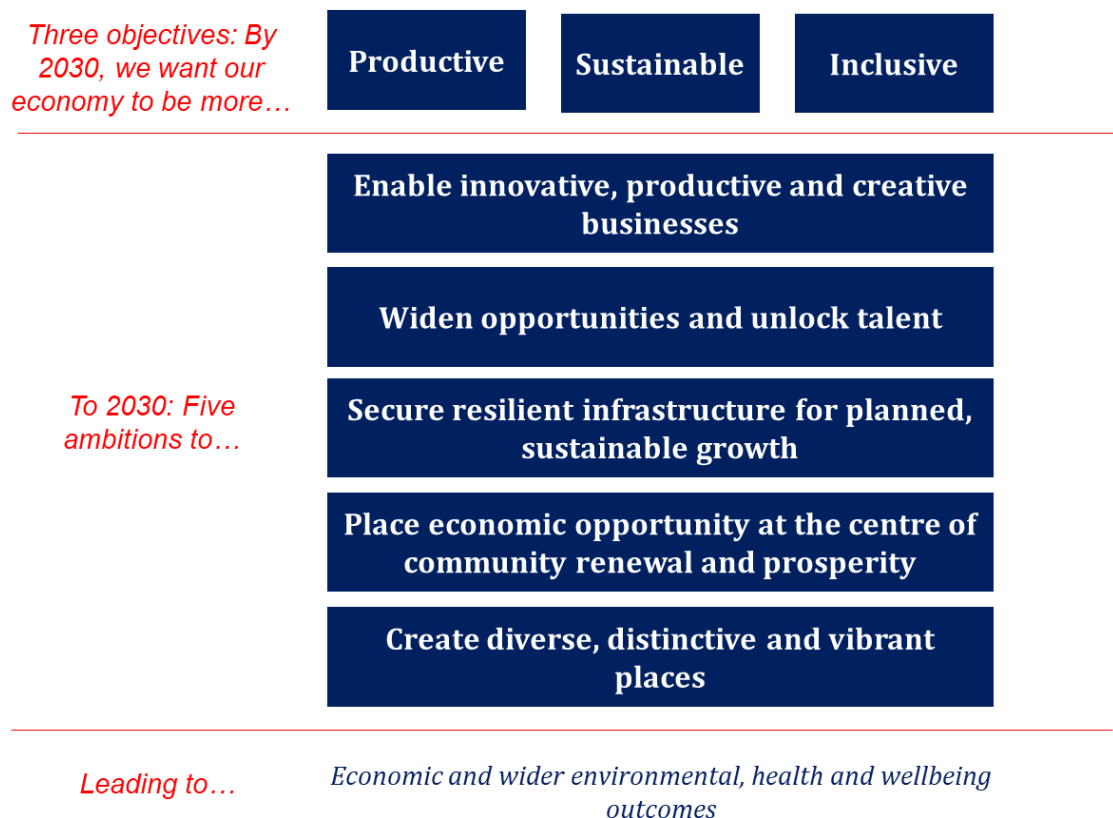
**2. Introducing the draft strategic framework**

- 2.1. Since the autumn, work has taken place to assemble an evidence base to support the Strategy, which will be published as a separate *Kent and Medway Economic Review*. A first round of consultation on the key issues for the county and potential areas of focus has also taken place with the Kent

Districts, business (via KMEP and its Business Advisory Board) and within KCC.

- 2.2. Building on this, a draft ‘strategic framework’ has been prepared, which is attached at Annex 1. This sets out a summary analysis of the strengths, weaknesses, opportunities and threats facing the county, in the context of the overall national approach to economic development reflected in the Government’s recent Levelling Up White Paper and existing national commitments (especially the drive to net zero by 2050). Based on this, it outlines three objectives for a more ‘productive, sustainable and inclusive’ economy, supporting five thematic ambitions:

**Fig. 1: Summary of the draft strategic framework**



- 2.3. Annex 1 provides further detail on the direction and potential content of each of these objectives and ambitions.

- 2.4. In preparing the Economic Strategy, there is a balance to be struck between:

- Flexibility and specificity, setting out a ‘direction of travel’, while recognising that the economic and policy landscape will change over time
- Distinctiveness and ‘universal’ opportunities and challenges: within the ‘SWOT’ analysis, we have highlighted those opportunities and challenges that are distinctive to Kent, and it will be important that the Strategy responds to them. But some of the issues we face are shared across the UK (for example, in relation to some of our workforce skills challenges), although still demand a local response
- County-wide coherence and local relevance: Kent and Medway have a large, complex and polycentric economy, and it is important that the



Economic Strategy is relevant to, and can achieve consensus across, the whole.

- 2.5. These issues will need to be considered in the detailed drafting of the Strategy, and it will be important that the Strategy is 'brought to life' through case studies and examples that reflect the county's geography and diversity. It is anticipated that the final Economic Strategy 'output' will be a concise (40-50 page) strategy document, supported by a supplementary Economic Review containing the evidence base.
- 2.6. Once drafted, the Strategy is likely to have several 'routes to implementation'. Within KCC, the Strategy will inform the Council's direct economic development activities, and the current Economic Interventions project within the Strategic Reset Programme envisages the development of an approach to prioritisation based on the themes of the Strategy. It will also help to frame how KCC's wider activity can achieve economic outcomes (and how economic development can help to deliver broader health and social benefits). Beyond KCC, it should help to 'make the case' for investment through joint working across Kent's local authorities and with Government.

### **3. Routes to implementation and links with wider Kent County Council strategy and policy**

- 3.1. Once drafted, the Strategy is likely to have several 'routes to implementation'. Within KCC, the Strategy will inform the Council's direct economic development activities, and the current Economic Interventions project within the Strategic Reset Programme envisages the development of an approach to prioritisation based on the themes of the Strategy. The Economic Strategy also makes a key contribution to KCC's Strategic Reset Programme (SRP), in providing a framework for KCC's future spending on economic development activities and for understanding the relationship between economic growth and the Council's wider social and health objectives.
- 3.2. The Economic Strategy will therefore need to align with KCC's emerging Strategic Statement, and work has taken place to ensure that the overall framework is consistent with that Statement. There will also need to be alignment at strategic level with the Local Transport Plan, the Kent Environment Strategy and other key thematic plans.
- 3.3. Beyond KCC, the Strategy should also help to 'make the case' for investment through joint working across Kent's local authorities, Kent and Medway Economic Partnership and Government.

### **4. Financial implications**

- 4.1. There are no direct financial implications for KCC associated with the Economic Strategy.
- 4.2. However, the Strategy may help to inform KCC's future economic development investment plans. It also ought to be helpful in securing additional external funding. Having a strategy based on a robust evidence-base and agreed by the Kent and Medway Economic Partnership will be vital

in seeking to secure external funding from central Government and private sector investors. In those areas where KCC should contribute directly to the programme of delivery, such as the promotion of inward investment and support for the visitor economy, these will be included in a future investment options review, linked to the Strategic Reset programme.

## **5. Other implications**

5.1. The Strategy may have equalities implications at 'strategic' level. An Equalities Impact Assessment is currently being prepared for initial screening, based on the draft strategic framework.

5.2. There are unlikely to be any Data Protection impacts at this stage.

## **6. Next steps and key questions for discussion**

6.1. Following comments on the strategic framework, it is anticipated that work will proceed in developing a draft Economic Strategy for discussion by Kent and Medway Leaders in late June.

6.2. Comments from the Cabinet Committee will inform the draft Strategy. Within the strategic framework in Annex 1, a series of questions are highlighted:

- Do you agree with the overall SWOT assessment (in headline terms)? Is anything missing or over/ under-emphasised?
- What are your views on the overall suggested framework?
- Do the high-level objectives make sense? What should be added, if anything?
- Do the five 'Ambitions' capture the breadth of the agenda that the Economic Strategy should address? What else would you add?
- Do you agree that the Strategy should go beyond narrowly defined 'economic development' actions and how best these be can achieved through the framework?
- How can we best ensure alignment with existing/ emerging strategy work in other fields of activity?
- What are your initial thoughts on priority areas for action?

## **6. Recommendations**

6.1 The Cabinet Committee is asked to give feedback to the Cabinet Member on the development of the Strategy and the draft framework.
---

## **7. Contact details**

Report Author: David Smith

Relevant Director: Stephanie Holt-Castle

Business and Enterprise Programme Director

Director, Growth & Communities

Telephone number: 03000 415 324

Telephone number 03000 412064

Email: [David.Smith2@kent.gov.uk](mailto:David.Smith2@kent.gov.uk)

Email: [stephanie.holt-castle@kent.gov.uk](mailto:stephanie.holt-castle@kent.gov.uk)

# Kent and Medway Economic Strategy

Page 47

Draft Outline Strategic  
Framework

Growth, Economic Development & Communities Cabinet Committee  
10 May 2022





# Introduction

# Introduction

---

- In autumn 2021, Kent and Medway Leaders decided to progress a new **Kent and Medway Economic Strategy**. This will replace the Economic Renewal and Resilience Plan prepared in summer 2020 to support recovery from the Covid-19 pandemic, taking a longer-term view to 2030 and identifying county's shared priorities for sustainable economic growth.
- It is anticipated that the new Economic Strategy ought to provide a basis for joint working between Kent County Council, Medway Council and the Kent Districts, as well as with the business community, and it is expected that the Strategy will eventually be endorsed by Kent and Medway Economic Partnership (KMEP) as well as by the Kent and Medway Leaders. It should also help to support discussions with Government, in relation to future investment opportunities and potential devolutionary asks associated with a 'county deal' or similar arrangements.
- This pack presents an **initial draft structure** for the Economic Strategy, within which priorities can be identified. It sets out a '**logic chain**' for the development of the Strategy; works through a '**SWOT**' analysis of the county's economy to identify a series of high-level overarching **objectives**, and translates these into a number of county-wide **ambitions** within which more granular actions can be taken forward. It also sets out the **next steps** in taking the structure forward and translating it into a draft Strategy.
- At this stage, the Strategic Framework is an **outline for discussion**. It builds on earlier consultation with Kent and Medway Economic Partnership, the Kent Districts and within KCC and (when revised as appropriate) will provide a framework for the draft Strategy.



