

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

**Wednesday, 11th January, 2023**

**10.00 am**

**Council Chamber, Sessions House**

*For Item 6 on the agenda, Members are advised to refer to the Budget Book published and shared on 3 January 2023.*





## AGENDA

# GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Wednesday, 11 January 2023 at 10.00 am  
Council Chamber, Sessions House

Ask for: Hayley Savage  
Telephone: 03000 414286

### Membership (16)

Conservative (12): Mr N Baker (Chairman), Mr H Rayner (Vice-Chairman),  
Mrs R Binks, Mr C Broadley, Mr T Cannon, Mr S Holden,  
Mr S C Manion, Mr J Meade, Mr A M Ridgers, Mr D Robey,  
Mr R J Thomas and Mr D Watkins

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 November 2022 (Pages 1 - 32)
- 5 Verbal updates by the Cabinet Members and Corporate Director
- 6 Draft Ten Year Capital Programme, Revenue Budget 2023-24 and Medium Term Financial Plan 2023-26 (Pages 33 - 34)
- 7 Kent and Medway Business Fund Bi-Annual Monitoring - Q2 2022/2023 (Pages 35 - 42)
- 8 Youth Unemployment and Apprenticeships (Pages 43 - 46)
- 9 Performance Dashboard (Pages 47 - 62)
- 10 District Visits Programme 2023 (Pages 63 - 64)

11 Community Wardens and Positive Wellbeing (Pages 65 - 74)

12 Work Programme 2023 (Pages 75 - 78)

**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

**Tuesday, 3 January 2023**

**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 November 2022.

PRESENT: Mr N Baker (Chairman), Mrs R Binks, Mr T Cannon, Ms M Dawkins, Mr S Holden, 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 H Rayner (Vice-Chairman), Mr R J Thomas and Mr D Watkins

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

IN ATTENDANCE: Mr D Smith (Director of Economic Development), Mrs S Holt-Castle (Director of Growth and Communities), Mr S Jones (Corporate Director of Growth, Environment and Transport), Mr T Marchant (Interim Head of Countryside and Community), Mr J Pearson (Service Improvement Programme Manager) and Hayley Savage (Democratic Services Officer)

**UNRESTRICTED ITEMS****93. Membership**

*(Item 2)*

Mr Rayner, Mr Thomas, and Mr Watkins had replaced Mr Kite, Mr Love and Mr Webb as Members of the Cabinet Committee.

RESOLVED that the change in membership be noted.

**94. Apologies and Substitutes**

*(Item 3)*

Apologies for absence had been received from Mr Broadley.

**95. Election of Chair**

*(Item 4)*

1. Mr Rayner proposed, and Mr Thomas seconded that Mr Baker, Vice-Chair, be elected Chair of the Cabinet Committee.
2. It was agreed unanimously that Mr Baker be elected Chair of the Cabinet Committee.
3. Mr Baker proposed, and Mrs Binks seconded that Mr Rayner be elected Vice-Chair of the Cabinet Committee.
4. It was agreed unanimously that Mr Rayner be elected Vice-Chair of the Cabinet Committee.

RESOLVED that Mr Baker be elected Chair, and Mr Rayner Vice-Chair, of the Cabinet Committee.

**96. Declarations of Interest by Members in items on the Agenda**  
(Item 5)

Mr Thomas declared an interest under Item 7 – *Members' Recent Visit to Canterbury District* - in that he was Canterbury's representative for World Heritage UK and under Item 11 – *Draft Kent and Medway Strategic Framework for Sport and Physical Activity 2023-27* – in that he was a trustee of Active Life.

**97. Minutes of the meeting held on 22 September 2022**  
(Item 6)

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

**98. Verbal updates by the Cabinet Members and Corporate Director**  
(Item 7)

1. Mr Hill, Cabinet Member for Community and Regulatory Services, gave a verbal update on the following:
  - (a) The Libraries, Registration and Archives Service maintained its rating of 'Compliance Plus' in all twenty-seven elements of the Customer Service Excellence Award, showing continued innovation and development of the services. Mr Hill said this was a good testament to the dedication and hard work of library staff.
  - (b) Following the Arts Council England's announcement of funding for National Portfolio Organisations (NPO), Mr Hill was pleased to report that the number within Kent had risen from ten to sixteen, including Kent Libraries, one of a few in the country with that status.
  - (c) Turner Contemporary had selected a new Chairman, Mr Matthew Slotover, following the departure of the current Chairman, Mr Clive Stephens, at the end of 2022. Mr Slotover had an extensive arts and business background and co-founded Frieze in 1991.
  - (d) Mr Hill, along with the Chairman, launched the new Changing Places facility at Lullingstone Country Park, the third Changing Places facility in country parks for disabled visitors.
2. Mr Murphy, Cabinet Member for Economic Development, gave a verbal update on the following:
  - (a) Mr Murphy attended the Kent & Medway Apprentice Graduation Ceremony 2022 at Rochester Cathedral on 14 October 2022 and highlighted the Council's role within the provision of apprenticeships and its close working with partners including the Employment Taskforce.

- (b) An Infrastructure All Members Briefing took place on 31 October 2022 and was attended by over fifty Members and Officers.
  - (c) The annual Kent Property Market Report was published on 8 November 2022 by the Economic Development team, in partnership with Caxtons property consultants and Locate in Kent and provided an insight and analysis of the performance of the area's property and key projects supporting the county's growth and economic development. The report can be accessed [here](#).
  - (d) Mr Murphy presented an award at the Kent Invicta Chamber Business Awards 2022 on 17 November 2022 for Kent's Most Promising New Business.
  - (e) The Council and Folkestone and Hythe District Council had set up a joint working group to progress the application for Dungeness Power Station, and Kent MP Mr Damien Collins was meeting with Rolls Royce who were interested in Dungeness as one of their sites.
  - (f) The Council had worked with district and borough councils to submit applications for government Investment Zones, prior to the government's announcement that Investment Zones would no longer be progressed.
3. Mr Jones, Corporate Director for Growth Environment and Transport, gave a verbal update on the following:
- (a) The Active Kent and Medway programme, funded by Sport England, had invested £320,000 in supporting 74 projects and had created opportunities for 5,500 people across Kent.
  - (b) Customer Service Officers in the Libraries, Registration and Archive Service were working hard to ensure sufficient birth and death registration appointments were in place over the winter to meet demand.
  - (c) Work at Oakwood House, which would house the Register Office, Coroners Service and Maidstone Adult Education Centre was progressing well, and the venue was being advertised for future ceremonies.
  - (d) Mr Jones noted a few points regarding the government's Autumn Statement, Levelling Up, Investment Zones and shared prosperity. The allocation of the second round of Levelling Up funding was expected to be announced by the end of 2022.
  - (e) The cost-of-living crisis had increased the risk to residents significantly and there had been a large increase in scam calls. The Public Protection Group, between November 2022 and March 2023, was leading a warning campaign to help protect vulnerable residents and support legitimate businesses. The campaign would cover consumer rights, counterfeit goods, scams, loan sharks and product safety, and would provide businesses with free advice offered by Kent Trading Standards. The campaign involved Kent Trading

Standards, Kent Scientific Services, community wardens and external partners.

RESOLVED that the verbal updates be noted.

**99. Members' Recent Visit to Canterbury District**  
(Item 8)

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

1. Mr Hancock introduced the report which summarised the outcome of the recent visit to Canterbury and the programme of future visits. Mr Hancock said the visit to Swale on 15 December would be re-arranged for early 2023. The programme of future visits for 2023 had been arranged and Members would be advised of dates in due course.
2. Members discussed the benefit of using feedback to identify and take forward suggestions and outcomes from visits and how support, where applicable, could be given to districts and boroughs as a result. The importance of considering all relevant factors when considering requests was noted.

RESOLVED that the Cabinet Committee noted the report and recommended that future reports should include outcomes of visits and suggestions for the way forward.

**100. 22/00098 - Further investment of Getting Building Funding**  
(Item 9)

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

1. Ms Nurden introduced the report and said a key decision was required to enable grant agreements to be entered into by the Council, should the South East Local Enterprise Partnership (SELEP) Accountability Board award funding to Kent-based Getting Building Funding (GBF) projects.
2. Ms Nurden and Mr Jones responded to the following questions and comments from Members:
  - (a) Asked about the funding for Discovery Park, Ms Nurden said the Council, as the accountable body, had legal agreements for the existing projects with SELEP and funding was passed on to third parties, and in the case of Discovery Park this was Discovery Park Ltd.
  - (b) Asked about Thanet Parkway Railway Station, Mr Jones said the SELEP funding would relieve some of the financial pressures across the project. Members noted the positive impacts of the station including shorter journey times into London, the benefit of the station on Discovery Park and the scientific businesses based there, and on local residents and commuters.
  - (c) Asked how potential projects for the funding were identified, Ms Nurden said the Getting Building Fund was announced by government in 2020 and project proposals with full costings were submitted to SELEP within a short timeframe of seven days. The Council provided information on how to



submit project ideas to district councils, businesses (via the Business Advisory Board), universities and further education colleges in Kent and there was an open call for projects on the Kent & Medway Economic Partnership (KMEP) website. The opportunity to bid was also disseminated internally to KCC officers.

- (d) Mr Jones said work carried out with districts and boroughs in preparedness for Investment Zones had provided significant opportunities in understanding how to prepare compelling arguments to government to support any future bids.

3. The Chair thanked all those involved in securing this additional funding for Kent.

RESOLVED that the proposal that the Leader of the Council agrees that the Getting Building Funding (GBF) will be used to support the Kent-based projects that are awarded additional GBF by the South East Local Enterprise Partnership's Accountability Board; and delegates to the Section 151 Officer the authority to sign on KCC's behalf a deed of variation to the original grant agreement or equivalent, where this is required to draw down funds following business case approval, be endorsed.

### **101. Kent Invicta Chamber of Commerce Local Skills Improvement Plan (LSIP) - Presentation**

*(Item 10)*

*Mr Tudor Price, Deputy CEO of Kent Invicta Chamber of Commerce, and Mr David Smith were in attendance for this item.*

1. Mr Murphy welcomed Mr Price to the meeting and said the Kent Chamber of Commerce was an essential part of the Council's Economic Development Programme.
2. Mr Price presented a series of slides (attached to these minutes) which set out development of the Local Skills Improvement Plan to date, Kent Chamber of Commerce's role, and the way ahead.
3. Mr Price responded to the following questions and comments from Members:
  - (a) Asked about the variety of land-based industries and possible career development in those areas, Mr Price said North Kent College which incorporated Hadlow College focused on three key disciplines including agriculture, decarbonisation and manufacturing and engineering. Strategic development funds were issued to the colleges to develop initiatives and pilot ideas to identify programmes.
  - (b) Asked whether there was a particular focus on people who had left employment in recent years, Mr Price said the plan included engagement with a range of organisations that provided support for employment including The Education People, Careers and Enterprise Company and Department for Work and Pensions (DWP).