# The starting point: Some key parameters...

- The overall approach to the Economic Strategy is set out in a Scoping Report considered by Leaders in the autumn. This set out some **principles** on which the Strategy should be based. These are:
  - Shared ownership: Jointly ‘owned’ by the Kent and Medway Leaders and endorsed by KMEP.
  - Based on evidence: Line of sight between the evidence and the policies and actions that it sets out.
  - Looking to 2030
  - An ‘economic strategy’, rather than a ‘community plan’: The ‘economy’ is a broad concept (it is not just about ‘business growth’ for example), but the Strategy isn’t intended to be an all-embracing ‘Vision for Kent’ type of document
  - Links to impact: Ambitious and aspirational, but avoiding ‘asks’ and proposals that are unlikely to have a credible business case
- **The Strategy must also align with KCC’s new Strategic Statement**, and the range of linked strategy work currently underway (including the Infrastructure Proposition, the Kent Environment Strategy and the new Local Transport Plan)

## What it is...

- A partnership strategy
- An overall framework that partners can get behind
- Medium-to-long term (so recognising that policies and programmes will change over time and new ideas and investments will come forward)
- Covering the whole of Kent and Medway
- Helping to strengthen the ‘case for Kent and Medway’ in the context of future Government investment

## What it isn’t...

- A ‘KCC’ strategy (although KCC is a leading partner)
- A detailed action plan (although it should set the context for action, and an action plan could follow)
- A funding bid (although it should inform funding proposals)
- Mandated by Government (although we would be sensible to recognise the direction of Government policy)

# The starting point: The Levelling Up context

- The Government's recently-published Levelling Up White Paper provides important strategic context, given that it will 'set the tone' for the Government's approach to sub-national economic development over the next few years. Key points to note include:
  - The breadth of the concept of 'levelling up': making the links between productivity, pay and employment; health and wellbeing outcomes; and 'community pride' and sense of place are important.
  - Emphasis on reducing spatial disparities (locally as well as regionally)
  - Some risks to Kent, given the focus on increasing the relative balance of investment towards the North
  - Alignment of time horizon (with the White Paper also setting missions with an outlook to 2030)
  - County geographies are likely to be important as the next phase of devolution progresses – and there is clearer guidance regarding the nature of devolutionary opportunities that might be available.

The Levelling Up White Paper sets out four key objectives (set out below), supported by 12 missions:

Boost productivity, pay, jobs and living standard by growing the private sector, especially in places where they are lagging

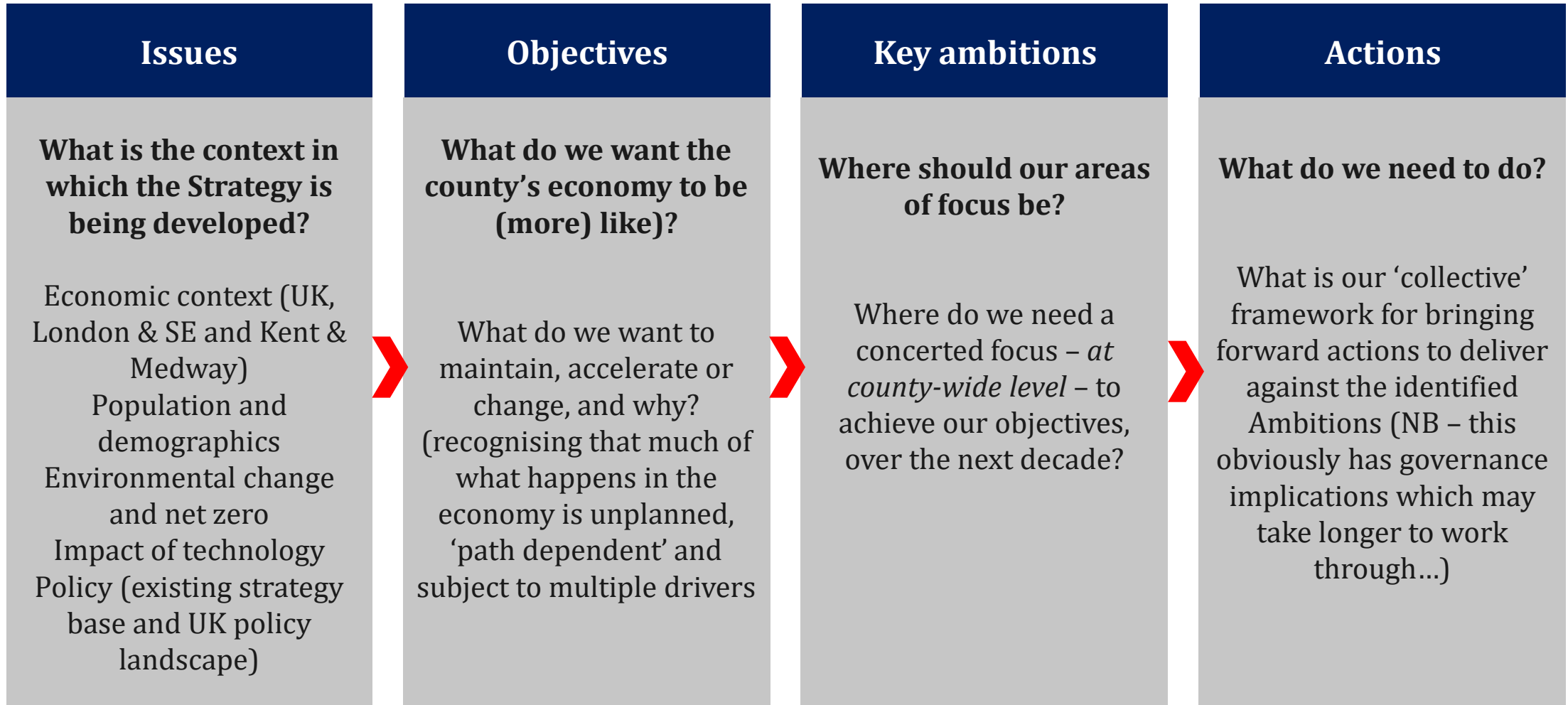
Spread opportunities and improve public services, especially in those places where they are weakest

Restore a sense of community, local pride and belonging, especially in those places where they have been lost

Empower local leaders and communities, especially in those places lacking local agency

An initial analysis of the implications of the White Paper for the Economic Strategy is set out in a separate pack

# Developing the Strategy: A logic sequence







**Consolidating the issues:**  
Summary of strengths,  
weaknesses, opportunities and  
threats

# Issues: Introduction

---

- Building on the evidence base, the following pages summarises the county's economic strengths and weaknesses and the opportunities and threats that it faces.
- Unsurprisingly, many of these are shared with other parts of the UK: Kent and Medway has a large and diverse economy which is highly integrated into the rest of the Greater South East, and some major opportunities and threats (for example associated with decarbonisation and new technology) are universal and will impact all regions. On many indicators, Kent and Medway also performs around the UK average, even if that masks substantial local diversity. But some assets are more locally distinctive, and the combination of local characteristics will determine the way in which the county is able to respond.
- The next few pages work through each of the identified strengths, weaknesses, opportunities and threats to set out the nature of these, where they are locally distinctive and specific and their relevance for the development of the Strategy.

# Issues: Strengths

Strength	Is this strength specific and distinctive to Kent and Medway?
Diverse, growing and resilient business base	Partly. Kent and Medway’s business profile is strongly oriented to small and medium enterprises (although this is true of the UK as a whole, and Kent’s profile is not dissimilar to the national average) But the SME stock is growing; general population growth drives opportunities for expansion.
Some major concentrations of economic activity	Partly. Linked with Kent’s polycentricity, these are dispersed across the county (with business parks such as Crossways and Kings Hill especially significant). The pattern of activity (polycentric and complex) is more distinctive than the overall scale.
Strong record of job creation and increasing economic activity	Partly. The UK generally has a good record of job creation in recent years, although Kent’s job numbers have expanded at a faster rate than in the UK overall.
Proximity to London and the wider employment and business opportunities of the Greater South East	Partly. The whole of the Greater South East has strong connections with London, and counties to the west are (on average) better connected and integrated. But London and the GSE is an important commuter destination and market for local services, and parts of Kent have some cost advantages over other parts of the wider region.
Recent and current infrastructure investment	Yes, in terms of the specifics – e.g. High Speed 1 as a nationally-significant infrastructure investment (substantially removing the historic deficit in rail connectivity, and although now well established, leading to further investment (e.g., Thanet Parkway)
Natural and built environmental quality and ‘quality of life’ offer	Yes, in terms of the specifics (AONB, coast and heritage assets) and the wider cultural offer, contributing to the county as a visitor and investment destination and source of spatial ‘distinctiveness’
Some established sectoral strengths	Partly. Generally, the county is characterised more by sectoral diversity than by key concentrations. But there are some localised concentrations, and distinctive assets in some smaller sector groups (e.g., land-based industry)
Substantial university offer, supported by recent investment	Partly – some distinct strengths (e.g. bioscience at Kent, engineering at Greenwich), with prospects for future development. Strong investment in recent years (e.g., EDGE, KMMS), despite current funding challenges.

# Issues: Weaknesses

Weakness	Is this weakness specific and distinctive to Kent and Medway?
Moderate productivity gap	No. Most of the UK has 'below average' productivity, due to the skewing effect of London, and Kent's performance in recent years has not been much different from the rest of the UK. But it is still weaker than neighbouring counties in the South East and there is scope to catch up.
Relatively weak workforce skills	Yes. The 'deficit' in the proportion of the workforce qualified to NVQ4+ is long-standing and persistent: although the qualifications trajectory is in the right direction, the difference between Kent & Medway ( <i>as a whole</i> ) remains significant, and is especially pronounced in North and coastal Kent).
Weak performance on most measures of innovation	Partly. To some extent driven by the absence of larger firms; Kent performs worse than other parts of the GSE (and much of the UK) in R&D spend, Innovate UK investment, etc.
Relatively high costs	Partly. Reflects Kent's South East location, and similar issues apply elsewhere – but housing affordability ratios are high and rising (esp. in West Kent), and relatively high living costs relative to workplace wages can impact on staff recruitment and retention (e.g., in sectors such as Health)
High and localised inequalities and concentrations of disadvantage	Yes. The spatial pattern is quite distinctive, both across the county as a whole (economic indicators in Thanet (for example) tend to mirror those of coastal towns in the North, rather than the GSE), and at local level. Relationships between employment, skills, health and wider wellbeing outcomes are likely to be important.
Industrial transition legacies	Partly. Spatial patterns of inequality are partly determined by long-term patterns of deindustrialisation, which have been persistent over time. This is a UK-wide issue, although Kent (esp. North and East Kent) are relatively more impacted than the wider South East.
Market change impacting on viability and vitality of town centres	No. This is a structural issue affecting towns and cities everywhere, although the impacts are highly distinctive at individual town level (e.g., linked with the physical configuration of the town)
Relative peripherality	Partly. Objectively, Kent isn't peripheral. But perceptions can be important (linked with some of the issues above), even as measures to improve connectivity etc. come forward

# Issues: Opportunities

Opportunity	Is this opportunity specific and distinctive to Kent and Medway?
Opportunities for growth associated with technology development and adoption	No. Largely shared across the UK as firms adapt to new technology and respond to regulatory and market pressures to decarbonise and increase efficiency. The challenge is to enable Kent's SMEs to respond effectively and take advantage of and supplement where necessary national incentive measures
Some distinctive innovation assets with prospects for future development	Yes. These include the concentration of life science activity at Discovery Park, NIAB-EMR at East Malling, some of University of Kent's data science assets. These are relatively small in the context of the county's economy as a whole, but have prospects for growth and wider policy traction.
Population growth driving workforce growth and demand	Yes. Kent & Medway's working age population is growing much faster than the UK average. This creates demand for local goods and services, including those of a strategic nature that concentrate in areas of high population (e.g. specialist medicine)
Transformational investments associated with nationally-significant regeneration	Yes. The continuing development of Ebbsfleet Valley and major investments such as London Resort are of bigger-than-local significance; and within the county, developments such as Otterpool Park also present specific growth opportunities.
Locally-specific regeneration opportunities	Yes, at local level – e.g. town centre investments which may be locally transformational (although diverse and locally specific, given the county's polycentricity).
Potential to retain and develop talent building on the university base	Partly. Graduate retention is a challenge and objective in lots of places (and ought to be a consequence of increased demand). But there are opportunities through general economic and population growth, perhaps linked with increasing productivity and adoption among SMEs.
Opportunities arising from increased flexible working	Partly. The benefits from hybrid/ home working apply everywhere, although there may be some specific opportunities for Kent, given proximity to London and the opportunity to work on a more flexible basis.
Improved collaboration and partnership working	Partly. This might include measures linked to a 'County Deal'. But there is scope to work collaboratively more broadly, building on the experience of institutions during the pandemic and recent experience in relation to employment and skills activity

# Issues: Threats

Threat	Is this threat specific and distinctive to Kent and Medway?
Infrastructure pressures	Yes, through the combination of existing population distribution patterns, housing and population growth and nationally-important strategic infrastructure (e.g., linked with the Channel ports). This impacts on perceptions of accessibility and resilience as well as constraints on connectivity
Economic impact of environmental pressures and climate change	Partly, although flood risk issues are significant across the county and impact on existing employment locations as well as new development.
Brexit-related uncertainties relating to export markets, port-related activity, etc.	Partly. In general, trade-related risks apply everywhere (and perhaps less to Kent than to some other parts of the country, given the county's mostly service-oriented economy). But port-related challenges are locally significant and contribute to the infrastructure resilience issues highlighted above.
Government prioritisation and consideration of local need	Partly. From a regional policy perspective, Kent and Medway is not a Government 'priority', and it is not likely to be. This presents some challenges, given that some of the issues that the county has are distinct in relation to the rest of the South East, and have the potential to be overlooked in the context of national rebalancing. This possibly means that i) Government investment should probably not be central to the Economic Strategy; and ii) 'making the case' for investment probably needs to be clearly focused.
Loss of competitiveness in London and the Greater South East	Partly. This is relevant to the whole of the GSE (and the UK), but given London's importance as a commuter destination and service market, London's economic health is important to Kent. The long-term effect of the pandemic (and Brexit) on London's competitiveness has yet to fully play out, but while there are opportunities for Kent in terms of home working etc., any net loss of jobs in London would likely have a negative impact on the county.
Risk that existing inequalities could be exacerbated	No. This is a generic risk, although linked with the Government funding risk above.

# Issues: Bringing it together

---

- Overall, **Kent and Medway has a diverse and dynamic economy**, which has been successful in recent years in increasing employment, growing its business stock and attracting investment
- **Recent and forecast population growth (including *working age* population growth) is substantially higher than the UK average, and is transformational in parts of the county.** Linked with this, Kent's 'share' of the UK population is rising fairly rapidly. It's a place where people want to live, and it enjoys a substantial stock of 'quality of life' assets which are important to enhance and protect.
- However, the county is **polycentric and complex**: while the Kent 'brand' is easily recognisable ('garden of England', 'gateway to the UK', etc.), in *economic geography* terms it is quite complicated: there is scope for rural, urban, suburban and coastal narratives, but there are strong connections across all of them. **Local distinctiveness and diversity** is likely to be important to the strategy – but so are the **complex links across places and industries** within a dense geography that is both 'peninsular' and integrated into London and the wider South East.
- Across the county, there is **some underperformance on conventional measures of innovation, significant underperformance in workforce skills** (although, reflecting the county's diversity, not *everywhere*), and, partly reflecting this, **average performance on productivity**.
- **There are important opportunities for innovation and growth** linked with (for example) Kent's life science and agritech capabilities. But **productivity growth won't just come from the 'leading edge'** – the ability of the county's SMEs to adapt to new markets, changing technology and the decarbonisation imperative will be important across sectors and places.
- **Making best use of the county's workforce will be critical in supporting that.** Local inequalities are quite high, there is scope for raising aspirations and the supply of and demand for an increasingly skilled workforce at all levels.



# **Towards a framework: Potential Objectives and Ambitions**



# Towards a framework...

*Three objectives: By 2030, we want our economy to be more...*

**Productive**

**Sustainable**

**Inclusive**

**Enable innovative, productive and creative businesses**

**Widen opportunities and unlock talent**

**Secure resilient infrastructure for planned, sustainable growth**

**Place economic opportunity at the centre of community renewal and prosperity**

**Create diverse, distinctive and vibrant places**

*To 2030: Five ambitions to...*

*Leading to...*

*Economic and wider environmental, health and wellbeing outcomes*

## **Narrative principles**

In drafting the Strategy...

- We start from an optimistic and ambitious perspective: building on assets and capabilities, rather than mitigating deficits
- We recognise that 2030 isn't far away – ambitions are longer-term, but action in the next few years will set the course for the future
- We link to wider policy, in relation to the wider benefits highlighted opposite
- We recognise diversity, but the narrative is county-wide
- We're not locked into specific funding streams (unlike, for example, the former Strategic Economic Plans). That means the Strategy is at relatively high level

# Objectives

Three objectives: By 2030, we want our economy to be more...

Productive

Sustainable

Inclusive

Three objectives: By 2030, we want our economy to be more...

Productive

Sustainable

Inclusive

Enable innovative, productive and creative businesses

Widen opportunities and unlock talent

Secure resilient infrastructure for planned, sustainable growth

Place economic opportunity at the centre of community renewal and prosperity

Create diverse, distinctive and vibrant places

To 2030: Five ambitions to...

Leading to...

Economic and wider environmental, health and wellbeing outcomes

- Overall statements of ‘what we want our economy to be (more) like over the next few years. These are likely to be uncontentious, and could apply anywhere (i.e., they aren’t distinctively ‘Kentish’, although the way in which they are might be). But they set out the parameters for the Ambitions that follow – so *all* the actions that are taken in support of the Strategy should support an economy which is more...
  - **Productive:** Overall, productivity is the main driver of economic growth. Increased productivity (more output per hour or per job) drives salary growth and tax take – and it is especially important in the context of weak productivity growth in the UK as a whole. Formal measures of productivity are driven by the sectoral balance and activities taking place within sectors – but more broadly, local productivity is influenced by skills, infrastructure, housing markets and so on.
  - **Sustainable:** Across the Strategy, the climate emergency and achieving net zero is a central contextual factor. This impacts all aspects of the ‘economy’ (i.e., it relates to the promotion of those business activities at the leading edge of low carbon innovation, as well as adaption across the business base, but it also relates to all other factors in the economic system (energy systems, housing, transport, skills and so on. So it impacts across the whole Strategy and the subsequent Ambitions.
  - **Inclusive:** Inequalities in Kent are relatively sharp and impact on most other wellbeing outcomes. But while higher productivity and higher investment should drive higher pay in aggregate, it won’t automatically benefit everyone - and all technological advances have transitional downsides which need to be mitigated.

# Ambitions (i)

To 2030, we aim to...

**Enable innovative, productive and creative businesses**

Three objectives: By 2030, we want our economy to be more...

Productive

Sustainable

Inclusive

Enable innovative, productive and creative businesses

Widen opportunities and unlock talent

Secure resilient infrastructure for planned, sustainable growth

Place economic opportunity at the centre of community renewal and prosperity

Create diverse, distinctive and vibrant places

To 2030: Five ambitions to...

Leading to...

Economic and wider environmental, health and wellbeing outcomes

## Why?

- Jobs and GVA growth are ultimately driven by existing firms expanding, new firms starting, or through inward investment.
- Kent and Medway has a generally strong and diverse business base, which has grown in recent years. University-industry links have strengthened (c.f., EDGE at Canterbury Christ Church) and there are emerging concentrations of innovative/ high-value activity.
- While Kent's productivity challenges are well cited, there are opportunities for productivity growth across the board. Direct local public intervention might only make a marginal difference – but stronger links with the 'knowledge base and incremental change can build over time.