- (c) Asked about training and apprenticeship opportunities across the county and whether specialist colleges would provide challenges in terms of transport connectivity and affordability, Mr Price said there were efficiencies and benefits to each college taking on a particular specialism. He said digital classrooms was an initiative where students attending one college could access a programme from another college and noted there were three or four large economies in Kent where themes, such as decarbonisation, crossed across industries.
- (d) Asked about tourism and promoting Kent as a place to visit, Mr Price said several initiatives would engage with students in secondary education to map out potential careers based on need, which would help improvement and recruitment issues, and could be applied to tourism and hospitality.
- (e) Asked how expectations of young people were managed in a realistic way whilst encouraging aspirations, Mr Price said they were working with the Careers and Enterprise Company and The Kent Association of Headteachers on how training and opportunities were presented to engage young people.
- (f) Asked about the need for a well-rounded education which included languages and social skills, Mr Price said transferrable and soft skills had been highlighted in the plan and noted that schools were focused on a set of specific outputs. He said more work with schools, colleges and employers could be done to address that challenge.
- (g) Members discussed how people could be encouraged into agricultural and farming jobs and whether the reason for the lack of interest was low pay and lack of innovation. Mr Price said technology could play a big part in raising the appeal of those jobs.
- (h) The importance of employers providing appropriate training was discussed in terms of personal development as well as education.

RESOLVED that the presentation be noted.

## **102. Draft Kent and Medway Strategic Framework for Sport and Physical Activity 2023 - 27**

*(Item 11)*

*This item was taken before Item 10.*

*Ms Davidson, Partnership Director, was in attendance for this item.*

1. Ms Davidson introduced the report and provided an overview of the draft Kent and Medway Strategic Framework for Sport and Physical Activity 2023-27.
2. Ms Davidson and Mr Jones responded to the following questions and comments from Members:
  - (a) Asked about the maintenance of Public Rights of Way, Ms Davidson said her team worked with the Public Rights of Way and Country Parks teams within the Council, and Explore Kent, to ensure joint working.

- (b) Asked about public transport to access facilities including appropriate bus routes, Ms Davidson said over the last 12-18 months the Reconnect Programme had been successful in enabling young people to access sports facilities at low cost. Transport links would continue to be explored, and long term, embedded in the strategic framework.
- (c) Asked how the framework could be delivered to areas where limited resources were available, Ms Davidson said over the last 12 months over £200,000 had been invested in local clubs to support the delivery and training of physical sport and activity. Ms Davidson said the Everyday Active Grants were available for projects up to £500 and the Together Fund Investment for larger scale projects. Members asked for information regarding grants to be circulated to the committee.
- (d) Asked about cycle lanes, Ms Davidson said they were working closely with the Active Travel team and ongoing conversations for development were taking place. Ms Davidson said the strategic framework involved working in partnership with others and recognising that one service alone could not deliver the entire strategic framework. Mr Jones said if Members had concerns about cycle routes to let his team know. He said road safety audits were carried out to ensure routes were safe and secure.
- (e) Asked how the strategic framework would place protection on green spaces for the future, Ms Davidson said a range of legislation was involved in the protection of playing fields and current facilities, and consultation documents for feedback were sent via Sport England in relation to any kind of developments that may use green sites.
- (f) Members discussed the constraints of the current financial situation in terms of allocating funding and noted the importance of supporting existing clubs and organisations, and the positive contribution from some new developments in providing sporting facilities. The impact of large energy bills on sporting facilities and organisations, such as leisure centres, was discussed and how those bills could be reduced by additional funding and renovation. Ms Davidson said the county was facing a physical activity crisis with one in three children either obese or overweight, and noted how sport and physical activity could help support mental health. Mr Jones said the Council worked with district colleagues around net zero challenges and developing bids and submissions for the benefit of the wider county.
- (g) Asked about practical solutions for residents to access facilities, for example childcare, Ms Davidson said there were grants available and colleagues working at community level were committed to supporting sport and physical activity provision.

RESOLVED that the Cabinet Committee considered and noted the content of the draft 2023 – 2027 Kent and Medway Strategic Framework for Sport and Physical Activity, and how the vision of ‘more people, more active, more often’ can be collectively achieved and the associated benefits realised.

### **103. Developer Contributions Guide**

*(Item 12)*

*Mr Colin Finch, Strategic Programme Manager, and Ms Victoria Thistlewood were in attendance for this item.*

1. Mr Murphy introduced the item and said it was essential that infrastructure was delivered alongside the number of developments being built, and strong communities required physical and social infrastructure. He said developer contributions could be used effectively as part of a wider corporate approach towards funding and delivering infrastructure and since 2014 the Council had secured £325million through Section 106 agreements to deliver necessary infrastructure for developments. Mr Murphy said the refresh of the Developer Contributions Guide was an important element of the Council's Infrastructure First commitment as part of the Council's strategy Framing Kent's Future.
2. Mr Finch introduced the report and presented a series of slides attached to these minutes. Mr Finch advised Members that since the publication of the Agenda for this meeting the Developer Contributions Guide had been updated to reflect that the threshold for seeking contributions had changed to residential dwellings greater than 10 units, or greater than 0.5 hectares.
3. Mr Finch and Ms Holt-Castle responded to the following questions and comments from Members:
  - (a) Members expressed concern regarding the Council's input in the decisions made by Local Planning Authorities (LPA), and the potential for developers to renege on developer contributions after planning consent, Mr Finch said through adoption of the guide it was hopeful that the Council could influence decisions made by Local Planning Authorities by making representations into local plans as they go through the consultation process. Ms Holt-Castle said the Council would respond to the government's Community Infrastructure Levy consultation on the risks to upper tier authorities and emphasised the importance of the Council's relationship with, and working alongside, each LPA so that they understood the infrastructure needed to benefit local communities and the importance of maximising developer contributions.
  - (b) Asked whether there was potential for existing developments effected by building work to benefit from developer contributions, for example maintenance of paths and roads, Mr Finch said developer contributions had to meet the Community Infrastructure Levy (CIL) test and deficiencies in existing provision could not be considered.
  - (c) Members discussed the risk associated to the gap in funding required to fund infrastructure, and whether it would be possible to reduce the threshold of residential dwellings for seeking contributions, Mr Finch said the threshold also included 0.5 hectares which captured many smaller developments. Mr Finch said consultation had taken place with education and adult social care within KCC and requirements for demand, included in the guide, had been driven by their service areas and experience with residents.

- (d) A Member noted whether it would be helpful for the Kent Growth and Infrastructure Framework and Highway Improvement Plans to be referenced in the guide.
- (e) Members discussed viability assessments to mitigate the potential for developers renegeing on agreements.

RESOLVED that the committee considered the draft Guide, provided comments on its content and recommended to the Cabinet Member that KCC proceeds with a targeted public consultation on the updated Developer Contributions Guide.

#### **104. Gypsy and Traveller Site Pitch Allocation Policy Update** *(Item 13)*

*Ms Natalie Liddiard, Head of Gypsy and Traveller Service, and Mr Tom Marchant, Interim Head of Countryside and Community Development, were in attendance for this item.*

1. Ms Liddiard introduced the report and said the draft policy had been through several pre-consultation stages with a view to formal consultation being launched on 30 November 2022 for ten weeks. Ms Liddiard said external legal opinion had been sought on the policy.
2. Ms Liddiard and Mr Marchant responded to the following questions and comments from Members:
  - (a) Asked for clarification on specific points of the qualifying criteria, including defined habitual areas and residency of European Economic Area (EEA) nationals, Ms Liddiard said she would clarify the details outside of the meeting.
  - (b) A Member expressed concern, considering the financial situation of the Council, whether this service should be provided by the Council as a tier 1 authority and whether responsibility for gypsy and traveller sites should lie with housing authorities within districts and boroughs. Mr Hill explained there were historical reasons for the Council's responsibility of the sites.
  - (c) A Member commented on the two weeks' deposit required by applicants and the potential benefit of increasing this, Ms Liddiard confirmed there was not any legislation regarding the amount of deposit requested but there was a need to understand the financial situation of residents.
  - (d) Members expressed concern that the pre-consultation period had not included the views of traveller groups, and around the amount of information and documentation being requested of applicants. Ms Liddiard said it was planned to engage with residents and other Gypsy and Roma travellers in Kent as part of the ten-week formal consultation process. Mr Marchant said, in terms of the information being sought as part of an application, that this would provide an improved and robust process, ensuring residents were eligible and pitches were allocated fairly. Mr Marchant said there was an extensive network of contacts that would be included in the consultation period.

- (e) Asked whether the Council had Traveller Liaison Officers, Mr Marchant said there were Site Managers who carried out weekly checks and engaged with site residents. Ms Holt-Castle clarified that the wider community liaison role was a function of district and borough councils, and KCC's role was as landlord for the sites.
- (f) Asked how many pitches, of the 128 in total, became vacant each year, whether there was a waiting list, and the profit gained from running the sites, Ms Liddiard said there were currently nine vacant pitches and five or six of those required funding to bring them up to standard. There was a waiting list and applications were scored on a points system and held on file until a pitch became available, at which time the site was advertised on the Council's website and those on the waiting list were contacted. Ms Liddiard confirmed there was a cost to KCC for the running of the sites. Mr Marchant said the portfolio was under review in terms of the medium- and long-term options.
- (g) Asked whether a single application for all sites managed by the Council and district and borough councils was considered, Ms Liddiard said applications were managed separately, with the Council managing applications for KCC sites and district and boroughs managing their own site applications. It was suggested there was a duplication of effort and single applications for all sites could benefit the traveller communities.
- (h) Asked about the points system for applications, Ms Liddiard said there was a points criteria based on, for example, medical conditions and children, to ensure those most in need were prioritised.
- (i) Asked whether any guidance could be provided for the completion of applications and provision of accompanying documentation and evidence, Ms Liddiard said the Council offered assistance and advice for completing applications.

RESOLVED that the committee noted the updated draft Gypsy and Traveller Site Pitch Allocation Policy for formal consultation.

## **105. Playground Early Years Programme**

*(Item 14)*

*Ms Lucy Keeley, Principal Project Officer, and Mr Tony Witton, Culture and Creative Economy Manager, were in attendance for this item.*

1. Mr Hill said the Playground Early Years Programme was an innovative and valuable project, and he encouraged Members to view the [Playground video](#), if not already done so, which had been circulated prior to the meeting.
2. Ms Keeley introduced the report and outlined the key points in the programme's journey and development. She said the programme had recently been announced by the Arts Council as one of their national portfolio organisations for 2023-2026 with provision of funding for three years.

3. Members commended the initiative and commented on the importance of bringing young parents together and continuing the roll out and improvement of the programme.

RESOLVED that the Cabinet Committee commented on and noted the report.

**106. 22/00102 - Contract Extensions for the Provision of Post-Mortem Facilities for Mid Kent & Medway, North West Kent, and East Kent**  
*(Item 15)*

*Ms Debbie Large, Head of Coroner Service, and Ms Rebecca Rhodes, Intelligence and Standards Officer, were in attendance for this item.*

Mr Hill introduced the item and said the contract extensions provided continuity for post-mortem and mortuary services whilst the option of a digital autopsy facility was pursued.

RESOLVED that the proposal that the Cabinet Member for Community and Regulatory Services agree the six-month extension for the provision of mortuary and Post-Mortem (PM) services in the Mid Kent & Medway, North West Kent, and East Kent coroner areas and confirm current arrangements from earlier decisions 21/00079 21/00079 and 21/00096 as shown at appendix A, be endorsed.

**107. Work Programme 2022/23**  
*(Item 16)*

RESOLVED that the Work Programme 2022/23 be noted, subject to the addition of

- Skills and apprenticeships
- Outcomes of past district visits

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# Kent & Medway Local Skills Improvement Plan (LSIP)

Tudor Price – Kent Invicta Chamber of Commerce

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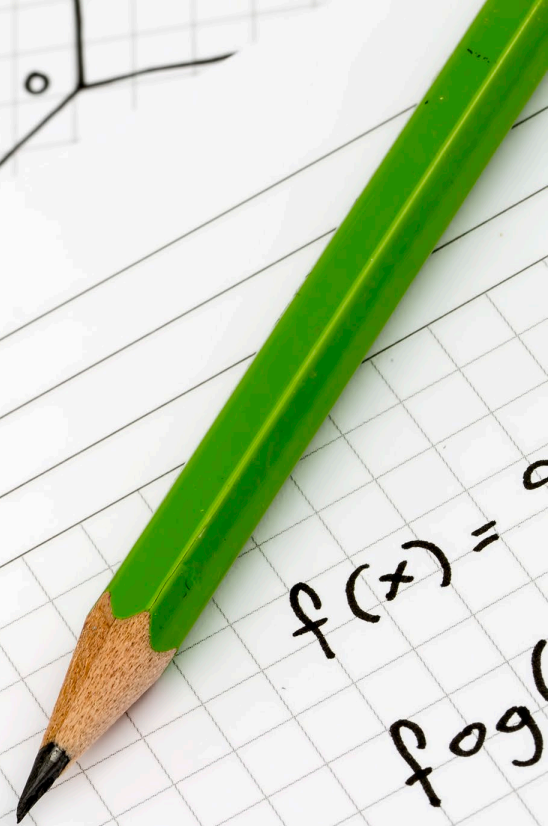
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## Skills for Jobs White Paper

January 2021



### Skills for Jobs: Lifelong Learning for Opportunity and Growth

January 2021

CP 338

## Skills Accelerator Prospectus

April 2021



### Skills Accelerator

Expressions of Interest for  
Local Skills Improvement Plan  
Trailblazers and Strategic  
Development Fund Pilots

Application guidance

April 2021

## Skills & Post-16 Education Bill

May 2021

### Skills and Post-16 Education Bill [HL]

#### EXPLANATORY NOTES

Explanatory notes to the Bill, prepared by the Department for Education, have been ordered to be published as HL Bill 5—EN.

#### EUROPEAN CONVENTION ON HUMAN RIGHTS

Baroness Diveridge has made the following statement under section 19(1)(a) of the Human Rights Act 1998:

In my view the provisions of the Skills and Post-16 Education Bill [HL] are compatible with the Convention rights.

HL Bill 5

56/2

## Opportunity

- Trailblazer initiative in eight areas across England
- Two funding streams

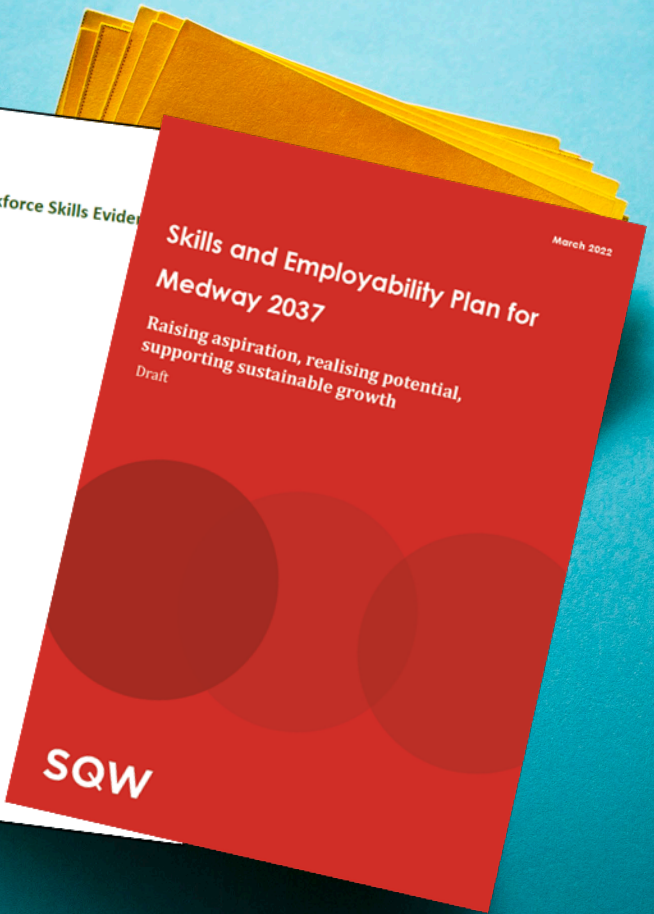
## Requirement

- Strategic Context - Aims, Priorities, Scope
- Specification of key skills needs - Articulation of unmet and future needs
- What needs to change and why? – Barriers, Enablers, Expected Benefits
- Roadmap for delivering change - Making provision more responsive

## Advantage

- Kent & Medway Employment Task Force





# Local Skills Improvement Plan

Page 6

Kent & Medway

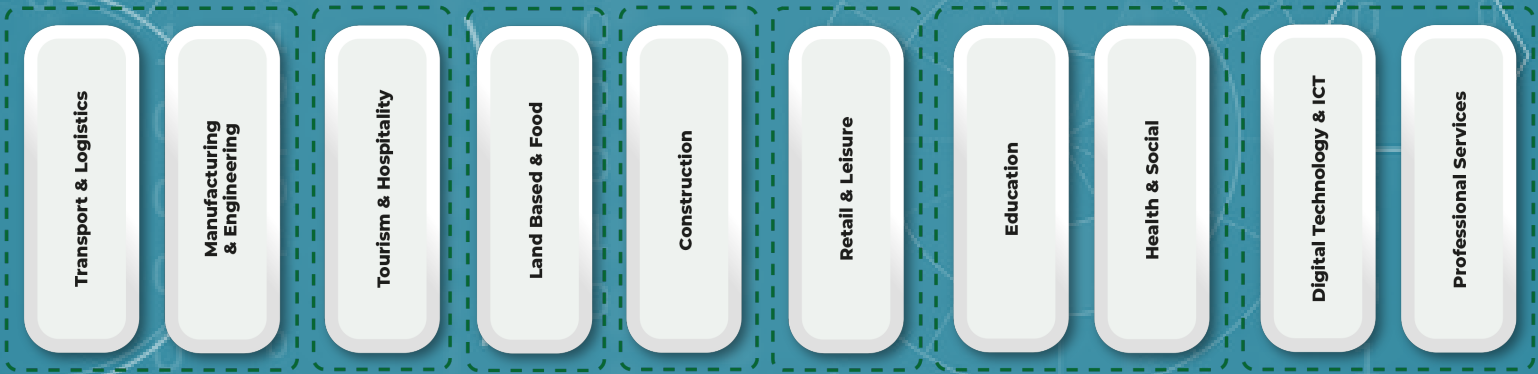
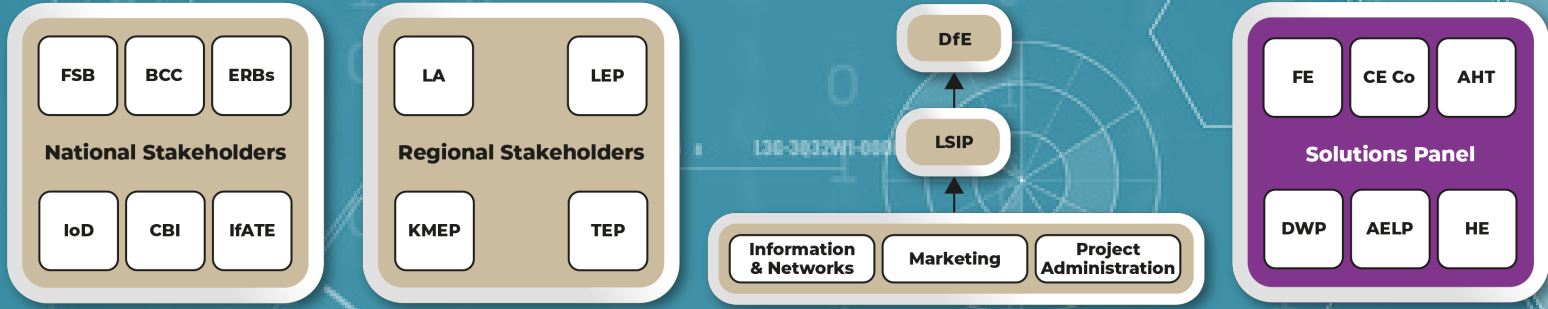
March 2022

[www.kentemployersskillsplan.org](http://www.kentemployersskillsplan.org)