## What?

- Understanding and developing the county's core innovation assets and building connections to the wider business base.
- Supporting expansion and 'scaling up', especially through addressing barriers to growth (e.g., in the supply of commercial property, especially where current constraints have negative environmental impacts; or in access to finance and wider support
- Supporting resilience (technology adoption, management capacity, etc.
- Recognising and optimizing the role of the public sector, where it is a key purchaser of goods and services (and where it has a dominant market role, e.g., in respect of Health and social care)

# Ambitions (ii)

To 2030, we aim to...

**Widen opportunities and unlocking talent**

## Why?

- Kent and Medway's workforce skills profile is moving in the right direction – but there is still a deficit against the UK average, and this is persistent over time. This impacts on the ability of residents to command higher rates of pay and better progression prospects, and is a barrier to business growth (although supply and demand are not independent).
- There is a strong policy and strategy basis for action, linked with the Employment Task Force, recent consolidation of the FE sector, new initiatives (such as the LSIP) and the traction provided by the Skills White Paper.

## What?

- Delivering the actions within the Workforce Skills Evidence Base Action Plan as that develops
- Continuing to build stronger relationships between the FE and HE sectors and employers (building on and broadening out from the LSIP process)
- Coordinating funding (for example through the Adult Education Budget, where this may be amenable to devolution, although potentially leading to wider opportunities.

Three objectives: By 2030, we want our economy to be more...



To 2030: Five ambitions to...

Leading to...

Economic and wider environmental, health and wellbeing outcomes

# Ambitions (iii)

To 2030, we aim to...

**Secure resilient infrastructure for planned, sustainable growth**

## Why?

- Kent and Medway has some unique infrastructure resilience challenges, given its 'gateway' function, rapid growth and development and complex existing travel patterns.
- At the same time, infrastructure constraints (in terms of environmental infrastructure and community infrastructure) act as a barrier to bringing forward planned growth.
- Over time, infrastructure demands will continue to evolve, linked with a increasing shift towards sustainable transport and demand for increased digital capacity.

## What?

- Taking forward the Infrastructure Proposition (securing investment in advance of development, and developing the business case and securing a funding route for this)
- Securing investment in the county's primary infrastructure priorities *[NB – the Economic Strategy shouldn't aim to duplicate existing/ planned strategy. But it could provide the hooks to support it, and act as a basis for articulating the wider economic benefits of key investment priorities]*

Three objectives: By 2030, we want our economy to be more...

Productive

Sustainable

Inclusive

Enable innovative, productive and creative businesses

Widen opportunities and unlock talent

To 2030: Five ambitions to...

Secure resilient infrastructure for planned, sustainable growth

Place economic opportunity at the centre of community renewal and prosperity

Create diverse, distinctive and vibrant places

Leading to...

Economic and wider environmental, health and wellbeing outcomes

# Ambitions (iv)

To 2030, we aim to...

**Place economic opportunity at the centre of community renewal and prosperity**

Three objectives: By 2030, we want our economy to be more...

Productive

Sustainable

Inclusive

Enable innovative, productive and creative businesses

Widen opportunities and unlock talent

Secure resilient infrastructure for planned, sustainable growth

Place economic opportunity at the centre of community renewal and prosperity

Create diverse, distinctive and vibrant places

To 2030: Five ambitions to...

Leading to...

Economic and wider environmental, health and wellbeing outcomes

## Why?

- Recent economic strategy has tended not to emphasise community economic development, or the interface with wider community renewal issues (other than in the context of skills), partly because this has not been central to the Government's funding approach. However, the Levelling Up White Paper provides some change in direction.
- Spatial inequalities are relatively sharp in Kent and Medway. These impose public costs and impact wider wellbeing outcomes – and there is a key role for public policy in mitigating them and supporting wider economic participation and inclusion

## What?

- Community economic development activity (through supply of support services, business space, etc.)
- Securing investment in wider regeneration
- Supporting community-focused intervention through the Shared Prosperity Fund
- From a longer-term strategic perspective, recognising the inter-relationship between employment, pay and wider aspects of prosperity and wellbeing (in terms of health and housing outcomes and so on) and developing a stronger framework across public service and other partners to better coordinate action.

# Ambitions (v)

To 2030, we aim to...

Create diverse, distinctive and vibrant places

Three objectives: By 2030, we want our economy to be more...

Productive

Sustainable

Inclusive

To 2030: Five ambitions to...

Enable innovative, productive and creative businesses

Widen opportunities and unlock talent

Secure resilient infrastructure for planned, sustainable growth

Place economic opportunity at the centre of community renewal and prosperity

Create diverse, distinctive and vibrant places

Leading to...

Economic and wider environmental, health and wellbeing outcomes

## Why?

- Kent and Medway's town and city centres have been challenged recently by structural shifts in the retail sector and by the experience of the pandemic. However, they are central to local identity and pride and as commercial, cultural and public service centres and economic opportunity – and are important locations for housing growth.
- More broadly, Kent has a complex typology of urban, rural and semi-rural communities, which are strongly interconnected. We want to see sustainable growth across the county.

## What?

- Coordinated use of public sector assets to support town centre regeneration
- Coordinated approaches to investment (potentially linked with, but going beyond specific Government funding streams).
- Likely to be geared around distinctive strategies for different places, with District leadership.



# Next steps and questions for discussion





# Next steps: Implementation

---

- The Strategy itself is a partnership document, 'owned' by the Kent Leaders and with a time horizon out to 2030. This means that:
  - There are likely to be several routes to delivery, via the local authorities individually, via the private sector and through collective action
  - There will need to be flexibility as Government funding sources and priorities change over time, within the context of the 'ambitions' we have set out
  - The Strategy *could* form the basis for a 'County Deal'. But it shouldn't be limited to this (and discussions about a County Deal will take longer to work through).
- **KCC's role** will be two-fold:
  - First, in the direct delivery of specific action areas within the Strategy (alone or in partnership). Some of these are highlighted on the preceding slides.
  - Second, in providing coordination and programme management services at county-wide level (building on the role that KCC already plays in (for example) coordinating Kent and Medway Economic Partnership)
- Both of these roles will potentially have resourcing implications. However, the Strategy provides a *basis* for decision-making (and for securing external funding) over the medium to long term, rather than making any resource commitments.

# Questions for discussion

---

- Do you agree with the overall SWOT assessment (in headline terms)? Is anything missing or over/ under-emphasised?
- What are your views on the overall suggested framework:
  - Do the high-level objectives make sense? What should be added, if anything?
  - Do the five 'Ambitions' capture the breadth of the agenda that the Economic Strategy should address? What else would you add?
  - Do you agree that the Strategy should go beyond narrowly-defined 'economic development' actions and is this achieved through the framework?
- How can we best ensure alignment with existing/ emerging strategy work in other fields of activity?
- What are your initial thoughts on priority areas for action?



## Contact

For more information:

**Ross Gill**

**Associate Director**

**SQW**

t. 07837 872705

e. [rgill@sqw.co.uk](mailto:rgill@sqw.co.uk)

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

To: **Growth, Economic Development and Communities Cabinet Committee – 10 May 2022**

Subject: **Infrastructure Funding. All Member Briefing Scoping Paper.**

Classification: **Unrestricted**

Past Pathway of report: **None**

Electoral Division: **All**

**Summary:** At Growth, Economic Development and Communities Cabinet Committee on 22<sup>nd</sup> March 2022 Committee Members asked that an ‘All Member Briefing’ would be arranged in the future to explain the overall background to developer contributions and our approach along with outlining some of the challenges we face and emerging issues. A commitment was made to bring back the suggested scope of that briefing to May’s Committee to ensure the briefing meets Members’ expectations.

**Recommendation:**

The Growth, Economic Development and Communities Cabinet Committee is asked to review and make recommendations to the Cabinet Member on the proposed scope of an ‘All Member Briefing.’

## 1. Introduction

- 1.1 Since 2014 KCC has secured a total of £321,177,959 in contributions from developers towards specified services. This figure represents a cumulative achievement rate of 97% against KCC’s asks for total contributions from developers (these figures are exclusive of the value of land transferred and Highways Section 278 agreements). However, this is not achieved without significant challenges.
- 1.2 Members receive quarterly performance reports to the Growth, Economic Development and Communities Cabinet Committee. Performance can fluctuate in year depending upon site specific issues.

## 2. Proposed Subject Areas

- 2.1 At Growth, Economic Development and Communities Cabinet Committee on 22<sup>nd</sup> March it was agreed that an ‘All Member Briefing’ would be arranged to give an overview background to developer contributions and our approach along with outlining the challenges we face and emerging issues, accepting that Districts as the Local Planning Authorities have the statutory remit to

balance competing considerations when determining individual planning applications. It is proposed the scope cover:

- **Section 106 (S106) / Developer Contributions** - to include an explanation of KCC's role, the statutory position, rationale for seeking contributions, and legal tests, and the KCC services for which contributions are secured such as Highways, Primary and Secondary Education, Adult Social Care, Libraries, Community Learning, Youth Services, Waste, and Broadband (mainly through planning conditions).
- **Financial Data** – to include the ratio of contributions agreed/sought by KCC on a District-by-District basis, and amounts agreed per service as outlined above; (in addition to the value of land transferred and Highways S278 agreements).
- **Community Infrastructure Levy (CIL)** – to include an explanation of the system and difference to S106 agreements, Districts which have adopted CIL, and how the current system is operating within each of the Districts that operate CIL.
- **Highways Section 278 (s278) Agreements** – to include an explanation of Highways S278 Agreements and how they relate to S106/CIL.
- **Challenges to Securing Developer Contributions** – to include an explanation of the overall financial parameters within which development contributions may be sought, the issue of viability and mitigation measures used where appropriate, and the challenges of increasing complex policy including the current proposals contained in the Planning White Paper (Aug 2020).
- **Infrastructure Funding Statement** - reference to the existing publication (for 2019/20) can be found at <https://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/infrastructure-funding-statement-2019-2020>.
- An update on the purpose of, and development of, a refreshed **Growth and Infrastructure Framework**
- An update on how **Members are sighted, briefed, and may make comment on KCC S106/CIL requirements within their division's own relevant District**

### 3. Financial, Legal, Equalities and Data Protection Implications

- 3.1 KCC seeks developer contributions to secure financial contributions towards increasing infrastructure capacity to support services which it has a responsibility to provide. The Development Investment Team within Growth & Communities primarily deal with S106 agreements, although this is essentially

a corporate function with significant expertise and input required across the whole authority including from service providers such as Education.