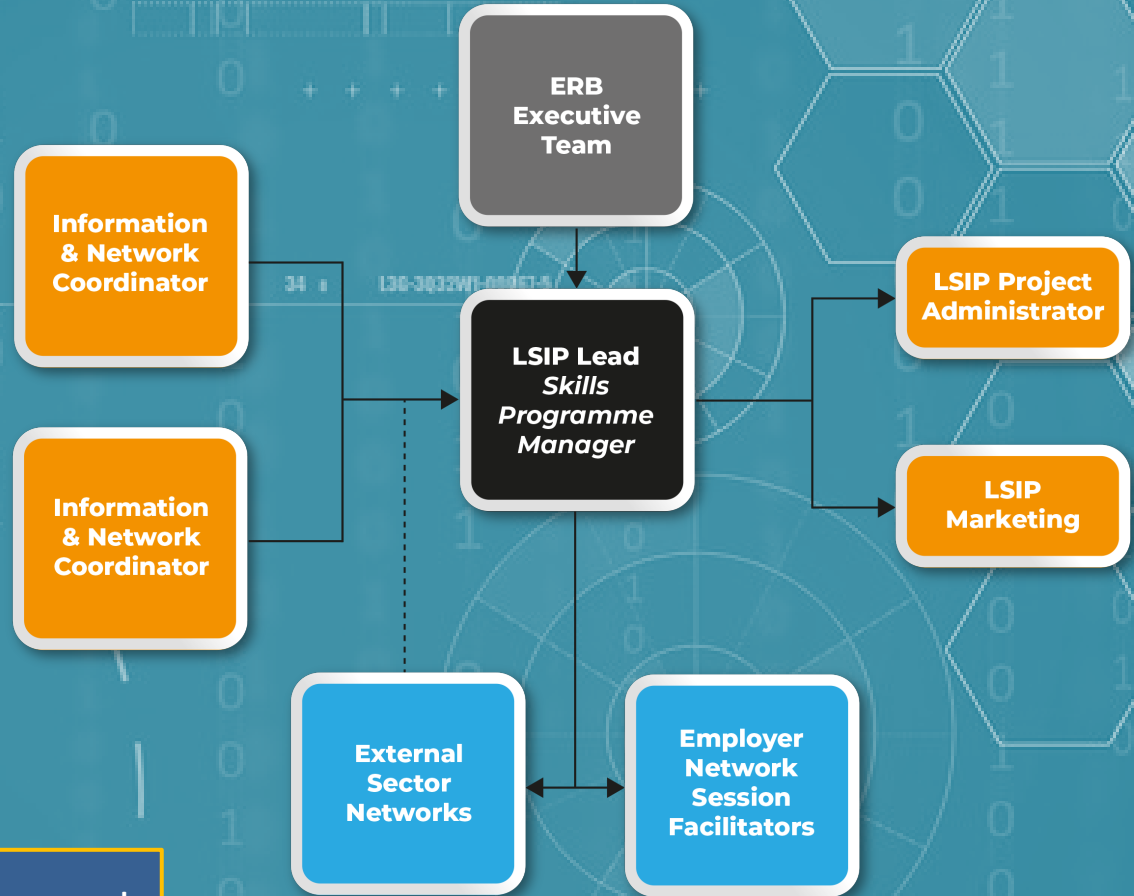
1. Modernising the training offer
2. Increasing volume of short-course provision to increase supply
3. Investing in transferrable employability skills
4. Up-skilling and re-skilling the existing workforce
5. Better communications, driving better-informed perceptions of modern industry



# The Way Ahead.....



# Team Structure





## **Workstream 1 – Insight (Sept 2022 – May 2023)**

- Solutions Panel set up and working
- Data collection channels established, and data collated
- Data analysis and articulation carried out
- Data, analysis and solutions panel outputs incorporated in draft LSIP
- LSIP Publication

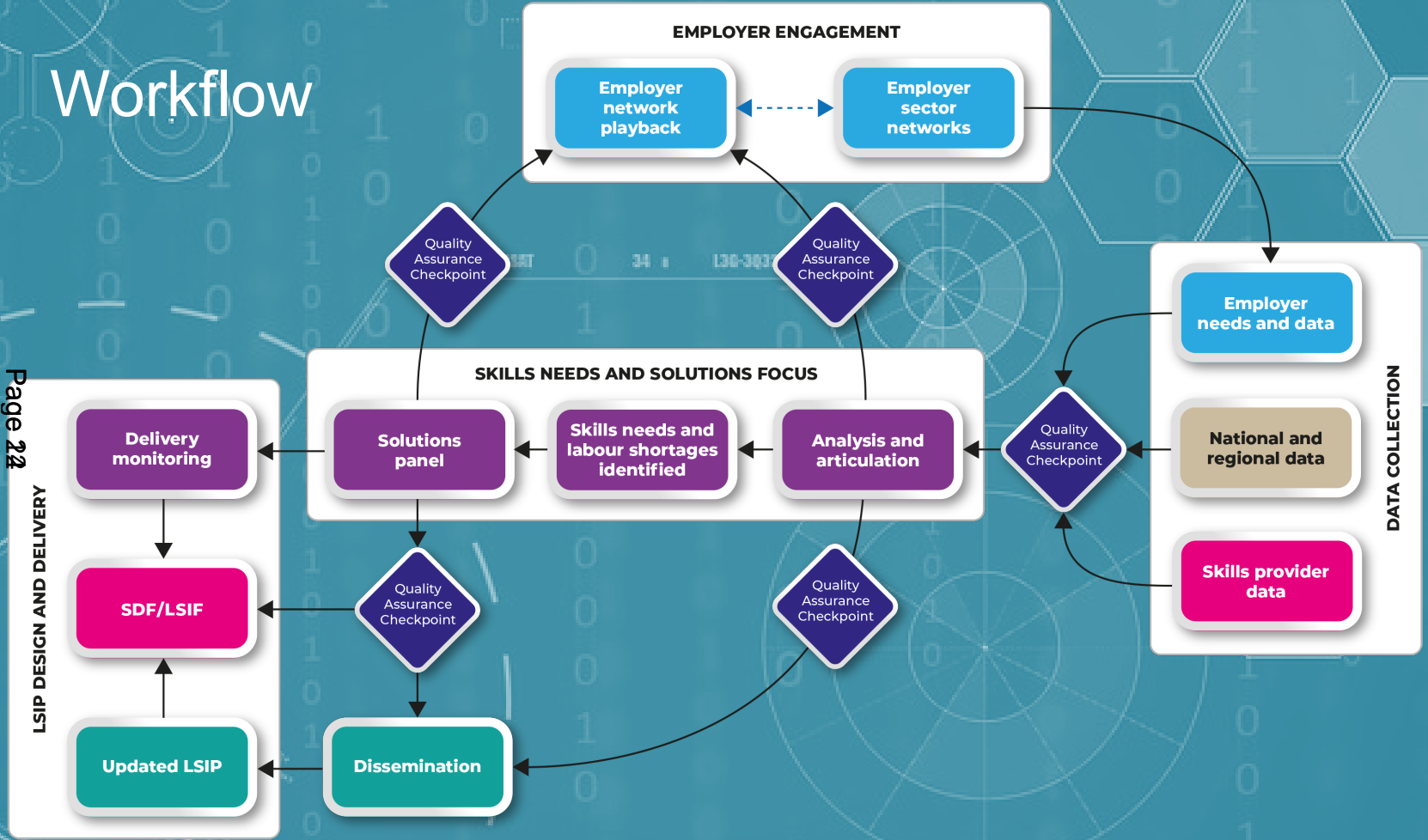
## **Workstream 2 – Communications – (Sept 2022 – Aug 2025 )**

- Deep dive sector-based analysis enabled by:
  - Establishment of sector-based employer networks
  - Collaboration with existing networks
  - Identification of cross cutting and shared themes.
- Employer led data feeding into the LSIP data and Solutions Panel

### **Workstream 3 – Response – (May 23 – Aug 25)**

- SDF monitoring channels established and working
- Oversight of implementation of initiatives and pilot projects
- Establish and build on channels and where relevant working groups to improve employer engagement in FE delivery to deliver the outcomes

# Workflow





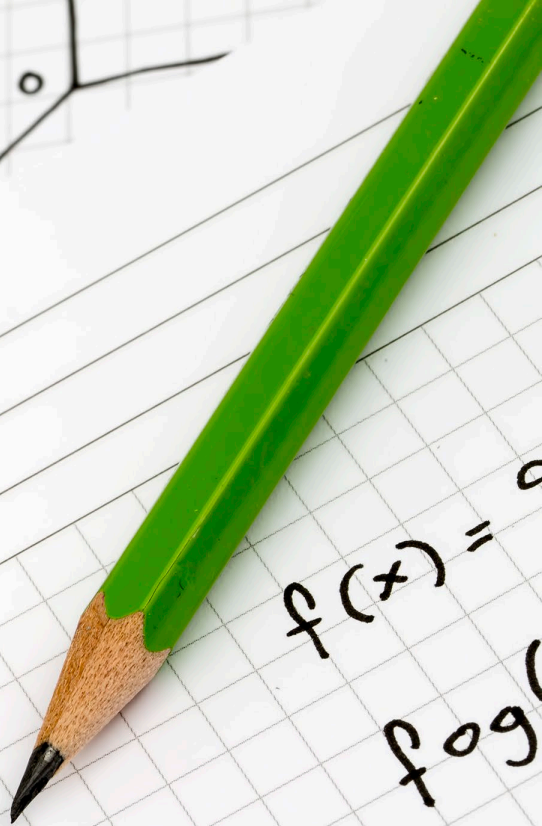
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$$y = x^2$$

Any questions?

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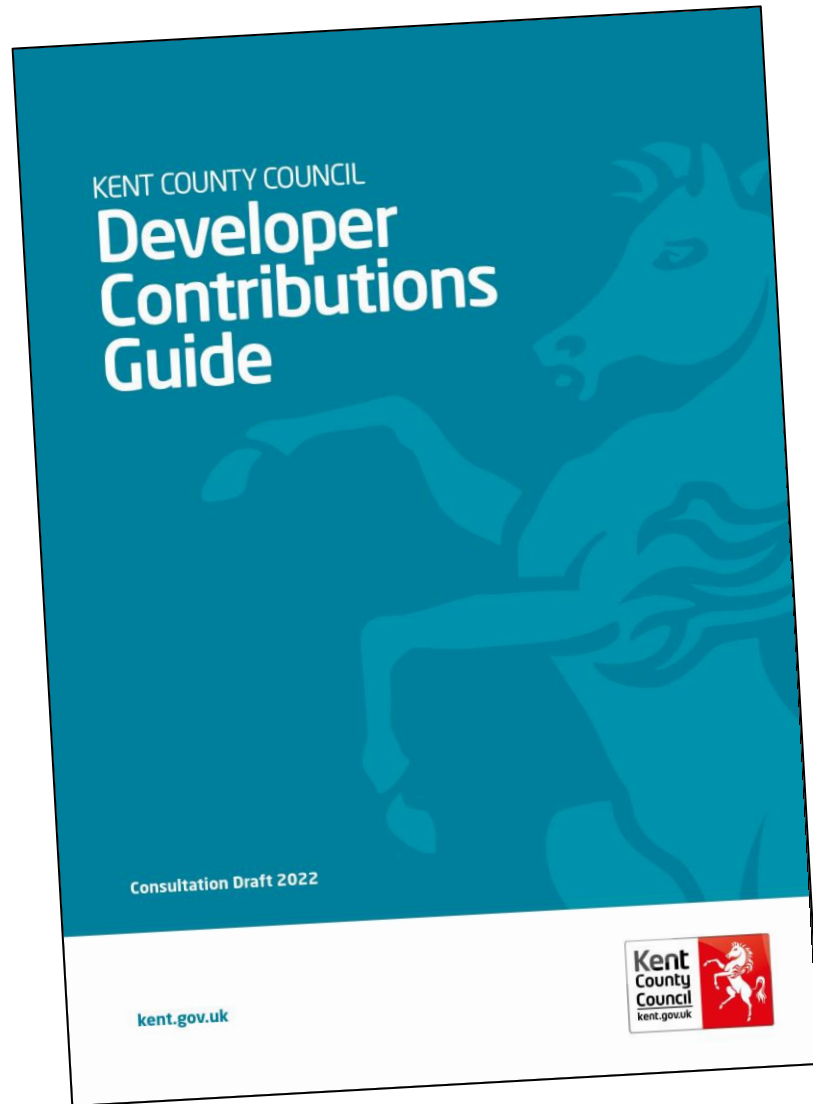
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# KCC Developer Contributions Guide - Refresh

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Stephanie Holt-Castle  
Director for Growth & Communities

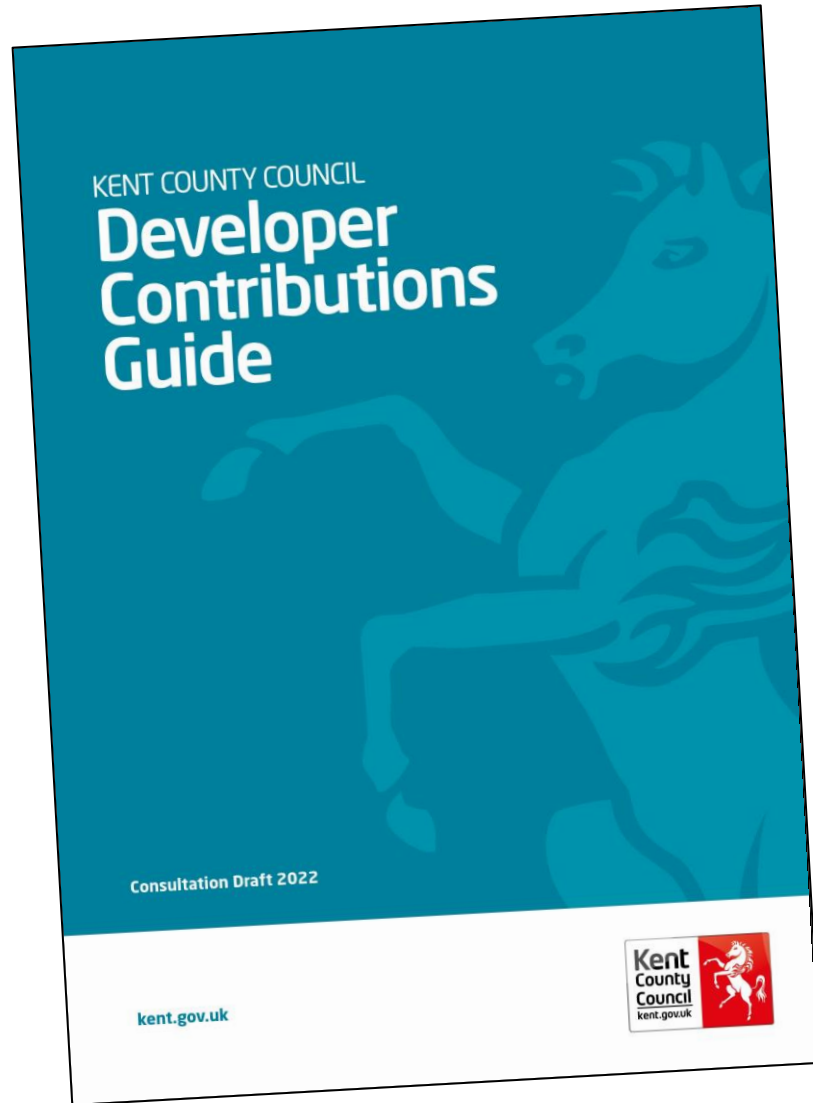
Colin Finch  
Strategic Programme Manager, Development Investment  
Team, G&C

Vicky Thistlewood  
Project Manager, Development Investment Team, C&C

Minute Item 103

# KCC Developer Contributions Guide - Overview

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- Developer Contributions – a collective term for Planning Obligations and CIL
- Planning Obligations and KCC
- Project Timeline



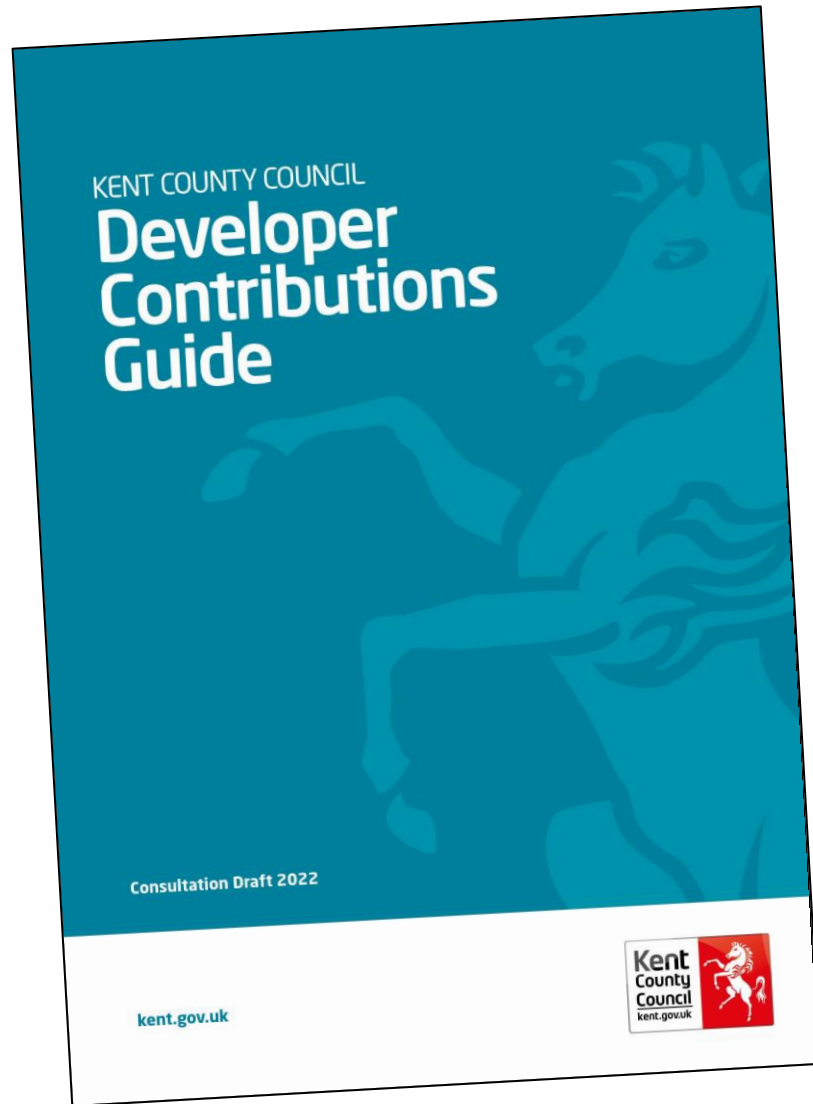
# KCC Developer Contributions Guide - Review

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- Reflect the changes in service delivery
- Changes to Legislation
- Increased scrutiny
- Competing demands on finite funding pot

# KCC Developer Contributions Guide - Audience & Aim



## Audience

- Local Planning Authorities
- Developers/Landowners/Agents

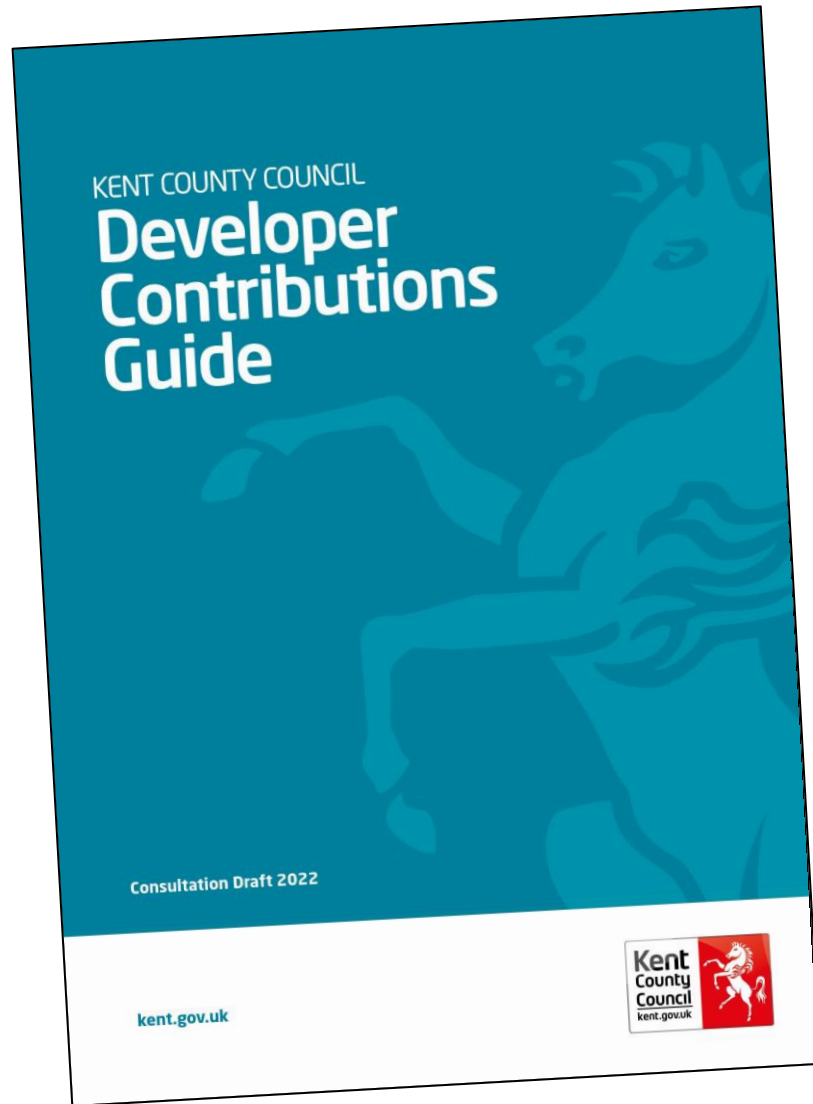
## Sets out to:

- Establish 106/CIL Costs
- Formalise and justify what we have been seeking since 2020
- Forward planning tool to establish the basis for KCC's Local Plan requirements

# KCC Developer Contributions Guide -

## Considerations & Recommendations

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### Considerations

- Publishing the Guide leads to greater scrutiny
- The Guide requires regular review = resources and buy-in across KCC

### Recommendations

- Agree that the Guide proceeds to Cabinet
- Agree to go to targeted public consultation process

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From: Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate & Traded Services

To: Growth, Economic Development and Communities Cabinet Committee – 11 January 2023

Subject: Draft Ten Year Capital Programme, Revenue Budget 2023-24 and medium term financial plan 2023-26

Classification: Unrestricted

**Summary:**

The administration's budget report published on 3<sup>rd</sup> January 2023 sets out the background to and draft budget proposals for the capital programme, revenue budget for the forthcoming year and medium-term financial plan. The report is a standard report for the whole council focussing on the key strategic considerations underpinning the decisions necessary for County Council to agree the budget at the Budget Meeting on 9<sup>th</sup> February 2023

The administration's overall budget strategy is intended to:

Achieve a balanced one-year budget and balanced medium-term plan with minimal unidentified savings targets

Maintain adequate reserves to mitigate financial risks/shocks and to invest in the future

Maintain a strong positive cashflow and high levels of liquidity

Maintain (but not exceeding) levels of borrowing compared to the asset base (maintaining a healthy balance sheet)

Plan to deliver a financially sustainable Council over the medium term.

In summary, the proposed draft 2023-24 revenue budget requires £39.1m savings, £15.7m additional income from fees and charges and net £14.8m from one-off use of reserves (additional contributions & draw downs, and removal of previous contributions and draw downs). The budget proposes a 5% increase in Council Tax which will generate £41.7m income to support service delivery,

The proposed draft capital programme 2023-33 includes spending of £1,644m of which £996m is funded from confirmed/indicative grants, £407m from borrowing and £261m other sources. The administration's strategy for the capital programme is to minimise the level of additional borrowing, for 2023-24 the changes to the programme represents a £9.6m reduction.

**Recommendations**

The Committee is asked to:

- a) **Comment** on the draft capital and revenue budgets including responses to consultation
- b) **Propose** any changes to the draft capital and revenue budgets for consideration by Cabinet on 26<sup>th</sup> January 2023 before the draft is presented for approval at County Council on 9<sup>th</sup> February 2023

## **Budget Reports**

The full draft budget report and appendices may be accessed on Kent.gov.uk:  
[Our budget - Kent County Council](#)

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

**To:** Growth, Economic Development and Communities Cabinet  
 Committee – 11 January 2023

**Subject:** Kent & Medway Business Fund Bi-Annual Monitoring –  
**Q2 2022/23**

**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 September 2022 is 5,093, consisting of 3,627 new jobs and 1,466 protected jobs. The average cost per job is £1,005

Loan repayments to the end of Q2 2022/23 of the value of £35,077,087 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 100 loans being reported, 63% are rated as Green or Amber. 37% are rated as Red. (Covered in paragraphs 3.2 and 3.3).

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

## 1. Background Information

1.1 The Regional Growth Fund (RGF) was established in June 2010 by the Department for Business, Innovation and Skills now the Department for Business, Energy, and Industrial Strategy (BEIS) with three objectives:

- To facilitate new investment by private sector enterprise with the aim 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 Government's Regional Growth Fund allocated £55 million from the 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.
- 1.3 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.
- 1.4 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 from an independent financial appraiser (Kreston Reeves) and KCC Finance colleagues 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.
- 1.5 The scheme uses Bevan Brittan LLP, Freeths Ltd and Invicta Law Ltd to provide advice on contracts, insolvency issues and work with the KCC Business Investment Team to recover the maximum amount of loan value.
- 1.6 KCC Internal Audit oversees the investment procedures and processes and advise on other matters related to the use of the funds. A recent KCC Internal Audit report identified One High Risk, Three Medium Risks and Two Low Risks related to the Kent and Medway Business Fund.
- 1.7 This report was extensively discussed at the Governance and Audit Committee on the 19<sup>th</sup> October 2023. Following on from this meeting a plan of action is being prepared with the support of the Corporate Director Finance and KCC Finance colleagues. Progress on this plan action will be regularly reported and monitored by the Governance and Audit Committee.
- 1.8 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 £26,000 and £99,999, security is not taken.



- 1.9 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).
- 1.10 Working with an independent financial appraiser (Kreston Reeves) and KCC Finance colleagues, KCC has established a Debt 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.
- 1.11 KCC has recently produced a video including interviews with successful Kent and Medway Business Fund recipients and Members are encouraged to watch. This can be found at: <https://vimeo.com/744641721/16bad335df>

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

- 2.1 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) cumulatively as of the 30 September 2022.

| 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               | 44                 | 32                   | 76                   |
| Canterbury          | £9,270,080                    | £9,737,619           | 60               | 1,330              | 87                   | 1,417                |
| Dartford            | £2,470,115                    | £2,238,578           | 16               | 141                | 53                   | 194                  |
| Dover               | £13,929,970                   | £18,791,422          | 57               | 407                | 216                  | 623                  |
| Folkestone & Hythe  | £6,513,468                    | £10,175,900          | 30               | 209                | 121                  | 330                  |
| Gravesham           | £881,062                      | £843,375             | 5                | 55                 | 60                   | 115                  |
| Maidstone           | £3,398,837                    | £3,629,936           | 20               | 110                | 92                   | 202                  |
| Medway              | £4,798,621                    | £4,246,218           | 26               | 221                | 150                  | 371                  |
| Rother (1)          | £136,250                      | £136,250             | 3                | 34                 | 3                    | 37                   |
| Sevenoaks           | £644,000                      | £760,472             | 7                | 48                 | 18                   | 66                   |
| Swale               | £7,685,202                    | £19,140,158          | 27               | 286                | 287                  | 573                  |
| Thanet              | £8,841,256                    | £11,639,724          | 64               | 466                | 284                  | 750                  |
| Thurrock (2)        | £881,700                      | £1,421,355           | 5                | 72                 | 13                   | 85                   |
| Tonbridge & Malling | £1,473,510                    | £1,487,798           | 13               | 49                 | 21                   | 70                   |
| Tunbridge Wells     | £1,993,000                    | £2,257,250           | 16               | 150                | 25                   | 175                  |
| Wealden (1)         | £200,000                      | £200,000             | 1                | 5                  | 4                    | 9                    |
| <b>Total</b>        | <b>£64,256,671</b>            | <b>£87,688,983</b>   | <b>368</b>       | <b>3,627</b>       | <b>1,466</b>         | <b>5,093</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.

- 2.2 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.
- 2.3 The cumulative total of jobs that have been created or protected is 5,093 as of 30 June 2022. This is a decrease of 10 since the last report submitted to this Committee in May 2022 (5,103). It has seen job losses in some companies, and we anticipate further losses in 2022-23 due to the long-term impacts of the Covid-19 combined with the rise in energy and commodity prices. These market conditions may lead to a slowdown in investment and employment creation. 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 regarding contracted milestones;
  - Red Risk Status: Category A (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 100 being reported on during the monitoring period 1 June 2022 to 30 June 2022, 63 (63%) of returns were flagged as Green or Amber. The value of those loans was £7,928,234.
- 3.3 Of the total number monitored during the period 16 businesses (owing £1,073,312) identified were in the Red Category B (Nil or incomplete monitoring return) and 19 businesses (owing £1,592,953) were identified as Red Category C (Non-achievement of key milestones/targets).
- 3.4 78 businesses have had loans which are in Category A (Debt) with a value of £10,564,500 of which £2,989,317 has so far been recovered.
- 3.5 The total of funds not yet recovered is £7,515,233 which equates to 11.78% of the total loan and equity investments made to date. As a comparator the government British Business Bank Start Up Loans (SUL) scheme lends to entrepreneurs via a number of delivery partners at an interest rate of 6%. Losses on these loans are expected to be between 30% and 40% of the total loans advanced, reflecting the non-commercial nature of the scheme.
- 3.6 This includes businesses which KCC is still actively pursuing to repay the debt and where further debt recovery is still possible (£2,454,768).
- 3.7 The total value of RGF loans 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. KCC has fully exited from one business and partially exited from another business.
- 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.
- 4.3 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 £4,525,000. KLS is funded from recycled RGF loan repayments.
- 4.4 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.
- 4.5 Newable Ltd and 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.
- 4.6 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.
- 4.7 Newable and NCL have designated seven of KCC’s equity investments as having Green Risk Status, 10 as Amber Risk Status and five as Red Risk Status. Five of KCC’s equity investments (total initial value £3,394,072) are designated as Debt as of September 2022.
- 4.8 To mitigate the potential impact of the current economic conditions on companies in receipt of equity funding, KCC has been working with Newable and 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 ten years to September 2022 was £38,442,501. The actual amount receipted by the end of September 2022 was £35,077,087 which represents an achievement of 91.25%. In terms of the unrecovered funds, the cost per job is £1,005.
- 5.2 In terms of the total loan and equity awarded by the former RGF and KMBF schemes the average “cost” per job is £12,617 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. Financial Implications**

- 6.1 The capital costs of loan and equity investments are sourced from current and future recycled loan and equity investments from the KMBF and former RGF schemes.
- 6.2 The annual cost to KCC of administering the KMBF scheme (inc. staff, legal, appraisal and monitoring costs) is £450,000 per annum. The revenue costs of this activity will be funded from two sources:
- a) a management charge of 5% levied from the fund on the value of all investments made to companies; and
  - b) an administrative charge of 5% levied from the companies on the value of all loans.

This makes the scheme self-funding.

## **7. Legal**

- 7.1 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.

## **8. Policy Framework**

- 8.1 The KMBF is in-line with Priority 1: Levelling Up Action 3 of KCC's Strategic Statement Framing the Future: Framing Kent's Future – Our Council Strategy, as the scheme seeks to attract national and international investment to businesses in the county.