- 3.2 As stated above, since 2014 KCC has secured a total of £321,177,959 in contributions from developers towards specified services. This figure represents a cumulative achievement rate of 97%. In this context The Growth and Infrastructure Framework (GIF) has projected that by 2031 (2011 - 2031) Kent will be home to 178,600 new homes and nearly 400,000 new people.
- 3.3 The infrastructure required to support this growth is forecast (2017 – 2031) to cost over £16bn with £2.8bn attributed to infrastructure to be delivered by KCC. With regards to KCC's investment and based on total funding identified, £1.6bn is expected to be delivered by development contributions, although there remains a significant risk that such funding may not materialise to the amount or timescales required. Therefore, development contributions only form part of a bigger picture and for many services this means that the true impact of additional demand from development cannot be fully recovered through S106 agreements alone.
- 3.4 In addition to the capital cost of infrastructure provision S106 monies cannot be used towards replacement or maintenance of existing assets, running costs etc. All projects where S106 monies are applied must demonstrate that they are providing additional capacity.
- 3.5 The s106 agreement is a formal document, a deed, which states that it is an obligation for planning purposes, identifies the relevant land, the person entering the obligation; it also becomes a land charge and the relevant local authority can enforce against it as a legal contract The Community Infrastructure Levy (CIL) is a tariff-based system which is administered by the district authorities.
- 3.6 There are no identified equality issues arising from the process for securing developer contributions itself, although KCC services will have appropriate operational provision within their individual service delivery plans/strategies.
- 3.7 There is no processing of personal data within the process for securing developer contributions, although again KCC services will have appropriate operational provision within their individual service delivery plans/strategies.

#### **4. Recommendations**

**Recommendation:**

- 4.1 The Growth, Economic Development and Communities Cabinet Committee is asked to review and make recommendations to the Cabinet Member on the proposed scope of an 'All Member Briefing.'

## 5. Contact details

Nigel Smith  
Head of Development  
[Nigel.smith@kent.gov.uk](mailto:Nigel.smith@kent.gov.uk)  
\_03000 417178

Relevant Director:  
Stephanie Holt-Castle  
[Stephanie.holt-castle@kent.gov.uk](mailto:Stephanie.holt-castle@kent.gov.uk)  
03000 412064  
Director of Growth and Communities



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

To: Growth, Economic Development and Communities Cabinet  
 Committee – 10 May 2022

Subject: **Kent & Medway Business Fund Bi-Annual Monitoring –  
 Q3 2021/22**

Classification: **Unrestricted**

**Summary:** This report summarises the results of KCC’s monitoring returns from businesses that have received loans and equity from KCC managed Government funded Business Investment Schemes – this consists of the current Kent and Medway Business Fund (KMBF) scheme and the former Regional Growth Fund (RGF) schemes.

Since 2012, the number of new and protected jobs recorded up to the end of December 2021 is 5,103, consisting of 3,617 new jobs and 1,485 protected jobs. The average cost per job is £1,003.

Loan repayments to date of the value of £32,794,822 have been received. These repayments are being recycled through the Kent and Medway Business Fund to enable KCC to continue to offer financial support for new investment.

Out of the 109 loans being reported, 66% are rated as Green or Amber (covered in paragraph 3.1).

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

## 1. Background Information

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

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

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

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

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

- 1.3 These RGF schemes provided grants, loans, and equity investments for businesses with investment plans leading to job creation and growth from November 2011 to January 2016. For most businesses, loan finance was provided at 0% interest, with a repayment period of between five and seven years. The schemes also allocated grants and equity investments.
- 1.4 From January 2017, KCC used the recycled RGF loan repayments to enable the Kent and Medway Business Fund (KMBF) to provide loans and equity investments ranging between £50,000-£500,000 to eligible businesses across Kent and Medway. The majority of funding recipients receive 0% interest loans, with a repayment period of up to five years. The recycled RGF loan repayments are also used to finance the Kent Life Sciences (KLS) Fund, a sub-programme of the KMBF scheme. This provides equity investments predominantly in the life science sector. A summary of the equity investments can be found in Section 4 of this report.
- 1.5 All applications to RGF schemes and the KMBF undergo due diligence inquiries before being examined by the Investment Advisory Board (IAB). The majority of the members of this Board come from the private sector, including Finance and Banking, Manufacturing, and the Scientific and Creative Industries. Once an application has been reviewed by the Board, it makes a recommendation to KCC to Approve or Reject the project and what conditions should be set if funding is approved.
- 1.6 Invicta Law Ltd provides advice on contracts, insolvency issues and works with the KCC Business Investment Team to recover the maximum amount of loan value. KCC Internal Audit oversees the investment procedures and processes and advice on other matters related to the use of the funds.
- 1.7 In order to reduce the risk of default, KCC requires applicants to provide some form of security, whether through assets, property, or personal guarantees for all loans over £100,000. For loans between £50,000 and £100,000, the IAB may recommend a Personal Guarantee be taken before funding is given, though it is not a requirement.
- 1.8 Where businesses find it difficult to repay the loans, KCC can offer to restructure their debt to support further business growth and resume repayments. In cases of non-engagement, KCC pursues loan recovery through Security or Personal Guarantees, where applicable (see Section 2.1).
- 1.9 Working with external partners, KCC has recently established a Recovery Working Group, a sub-group of the IAB, to advise on technical issues related to the recovery of existing investments (see Section 2.1).
- 1.10 Many loan recipients have incurred economic disruption caused by the impact of Covid-19 outbreak. This report will outline the various actions undertaken to support businesses in receipt of loan and equity investment from the former RGF schemes and the Kent and Medway Business Fund.

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

2.1 Since the last report presented to this Committee in September 2021, the 18 month loan repayment holiday offered to all loan recipients ended in September 2021 (18 months in total, since March 2020).

2.2 The table below shows the total funding committed in loan and equity investments, broken down by local authority area, the number of jobs created/protected and private sector investment (leverage) as of the 31 December 2021.

Districts	Funding per Local Authority £	Private Investment £	No of Businesses	No of Jobs Created	No of Jobs Protected	Total Number of Jobs
Ashford	£1,139,600	£982,928	18	37	20	57
Canterbury	£9,270,080	£9,737,619	60	1,326	90	1,416
Dartford	£2,430,115	£2,238,578	16	134	56	190
Dover	£13,929,970	£18,791,422	57	410	213	623
Folkestone & Hythe	£6,463,468	£10,175,900	30	242	120	362
Gravesham	£881,062	£843,375	5	55	60	115
Maidstone	£3,272,587	£3,487,936	19	105	92	197
Medway	£4,798,621	£4,246,218	26	220	173	393
Rother (1)	£136,250	£136,250	3	30	3	33
Sevenoaks	£644,000	£760,472	7	48	18	66
Swale	£7,685,202	£19,140,158	27	292	285	577
Thanet	£8,516,256	£11,314,724	63	449	292	742
Thurrock (2)	£881,700	£1,421,355	5	72	13	85
Tonbridge & Malling	£1,173,510	£1,187,798	12	46	21	67
Tunbridge Wells	£1,993,000	£2,257,250	16	146	25	171
Wealden (1)	£200,000	£200,000	1	5	4	9
<b>Total</b>	<b>£63,415,421</b>	<b>£86,921,983</b>	<b>365</b>	<b>3,617</b>	<b>1,485</b>	<b>5,103</b>

(1) Not part of the eligible area for the Kent and Medway Business Fund since 2017

(2) KCC is now working with Thurrock to develop a fund managed by KCC to support Thurrock businesses as agreed in Key Decision 20/00103.

2.3 All businesses are still required to complete a monitoring return as part of their loan agreements with the County Council and these must include employment contracts and copies of payroll as evidence for jobs created and protected. The cumulative total of jobs that have been created or protected is 5,103 as of 31 December 2021. This is an increase of 176 since the last report submitted to this Committee in September 2021 (4,927). This increase is in part due to additional KMBF Capital Growth and KMBF Recovery loan recipients being added to the monitoring cycle. It should also be noted we have also seen jobs lost in some companies and we anticipate possible further job losses in 2022 when the positive impact of the various Government funded Coronavirus supports scheme, is expected to wane and the potential impact in the rise of energy costs, is expected to grow. There is an overall target of 5,990 jobs (4,402 new jobs and 1,588 protected jobs) for the period up to March 2023.

### **3. Loan Monitoring**

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

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

3.2 Out of the 109 being reported on during the monitoring period 1 October 2021 to 31 December 2021, 73 (67%) of returns were flagged as Green or Amber. In the case of partial returns or concerns over meeting contracted milestones, KCC will liaise with the businesses, obtain the missing information, and determine if further action is required. The value of those loans was £11,589,002. Of the total number of businesses monitored during the period 17 identified were in the Red Category B (Nil or incomplete monitoring return) and 19 businesses were identified as Red Category C (Non-achievement of key milestones/targets).

3.3 71 businesses have had loans or equity which are in Category A (Bad Debt) with a value of £9,528,082 of which £2,645,879 has so far been recovered. The total of funds not yet recovered is therefore £6,882,203 which equates to 10.85% of the total loan and equity investments made. This includes businesses which KCC is still actively pursuing to repay the debt and where further debt recovery is still possible (£1,761,738). The total value of RGF loans written off (where debt recovery is no longer possible) is £5,120,465.

### **4. Equity Investments**

4.1 Between 2013 and 2016 KCC made equity investments in 19 businesses at a cumulative initial value of £8,990,634 at the time the respective equity investments were made.

4.2 In January 2017 the Kent Life Sciences (KLS) Fund was established with the aim of making equity investments in companies with game-changing medical technologies and advanced therapeutics. This sector was targeted because of its high growth potential and the opportunities it offered to build upon the facilities offered by Discovery Park, Kent Science Park and the Kent based universities. KCC has committed equity investments to nine businesses at a cumulative initial value of £4,350,000. KLS is funded from recycled RGF loan repayments.

4.3 In making these equity investments, KCC sees its role as a “patient investor” and it is anticipated the Council will not accrue a positive return from most of the businesses for a further three to five years. NCL Technology Ventures (NCL) have been appointed by KCC to manage, monitor, and oversee these investments. NCL work with businesses to design an appropriate exit strategy for each investment. Quarterly reports on the performance of all the equity investments are provided to the KMBF Investment Advisory Board (chaired by a KCC Member) and an annual report is provided to the

KCC Governance and Audit Committee as part of the reporting on companies in which KCC has an interest.

4.4 NCL have designated 17 of KCC's equity investments as having Green Risk Status, five as Amber Risk Status and three as Red Risk Status. Three of KCC equity investments (total initial value £2,274,072) are designated as Bad Debt as of 31 December 2021.

4.5 To mitigate the economic impact of the Covid-19 on companies in receipt of equity funding, KCC has been working with NCL to ensure that the innovative companies in which KCC invested have received specialist support and assistance.

## **5. Cost per Job**

5.1 The cumulative amount of repayments expected in the nine years to December 2021 was £34,327,294. The actual amount repaid by the end of December 2021 was £32,363,157 which represents an achievement of 94.28%. In terms of the unrecovered funds, the cost per job is £1,003.

5.2 In terms of the total loan and equity awarded by the former RGF and KMBF schemes the average "cost" per job is £12,427 in comparison with the national average for Regional Growth Fund Schemes of £37,400 per job (over the first four RGF rounds according to the 2014 National Audit Office report on the Regional Growth Fund).

## **6. Legal**

6.1 KCC has two contracts with BEIS and it also has legal agreements with the company undertaking independent financial appraisals and the company managing the equity portfolio.

6.2 The BEIS contracts will end in March 2023. KCC is currently negotiating with BEIS regarding the options for retaining the funds post-2023.

## **7. Policy Framework**

7.1 KCC's Interim Strategic Plan sets out the short term goals and this scheme assists in meeting the Economic Challenge.

7.2 The impact of Covid19 has impacted on this scheme and KCC have instituted measures to mitigate these impacts, and these have been outlined in this Report.

## **8. Equalities and data protection implications**

8.1 An Equality Impact Assessment (EqIA) was undertaken in March 2021 and concluded there were no adverse implications arising.

## **9. Data protection**

9.1 No adverse data protection issues are expected as part of this project.

## **10. Recommendation**

### **Recommendation:**

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

## **11. Contact details**

### **Report Author:**

Martyn Riley  
Project Manager  
Tel: 03000 417161  
martyn.riley@kent.gov.uk

### **Relevant Director:**

Stephanie Holt-Castle  
Director for Growth and Communities  
Tel: 03000 412064  
stephanie.holt-castle@kent.gov.uk

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 – 10 May 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 3 of 2021/22.

16 of the 25 KPIs achieved target and were RAG rated Green. 3 KPIs were below target but did achieve floor standard and were RAG rated Amber. 4 did not meet floor standard and were RAG rated Red. The remaining 2 KPIs do not have a return for this Quarter, with reasons given in the report.

KPIs and targets proposed for 2022/23 are included in this report.

**Recommendation(s):**

The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE the performance report for Quarter 3 of 2021/22 and DISCUSS KPIs and targets proposed for 2022/23.

**1. Introduction**

- 1.1. Part of the role of Cabinet Committees is to review the performance of those functions of the Council that fall within its remit. To support this role, Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the third report for the 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 December 2021 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 458, which is ahead of target; 7,256 in total have been brought back to use since the start of the project in 2005. £15.9m was secured as developer contributions, which was 98% of the amount sought. The target for the number of businesses assisted via the Kent and Medway Growth Hub continues to be exceeded for those requiring light/medium support. Few businesses have required 12 hours or more support since the start of the new contract in July, meaning the floor standard for intensive support was not reached.

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

- 4.1. In November 2021 the staff and customer engagement “Let’s Talk about Kent Libraries” was launched online and in all libraries, with the objective to help and inform the development of the LRA Strategy and library services for the future. Phase 1 of the engagement aimed to seek understanding of how customers currently use library services, post-lockdowns, and is now complete. Phase 2, launched at the end of January, asks for customer feedback on areas that the service should prioritise for the future as well as engaging with people who don’t currently use the service. This second phase finished in March 2022.
- 4.2. With 98 of the 99 libraries open during Quarter 3 (Kemsing Library was closed for extensive building works), footfall has been increasing and in Quarter 3 was at 53% of the footfall for the same period pre-pandemic. The national figure was 46% in November, so Kent appears to be above the national trend. Physical issues dipped from Quarter 2, particularly in December, which while traditionally a quieter period, was also likely impacted from concerns about the Omicron variant of Covid. Nevertheless, physical issues are within the forecast parameters and at 82% of the same period in 2019-20, and above the national average which remains around 70%.
- 4.3. The dip in physical issues is countered by a 2% increase in digital issues from Quarter 2. Overall, e-issues have increased by 10% from the same period last year (which were already at increased levels) and now form 38% of all issues. Total issues are now 7% higher than they were pre-pandemic (Quarter 3, 2019/20).
- 4.4. The focus in libraries during Quarter 3 was the reinstatement of events and activities in a Covid secure way, particularly Baby Rhyme Time and Talk Time sessions. 38 libraries hosted a total of 348 Rhyme Time sessions with 4,636 attendees and 354 Talk Time sessions with a total of 2,161 attendees. Further libraries have been reintroducing these activities during Quarter 4. Celebratory events that had been delayed due to Covid were also held, including the launch of the refurbished Pembury and Sandwich Libraries, and the celebration of 100 Years of Kent Libraries at Dartford Library
- 4.5. A further celebration was the launch of the new mobile library vehicles at Sessions House on 15th November 2021. The fleet won a national award for Lifestyle and Passenger Transport, presented by manufacturers Iveco, in recognition of the design and equipment of the vehicles. From 5th October the mobiles resumed their pre-pandemic fortnightly service, and issues have risen by 64% from Quarter 2 2021-22 to be at a similar level to the same period in 2019-20.



- 4.6. The Registration service remained extremely busy and while death registrations were a priority, with over 4,200 appointments delivered, the team also delivered over 4,500 birth appointments, further addressing the backlog caused by the pandemic. 1,602 ceremonies were celebrated, an increase of 28% on the same period pre-pandemic. Customer satisfaction with registration was at 94% for Quarter 3
- 4.7. The Archive service continued to deal with larger numbers of remote enquiries, with a 38% increase in online and telephone enquiries on the same period in 2020/21. Search Room bookings for physical visits remained high in October and November, but parallel with library services, dropped significantly in December doubtless for similar Pandemic reasons, so that overall Archive enquiries fell short of expectations.
- 4.8. The Business and Intellectual Property Centre (BIPC), a new library service offer to provide business start-up advice and support, launched digitally during Libraries Week in October, with three virtual talks on the BIPC concept, marketing and communications, and wellbeing in business. The physical BIPC hub at Kent History and Library Centre launched in February 2022

## **5. Growth & Communities – Other Services**

- 5.1. The majority of indicators for other services in Growth & Communities have exceeded target. Two KPIs failed to meet target but did achieve floor standard. Firstly, Percentage of Public Rights of Way (PRoW) faults reported online; there has been slow progress towards the new target which was increased from the previous year, with some people continuing to prefer to report by telephone. Secondly, Percentage of disabled people participating in Kent Active Partnership led programmes; the 30% target remains challenging, and it remains possible that some people with disability continue to shield and are less likely to participate than pre-pandemic. One KPI was below floor standard, which was the Median number of days to resolve priority faults on the Public Rights of Way network; this has resulted from high demand on officer time and on available resources. However, provisional data up to end of March (Quarter 4) shows this moving above floor standard. For trading standards, 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 will have impacted on the number trading legally, and negatively affected the KPI to move it below floor standard.
6. KPIs proposed for use in the 2022/23 dashboard are detailed in Appendix 2.

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

The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE the performance report for Quarter 3 of 2021/22 and DISCUSS KPIs and targets proposed for 2022/23.

## 8. Contact details

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

Relevant Director: Simon Jones  
Corporate Director Growth, Environment and Transport  
03000 411683  
[Simon.Jones@kent.gov.uk](mailto:Simon.Jones@kent.gov.uk)

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

## **Financial Year 2021/22**

### **Results up to end of December 2021**

Page 87

**Produced by Kent Analytics**

**Publication Date: April 2022**

## Guidance Notes

### RAG RATINGS

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

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

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

### Activity Indicators

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

## Key Performance Indicators Summary

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

<b>Growth &amp; Communities - Libraries, Registrations and Archives (LRA)</b>	RAG
LRA06 : Customer satisfaction with Registration Services	AMBER
LRA12 : Customer satisfaction with libraries	RED
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

<b>Growth &amp; Communities – Other Services</b>	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)	RED
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	N/a
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	GREEN
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

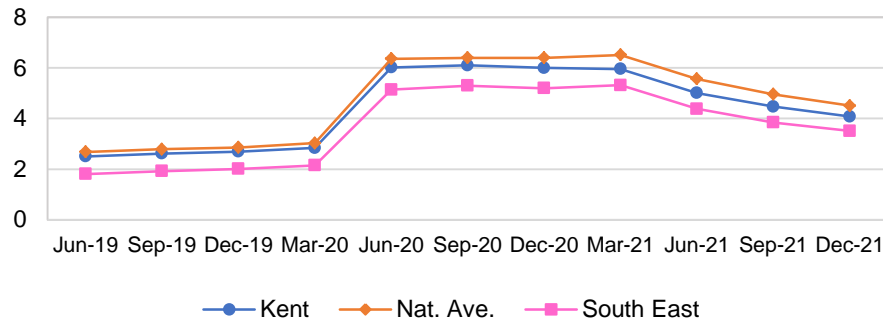
Ref	Performance Indicators	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	RAG	Target	Floor
ED05	Number of homes brought back to market through No Use Empty (rolling 12 months)	472	462	511	501	458	GREEN	400	350
ED08	Developer contributions secured against total contributions sought	97%	78%	96%	99%	98%	GREEN	93%	85%
ED10	Businesses assisted via Kent and Medway Growth Hub contract (Cumulative)*	2,189	2,875	3,487	415	872	GREEN	698	628
ED11	Businesses assisted through intensive support provided via the Growth Hub contract (Cumulative)*	71	104	161	4	10	RED	68	61

\* New contract started July 2021.