## **9. Equalities implications**

- 9.1 An Equality Impact Assessment (EqIA) was undertaken in October 2022 and is attached to this report.
- 9.2 The EqIA will be kept under review as the project progresses.

## **10. Data protection**

- 10.1 The existing privacy notice covers the operation of the KMBF and no new data protection issues arise due to the contents of this paper.

## **11. Recommendation**

- 11.1 The Growth, Economic Development and Communities Cabinet Committee is asked to note this report.

## **12. Background documents:**

- 12.2 SQW Evaluation of the Kent and Medway Business Fund:  
<https://democracy.kent.gov.uk/documents/s115722/EvaluationoftheKentandMedwayBusinessFund.pdf>

12.2 Kent and Medway Business Fund EqIA:

<https://democracy.kent.gov.uk/documents/s115719/KentandMedwayBusinessFundEqIA.pdf>

**13. Contact details**

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

To: Growth, Economic Development and Communities Cabinet Committee – 11 January 2023

Subject: **Youth Unemployment and Apprenticeships**

Classification: **Unrestricted**

**Summary:** This report summarises the most recently published figures for youth unemployment and apprenticeships in Kent. It provides background to an oral presentation that will be made to the Committee.

The report also indicates the division of responsibility for consideration of these issues by the Growth, Economic Development and Communities Cabinet Committee and the Children's, Young People and Education Cabinet Committee.

**Recommendation:**

The Growth, Economic Development and Communities Cabinet Committee is asked to note the report and presentation and to note that the Cabinet Committee for Children, Young People and Education will be invited to consider the same issues at one of its future meetings.

## 1. Unemployment statistics

- 1.1 In November 2022, 31,015 people were claiming unemployment benefits in Kent, an increase of 2.5 per cent since October but 22.0 per cent lower than in November 2021. These figures for November are the most recent figures published by the Office of National Statistics (ONS) at the time of writing this report. (The ONS derives the data from the number of people claiming either Jobseekers Allowance or Universal Credit principally for the reason of being unemployed.)
- 1.2 Kent's unemployment rate was 3.2 per cent of the working age population, slightly below the Great Britain rate of 3.7 per cent. Over the past five years, the unemployment rate in Kent has consistently been approximately 0.5 percentage points below the GB average.
- 1.3 Thanet had the highest unemployment rate in Kent at 5.8 per cent. Sevenoaks had the lowest, at 2.0 per cent. Similarly, Thanet had the highest numbers unemployed and Sevenoaks the fewest.
- 1.4 The youth unemployment rate in Kent (people aged 18 to 24 years) was 4.7 per cent. At 8.8 per cent, Thanet had the highest youth unemployment rate in any district in the South East of England. The number of young people unemployed in Thanet was 845; in Sevenoaks, the number was 225.

The table below shows these unemployment figures by district.

| Kent Districts      | 18-24 year claimants | 18-24 year claimant rate | 25-49 year claimants | 25-49 year claimant rate | 50-64 year claimants | 50-64 year claimant rate |
|---------------------|----------------------|--------------------------|----------------------|--------------------------|----------------------|--------------------------|
| Ashford             | 450                  | 5.2 %                    | 1,365                | 3.4 %                    | 535                  | 2.0 %                    |
| Canterbury          | 600                  | 2.3 %                    | 1,675                | 3.6 %                    | 710                  | 2.4 %                    |
| Dartford            | 360                  | 4.8 %                    | 1,330                | 3.2 %                    | 435                  | 2.2 %                    |
| Dover               | 465                  | 6.0 %                    | 1,445                | 4.3 %                    | 640                  | 2.5 %                    |
| Folkestone & Hythe  | 485                  | 6.6 %                    | 1,415                | 4.4 %                    | 680                  | 2.8 %                    |
| Gravesham           | 480                  | 6.4 %                    | 1,575                | 4.6 %                    | 580                  | 2.8 %                    |
| Maidstone           | 560                  | 4.8 %                    | 1,830                | 3.3 %                    | 675                  | 2.0 %                    |
| Sevenoaks           | 225                  | 3.1 %                    | 845                  | 2.4 %                    | 335                  | 1.4 %                    |
| Swale               | 670                  | 5.9 %                    | 1,905                | 4.1 %                    | 775                  | 2.5 %                    |
| Thanet              | 845                  | 8.8 %                    | 2,680                | 6.8 %                    | 1,125                | 3.9 %                    |
| Tonbridge & Malling | 295                  | 3.3 %                    | 960                  | 2.3 %                    | 410                  | 1.5 %                    |
| Tunbridge Wells     | 250                  | 3.6 %                    | 935                  | 2.5 %                    | 410                  | 1.7 %                    |
| <b>Kent Total</b>   | <b>5,685</b>         | <b>4.7 %</b>             | <b>17,960</b>        | <b>3.7 %</b>             | <b>7,315</b>         | <b>2.3 %</b>             |

## 2. Apprenticeships

- 2.1 Comparing the figures for apprenticeship starts in Kent in the third quarter of 2022-23 with the third quarter of 2021-22, there was a 15 per cent increase in numbers.
- 2.2 Breaking this down by age group, there was a 28 per cent year on year increase for 16 to 18-year-old young people, a 14 per cent increase for 19- to 24-year-olds and a 9.0 per cent increase for people aged 25 and over. The increase in apprenticeship starts for those in the 16- to 18-year-old group was the first positive increase since 2015-16.

## 3. KCC sharing the apprenticeship levy

- 3.1 By sharing KCC's apprenticeship levy in 2022-23, a total of 219 extra apprenticeships were started in Kent. The breakdown by skills levels is:

- Levels 2 & 3      158
- Level 4            26
- Level 5            24
- Level 6            5
- Level 7            6

TOTAL              219

- 3.2 More than half (114) were apprenticeships in the field of Adult Social Care.

## 4. Labour and Skills Shortages: the Kent and Medway Employment Task Force

- 4.1 In 2020, the County Council's Leader, Roger Gough, established the Kent and Medway Employment Task Force to identify and progress actions that would mitigate the extent and impact of both employment shortages and unemployment. Membership of the Task Force includes the Cabinet Members responsible for Economic Development and for Education and Skills, as well as Council Leaders



representing other local authorities in Kent, two members of Parliament, and representatives from education, business and employment support (including the Department for Work and Pensions).

- 4.2 The Task Force meets regularly to identify and assess the most critical issues and problems and to initiate solutions through appropriate action. The actions that fall to the County Council are reported to the relevant Cabinet Committee. In cases where responsibility lies elsewhere, the Task Force seeks to exert influence for reform:
- 4.3 Employers have reported considerable difficulty in recruiting the numbers of staff they need with the right level of skills. This is a national issue and not one which is unique to Kent and Medway. Nonetheless, the Employment Task Force has considered what measures could be implemented to improve the situation in Kent and priority has been given to finding ways of increasing the numbers of apprenticeships in sectors with skills shortages.
- 4.4 The County Council itself plays a significant part in delivering that improvement and the Services involved, The Employment People, KCC Education and KCC Personnel, and KCC Business & Enterprise are represented in the Employment Task Force's discussions through the Reference Group.
- 4.5 As these KCC services report to separate Cabinet Committees, the chairman of the Children's, Young People and Education Cabinet Committee and the former chairman of the Growth, Economic Development and Communities Cabinet Committee have suggested that reports relevant to skills and employment should continue to go to both Committees and that the relevant Corporate Directors should continue to co-ordinate these reports.

## **5. Data Protection and Equalities**

- 5.1 GDPR and EqIA considerations are created and reviewed as an integral element of all projects and programmes coming forward relating to skills, youth unemployment and apprenticeships

## **6. Recommendation:**

The Growth, Economic Development and Communities Cabinet Committee is asked to note the report and presentation and to note that the Cabinet Committee for Children, Young People and Education will be invited to consider the same issues at one of its future meetings.

## **Contact details**

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

**To:** Growth, Economic Development and Communities Cabinet Committee – 11 January 2023

**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 2 of 2022/23.

20 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. 2 KPIs did not meet their floor standard and are RAG rated Red.

**Recommendation(s):**

The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE the performance report for Quarter 2 of 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 second report for the 2022/23 financial year.

**2. Performance Dashboard**

- 2.1. The current Growth, Economic Development and Communities Performance dashboard provides results up to the end of September 2022 and is attached in Appendix 1.
- 2.2. The Dashboard provides a progress report on performance for the Key Performance Indicators (KPIs) for 2022/23. The Dashboard also includes a range of activity indicators which help give context to the KPIs.
- 2.3. KPIs are presented with RAG (Red/Amber/Green) alerts to show progress. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

### **3. Growth & Communities - Business and Enterprise / Developer Investment**

- 3.1. The number of properties brought back to use through No Use Empty (NUE) over the 12 months to September was 445, exceeding target. £9.3m was secured as developer contributions, which was 100% of the amount sought, meaning this KPI was above target. The target for the number of businesses assisted via the Kent and Medway Growth Hub was exceeded for those provided with light/medium support. The number provided with Intensive support was below floor standard, although performance should improve as the year progresses and businesses continue to access the service and pass the threshold for intensive support.

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

- 4.1. In Quarter 2, target was achieved or exceeded (RAG rated Green) for six of the LRA KPIs, with one being below target but above floor standard (RAG rated Amber), and one below floor standard (RAG rated Red).
- 4.2. There was increased demand for Libraries, Registration and Archives services in Quarter 2, with library visitor and issue figures boosted by the successes of the Summer Reading Challenge, visitors drawn to the new Amelia cultural hub at Tunbridge Wells, continued high numbers of summer ceremonies, and more visitors coming to the Archive Search Room to carry out their research.
- 4.3. Library visitors were at 64% of the same period pre-pandemic, slightly above the average of a national benchmarking group. Visitors to The Amelia formed 10% of the LRA total, with over 74,700 visitors and over 1,100 new library borrowers.
- 4.4. Physical issues were at 82% of the pre-pandemic level which is exactly the same as the latest national average as reported by Libraries Connected. Total issues are now surpassing pre-Covid levels by 6% due to the continued boost provided by e-issues and the recovery of physical book issues. During Quarter 2, e-issues formed 35% of total issues.
- 4.5. Visitors to the Archive Search Room increased significantly during Quarter 2, with an average of 199 visitors per month representing growth of 38% on Quarter 1. Remote enquiries have also picked up and increased by 4% from Quarter 1, with over 1,500 enquiries answered by the team. The lunchtime talks remain popular, and the team have resumed tours of the Strong Room and outreach work such as the promotion of the Archive's vehicle licensing collections at the Aylesford Car Show in September.
- 4.6. Birth registrations have seen a rise of 5% from Quarter 1, with 4,449 appointments delivered, while death registrations remain fairly level, with 10 fewer registrations than in Quarter 1. Summer Ceremonies have remained high for this year, surpassing pre-Covid levels by 19%. A total of 2,923 ceremonies were delivered, which included the welcoming of 832 new citizens.
- 4.7. Customer satisfaction with Registration stands at 95% in Quarter 2, which meets the target for 2022/23.
- 4.8. The annual independent Customer Service Excellence assessment was carried out, and LRA emerged as fully compliant, with 27 Compliance Plus points which the Assessor concluded, "emphasises the strength and depth of [LRA's] management, staff, quality of service, and its innovation".