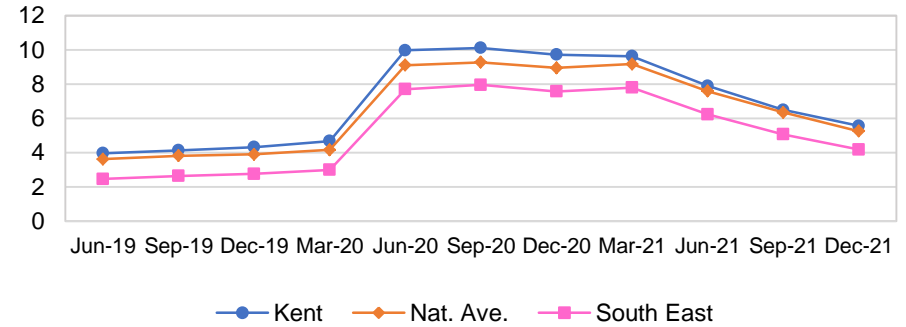
ED11 - Businesses achieve the high intensity support over a 12-hour period, so this is reliant on more than one interaction with the Growth Hub, and currently under light and medium touch we can signpost businesses to other business support interventions available, impacting and/or delaying their next interaction with the Growth Hub. We have a further target to register 68 businesses to receive 36 hours of support over a 12-month period (recover, pivot and scale) and have so far registered 57 businesses for this in-depth support.

Ref	Indicator description	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Year to date	Previous YTD
ED08a	Developer contributions received (£000s)	17,248	11,092	11,249	9,742	15,897	36,888	27,916

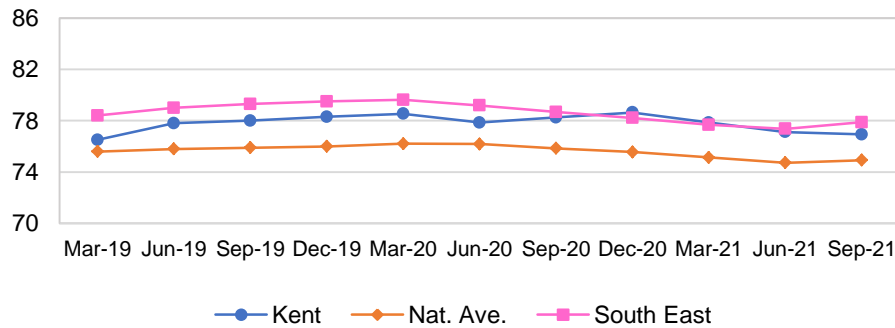
Percentage of 16 to 64 year olds claiming JSA/UC



Percentage of 18 to 24 year olds claiming UC

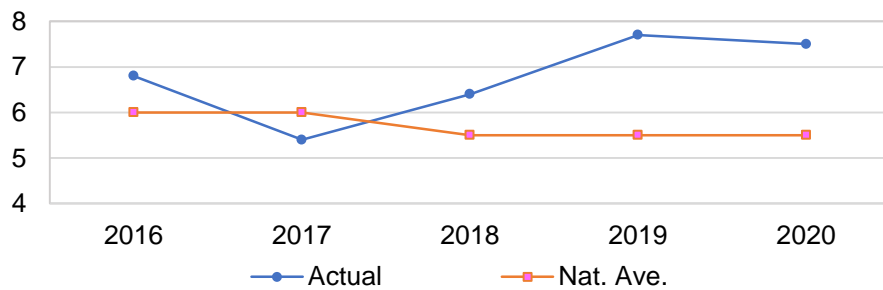


Percentage of 16 to 64 year olds in employment

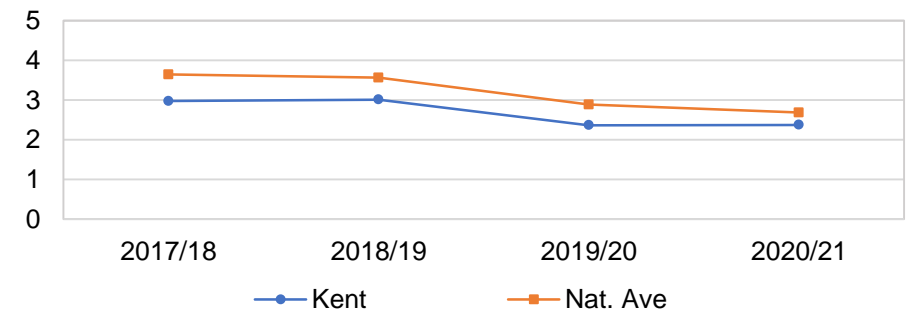


For Percentage of 16 to 64 year olds in employment, figures are derived from the annual population survey, with confidence interval for Kent figures at plus / minus 2 percentage points.

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)	2019/20	Mar-21	Jun-21	Sep-21	Dec-21	RAG	Target	Floor
LRA06	Customer satisfaction with Registration Services	95%	95%	94%	93%	94%	AMBER	95%	90%

### Annual KPIs

Ref	Performance Indicators – Libraries, Registration and Archives (LRA)	2017/18	2018/19	2019/20	2020/21	2021/22	RAG	Target 2020/21	Floor 2020/21
LRA12	Customer satisfaction with libraries	97%	92%	94%	83%	*	RED	92%	85%
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%	*	GREEN	95%	93%
LRA20	Customer satisfaction with PCs and Wi-Fi	New Measure		37%	83%	*	GREEN	58%	40%
LRA21	Percentage of registration appointments available within statutory time targets	N/a	97%	93%	100%	*	GREEN	95%	93%

\* Surveys to be carried out in Quarter 4

\*\* This survey alternates annually between a Search Room Survey (people who make a physical visit) and a distance survey (those who submit enquiries online). Target and Floor for 2021/22 are same as in 2020/21.

LRA06 - Registration staff continue to face the challenges of working through the backlog of birth registrations while dealing with new birth registrations and the continued increase of death registration appointments. The Ceremonies team remained extremely busy, and although the number of ceremonies dropped from Quarter 2 to Quarter 3, the team delivered 28% more ceremonies than in Quarter 3 2019-20 with the satisfaction rate close to target for the year.

LRA12 – The library survey has been delayed due to issues with the payment card which allows the sending of the survey via the Mailchimp platform. The issues have been resolved, and the survey is under way, ending on 19th April. Currently, responses indicate that customer satisfaction with libraries is at 94%, so the target for the year should be achieved. The lower satisfaction level in the last survey in 2020/21 was largely due to the continued closure of some smaller libraries due to the pandemic.



<b>Division</b>	<b>Director</b>	<b>Cabinet Member</b>
<b>Growth &amp; Communities</b>	<b>Stephanie Holt-Castle</b>	<b>Mike Hill</b>

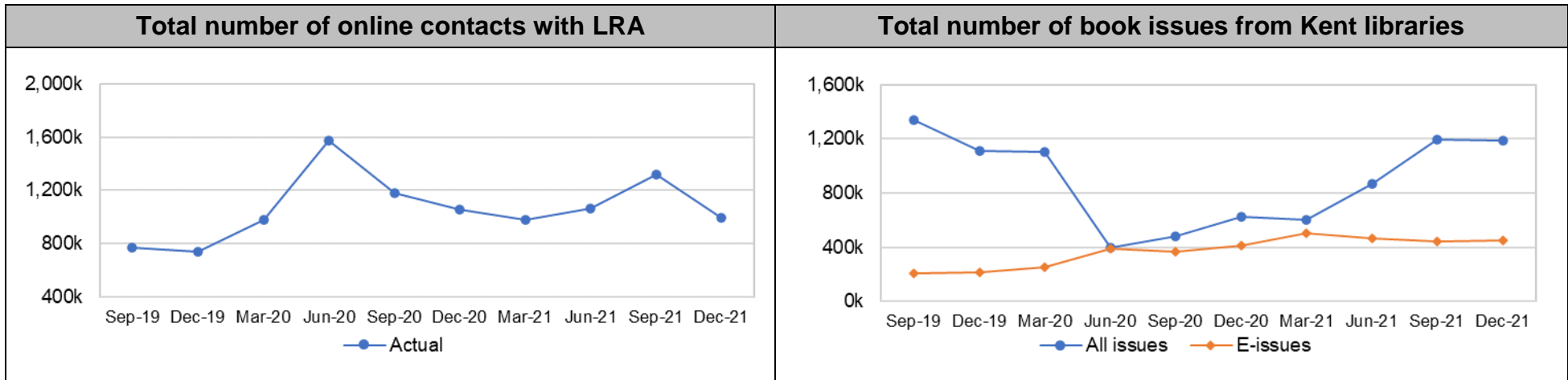
Ref	Activity Indicators (Quarterly totals) - LRA	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	In Expected Range	Expected Activity	
								Upper	Lower
LRA03	Total number of audio and e-books issued (000s)	410	503	464	443	<b>451</b>	Yes	455	412
LRA04	Number of online contacts to Libraries and Registration services (000s)	920	881	981	1,192	<b>893</b>	<b>Below</b>	1,000	960
LRA24	Number of online contacts for Kent archives (000s)	134	96	84	122	<b>103</b>	<b>Below</b>	125	118
LRA01	Number of visits to libraries (000s)	92	9	191	474	<b>517</b>	Yes	520	470
LRA02	Number of items issued (includes e-issues, 000s)	1,511	2,113	869	1,192	<b>1,187</b>	Yes	1,280	1,160
LRA25	Number of Archive enquiries answered	1,068	1,130	1,718	1,955	<b>1,915</b>	<b>Below</b>	2,100	1,990

Page 93

LRA04 & LRA24 - complete data for web hits was unavailable from 7th October 2021 due to the review of the use of cookies, which affected the number of online contacts reported. Use of social media dropped from Quarter 2 as more libraries opened up but Facebook reach was 7% higher, and use of the online resource library has increased by 42%. The cookie issue also affected some of the Archive statistics (LRA24) so that data is missing for hits on the Kent Archives page on kent.gov.uk. This, coupled with a reduction of 23% in social media reach, accounts for the fact that the contacts were lower than expected. However, web traffic on the kentarchives.org website, which is not affected by the cookies, has increased by 14%.

LRA25 - a 5% reduction in enquiries was factored into the forecasting to allow for the traditional dip in Quarter3, but the actual figures represent a 13% decrease. There were some issues within the Archive team with logging enquiries onto iCasework after migration to OneDrive which could in part explain this, particularly as search room visits and equipment booking increased by 8% from Quarter 2.

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	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21
Number of Online Joiners	The number of customers who join online to access online and e-resource services	1,685	2,283	1,880	2,123	<b>1,829</b>
% of available PC time used	Usage of available PCs as a percentage of the total availability (in hours)	20%	3%	19%	14%	<b>15%</b>
% Increase of e-Issues	% increase of e-Issues as a comparison with same reporting period in previous year	88%	97%	19%	20%	<b>10%</b>
Number of physical issues	Number of issues of all material other than e-Resources	217,957	99,096	404,812	749,380	<b>736,160</b>
Total reach on Libraries and Archives Social Media	Total reach on Facebook (central and district pages) + New Twitter followers	766,707	683,242	750,512	968,595	<b>795,768</b>
Number of Ask a Kent Librarian enquiries answered	Total number of enquiries answered via Email, Govmetric, Online chat, and Social Media	3,236	3,521	3,474	3,141	<b>2,574</b>
% of Archive Search Room "sessions" booked	This KPI reflects the percentage of available sessions booked.	93%	**	94%	95%	<b>90%</b>

\*\* No returns due to lockdowns

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

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

DT14 – Following success at meeting the previous target of 85%, the target was increased to 90% for this year, and it is likely that it will take a little time to achieve this. In the longer term it may be possible to remove the requirement for people to register before using the online system, which should increase online reporting. In addition, customer surveys show that a proportion of the customer base would rather telephone, and this is also true for those who feel an issue is urgent.

EPE16 – The median number of days reduced in the 12 months to December but remains below floor standard performance Covid related funding allowed the Service to address some of the damage caused to the network through increased use during lockdown. This work has been well received by the public. Staff capacity in relation to the number of issues reported remains an issue and will inevitably be reflected in the performance figures, but there is an expectation that further improvement can be achieved following recent recruitment, indicated by provisional data to March showing this figure has now moved above the floor standard.

CST02 – It has not been possible to hold Lessons to be Learnt Seminars due to the pandemic until Quarter 4. Further seminars are planned for 2022/23

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

Ref	Performance Indicators - other services	Mar-21	Jun-21	Sep-21	Dec-21	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.	New KPIs	92%	79%	79%	83%	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	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 are not supporting work experience currently, due to COVID.						400	360
PAG01	Percentage of planning applications determined to meet MHCLG performance standards	New KPIs	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%	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%	GREEN	90%	81%

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

Ref	Performance Indicators - other services	Mar-21	Jun-21	Sep-21	Dec-21	Year to Date	YTD RAG	Target	Floor
SPA01	Percentage of participants in Kent Active Partnership led programmes who have a disability	New KPIs	10%	32%	24%	22%	AMBER	30%	15%
SPA02	Percentage of participants in Kent Active Partnership led programmes from diverse ethnic groups		40%	29%	38%	35%	GREEN	30%	15%
TS01	Food Standards: Percentage of businesses now trading legally following an intervention from Trading Standards.		100%	73%	63%	73%	GREEN	70%	63%
TS02	Product Safety: Percentage of businesses now trading legally following an intervention from Trading Standards.		82%	67%	52%	57%	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%	96%	GREEN	80%	72%

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

SPA01 – The 30% target remains challenging, and it remains possible that some people with disability continue to shield and are less likely to participate than pre-pandemic.

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 will have impacted on the number trading legally.

## Proposed KPIs and Activity indicators for 2022/2023 (GEDCCC)

### Growth and Communities

#### Key Performance Indicators

Ref	Indicator description	2021/22 Latest	2022/23 Target	2022/23 Floor
ED05	Number of homes brought back to market through No Use Empty (Rolling 12 months)	458	400	350
ED08	Developer contributions secured against total contributions sought	98%	98%	85%
ED10	Businesses assisted via Kent and Medway Growth Hub contract (light and medium touch)	872	1,365*	1,230*
ED11	Businesses assisted through intensive support provided via Growth Hub contract (high intensity)	10	135*	120*
DT14	Percentage of Public Rights of Way (PRoW) faults reported online	86%	90%	80%
EPE16	Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure)	26	20	25
CST01	Percentage of local actions from completed Domestic Homicide Reviews implemented by target date.	N/a	70%	63%
CST02	Percentage of Lessons Learnt Domestic Homicide Review Seminar attendees rating the event as Very Good or Excellent.		85%	76.5%
COR01	Percentage of cases progressed for initial coronial decision within 2 working days of notification of a death.	83%	83%	72%
KCP01	Kent Country Parks aggregate average star ratings from Google, Trip Advisor and Facebook	4.6	4.6	4
KSS01	Number of work experience hours of science, technology, engineering and mathematics (STEM) work experience delivered by Kent Scientific Services for Kent students in the 16-24 age range.	N/a	300	270
PAG01	Percentage of planning applications determined to meet MHCLG performance standards	100%	100%	81%
PP01	Percentage of the most vulnerable victims of scams recorded on the National Scams Hub visited and supported by Public Protection	100%	90%	80%
PP02	Percentage of trader applications to Public Protection's 'Trading Standards Checked' scheme processed within 10 working days.	100%	100%	81%
SPA03	Percentage of schools with a high proportion of pupils eligible for free school meals engaging with the Kent School Games.	New Indicator	25%	22.5%

Ref	Indicator description	2021/22 Latest	2022/23 Target	2022/23 Floor
SPA04	Number of people attending and engaging with training and learning opportunities facilitated by Kent Sport.	New Indicator	500	400
TS01	Food Standards: Percentage of businesses now trading legally following an intervention from Trading Standards.	73%	73%	63%
TS02	Product Safety: Percentage of businesses now trading legally following an intervention from Trading Standards.	57%	70%	63%
TS04	Percentage of businesses rating Trading Standards advice (Primary Authority and Pay as You Go) as Very Good or Excellent.	96%	90%	82%
LRA06	Customer satisfaction with Registration services	94%	95%	90%
LRA12	Customer satisfaction with Libraries	83%	90%	80%
LRA13	Customer satisfaction with Archives	97%	96%	90%
LRA19	Customer satisfaction with Libraries Direct services	99.8%	95%	93%
LRA21	% of registration appointments available within statutory time targets	100%	100%	93%
LRA15	Total number of customers attending physical and virtual Libraries and Archives events	To be reviewed after Quarter 1 as business recovery progresses		
LRA17	Number of volunteer hours adding extra value to the LRA service.			
LRA26	Total number of people given advice and support through the Business and Intellectual Property Centre (BIPC)	New Indicator	To be confirmed after Quarter 1	

\* By contract end date (June 2022)

### Activity indicators

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

Ref	Indicator description	Threshold	Q1	Q2	Q3	Q4
LRA01	Number of visits to libraries (including mobiles)	Upper	540	To be reviewed after Quarter 1 as business recovery progresses		
		Lower	489			
LRA02	Number of items issued (including prisons and all e-items)	Upper	1,250			
		Lower	1,150			
LRA05*	Number of online contacts for Kent and Registration libraries (000s) <b>New Indicator*</b>	Upper	1,150			
		Lower	1,040			



Ref	Indicator description	Threshold	Q1	Q2	Q3	Q4
LRA27*	Number of online contacts to Kent archives (000s) <b>New Indicator*</b>	Upper	25			
		Lower	23			
LRA25	Number of archive enquiries answered	Upper	2,200			
		Lower	2,000			

\*These new indicators measure engagement (where people actually interact with an online platform), whereas the previous KPIs for online contacts (LRA04 and LRA24) measured “reach”, which included passive visits as well as interactions.

This page is intentionally left blank

**From:** Benjamin Watts, General Counsel

**To:** Growth, Economic Development and Communities Cabinet Committee – 10 May 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](mailto:Hayley.savage@kent.gov.uk)

Lead Officer:  
Benjamin Watts  
General Counsel  
03000 410466  
[benjamin.watts@kent.gov.uk](mailto:benjamin.watts@kent.gov.uk)

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

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

**19 JULY 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 10 May 2022	Standing item
5	Verbal Updates – Cabinet Members and Corp. Dir.	Standing item
6	District Visits Programme	Standing item – Rob Hancock
7	Infrastructure Funding	Standing item
8	Kent Film Office Economic Benefits to Kent	Gabrielle Lindemann
9	Performance Dashboard	Graham Harlow
10	Annual Equality and Diversity Report	Annually (June/July) – Sarah Bedingfield
11	Work Programme 2022/23	Standing item

**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	Infrastructure Funding	
8	Nutrient Neutrality Update	Max Tant

9	Kent Design Guide	Nigel Smith/Richard Kidd
10	Work Programme 2022/23	Standing item
<b>15 NOVEMBER 2022 at 2pm</b>		
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
7	Infrastructure Funding	Standing item
8	Project Gigabyte Broadband Programme	Liz Harrison/Nigel Smith
9	Kent Country Parks Strategy Adoption	Tom Marchant
10	Work Programme 2022/23	Standing item
<b>11 JANUARY 2023 at 10am</b>		
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	Infrastructure Funding	Standing item
8	Annual Draft Budget	Liz Harrison/Nigel Smith
9	Work Programme	Standing item
<b>14 MARCH 2023 at 10am</b>		
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	Infrastructure Funding	Standing item
8	Social Prescribing	Mike Overbeke
9	Kent and Medway Business Fund monitoring report	Bi-annual monitoring report (6 monthly) – David Smith and Martyn Riley
10	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
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

This page is intentionally left blank