## 5. Growth & Communities – Other Services

- 5.1 Most indicators for other services in Growth & Communities have met or exceeded target and are RAG rated Green. Two KPIs failed to meet target but did achieve floor standard, so are RAG rated Amber. The median number of days to resolve priority faults on the public rights of way network is stable, but remains below target, with staff vacancies impacting on performance. Percentage of cases progressed for initial coronial decision within two working days of notification of a death also remains below target, with some delays due to the time taken to receive information from the NHS.

### 6. Recommendation(s):

The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE the performance report for Quarter 2 of 2022/23.

#### Contact details

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

## **Financial Year 2022/23**

### **Results up to end of September 2022**

Produced by Kent Analytics

## 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  | GREEN |
| LRA15: Total number of customers attending events in Libraries and Archives   | GREEN |
| LRA17: Number of volunteer hours adding extra value to the LRA service  | AMBER |
| LRA26: Total number of people given advice and support through the Business and Intellectual Property Centre (BIPC) | RED   |
| LRA12 : Customer satisfaction with libraries  | GREEN |
| LRA13 : Customer satisfaction with archives   | GREEN |
| LRA19 : Customer satisfaction with Libraries Direct Services  | 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   | GREEN |
| EPE16: Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure)    | AMBER |
| CST01: Percentage of local actions from completed Domestic Homicide Reviews implemented by target date.              | GREEN |
| CST02: % of Lessons Learnt Domestic Homicide Review attendees rating the event as very good or excellent             | GREEN |
| COR01: Percentage of cases progressed for initial coronial decision within 2 working days of notification of a death | AMBER |
| 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)                    | GREEN |
| 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               | GREEN |
| PP02: % of trader applications to Public Protection's 'Trading Stds Checked' scheme processed within 10 days         | GREEN |
| SPA03: % of schools with a high proportion of pupils eligible for free school meals engaging with the Kent           | GREEN |
| SPA04: Number of people attending and engaging with training and learning opportunities facilitated by Kent Sport    | GREEN |
| TS04: Percentage of businesses rating Trading Standards advice as Very Good or Excellent                             | GREEN |

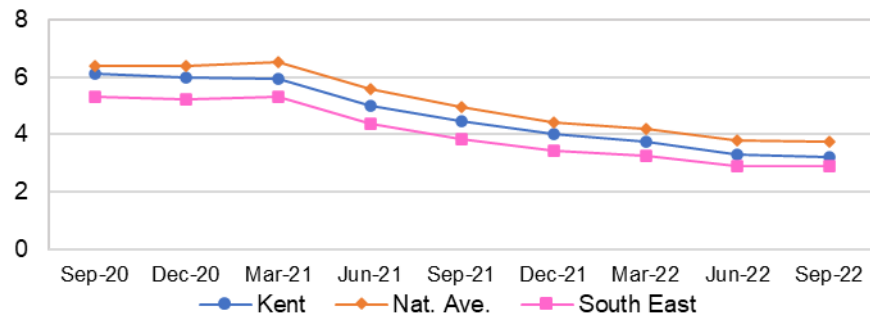
| Division             | Director              | Cabinet Member |
|----------------------|-----------------------|----------------|
| Growth & Communities | Stephanie Holt-Castle | Derek Murphy   |

| Ref  | Performance Indicators  | Sep-21 | Dec-21 | Mar-22 | Jun-22 | Sep-22 | RAG   | Target | Floor |
|------|---|--------|--------|--------|--------|--------|-------|--------|-------|
| ED05 | Number of homes brought back to market through No Use Empty (rolling 12 months)                 | 501    | 458    | 428    | 350    | 445    | GREEN | 400    | 350   |
| ED08 | Developer contributions secured against total contributions sought                              | 99%    | 98%    | 65%    | 99%    | 100%   | GREEN | 98%    | 85%   |
| ED10 | Businesses assisted via Kent and Medway Growth Hub contract (Cumulative)                        | 415    | 872    | 1,654  | 381    | 884    | GREEN | 685    | 617   |
| ED11 | Businesses assisted through intensive support provided via the Growth Hub contract (Cumulative) | 4      | 10     | 189    | 14     | 23     | RED   | 30     | 27    |

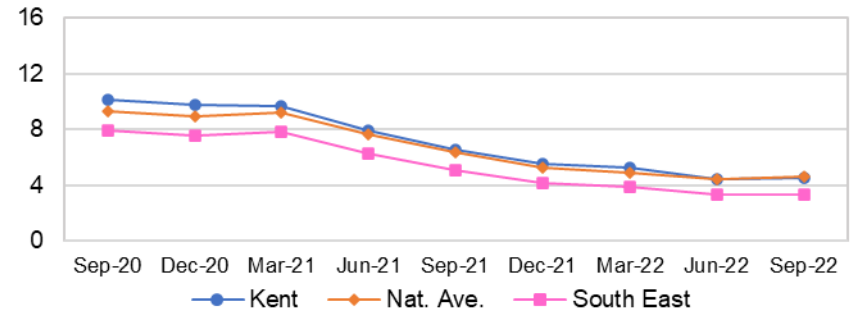
ED11 – To qualify as having received intensive support, a business would need to access 12 hours or more of support. This will accumulate over the financial year, meaning increasing numbers of businesses will meet this threshold as the year progresses and it is expected that the year-end target of 135 will be met in Quarter 4.

| Ref   | Indicator description                   | Sep-21 | Dec-21 | Mar-22 | Jun-22 | Sep-22 | Year to date | Previous YTD |
|-------|---|--------|--------|--------|--------|--------|--------------|--------------|
| ED08a | Developer contributions secured (£000s) | 9,742  | 15,897 | 9,395  | 6,342  | 9,339  | 15,681       | 20,991       |

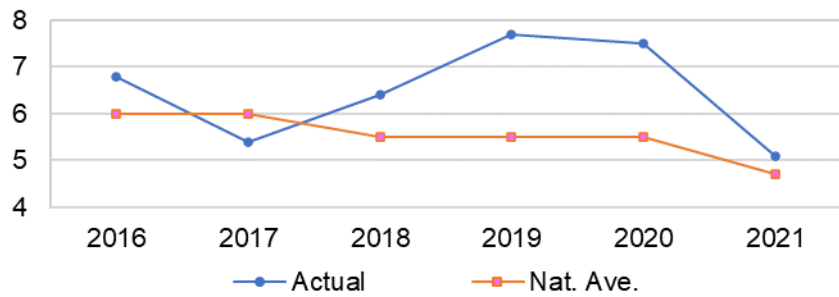
Percentage of 16 to 64 year olds claiming JSA/UC



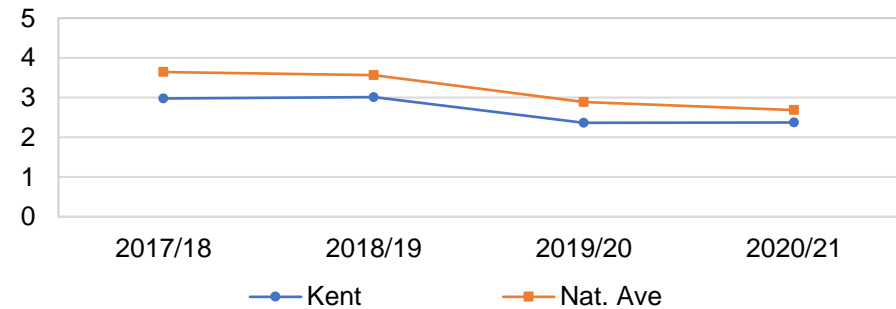
Percentage of 18 to 24 year olds claiming UC



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 KPIs

| Ref   | Performance Indicators   | Sep-21        | Dec-21 | Mar-22 | Jun-22 | Sep-22 | RAG   | Target | Floor  |
|-------|--|---------------|--------|--------|--------|--------|-------|--------|--------|
| LRA06 | Customer satisfaction with Registration Services   | 93%           | 94%    | 96%    | 94%    | 95%    | GREEN | 95%    | 90%    |
| LRA15 | Total number of customers attending events in Libraries and Archives   | 4,196         | 12,085 | 21,638 | 26,043 | 40,836 | GREEN | 32,800 | 29,600 |
| LRA17 | Number of volunteer hours adding extra value to the LRA service  | 980           | 1,812  | 3,351  | 5,048  | 5,144  | AMBER | 5,500  | 5,000  |
| LRA26 | Total number of people given advice and support through the Business and Intellectual Property Centre (BIPC) | New indicator |        |        | 19     | 17     | RED   | 25     | 20     |

LRA17 – Many LRA volunteers have not returned to volunteering following the pandemic, and recruitment of new volunteers has been challenging. For example, in 2019 there were 220 volunteers helping with the Summer Reading Challenge, and in 2022 there were 32. Work to promote volunteering opportunities is taking place across LRA in order to increase uptake.

LRA26 – Although the floor standard was not met for this new indicator, the Business Support Specialist has advised that there were several informal one-to-ones at a number of outreach events, but these could not be logged as clients did not give their full details.

### Annual KPIs

| Ref   | Performance Indicators – Libraries, Registration and Archives (LRA)             | 2017/18     | 2018/19 | 2019/20   | 2020/21 | 2021/22 | RAG   | Target 2022/23 | Floor 2022/23 |
|-------|---|-------------|---------|-----------|---------|---------|-------|----------------|---------------|
| LRA12 | Customer satisfaction with libraries  | 92%         | 94%     | 83%       | 94%     | *       | GREEN | 90%            | 80%           |
| LRA13 | Customer satisfaction with archives**   | 95%         | 96%     | No Survey | 97%     |         | GREEN | 96%            | 90%           |
| LRA19 | Customer satisfaction with Libraries Direct Services                            | New Measure | 97%     | 99.8%     | 98%     |         | GREEN | 95%            | 93%           |
| LRA21 | Percentage of registration appointments available within statutory time targets | 97%         | 93%     | 100%      | 100%    |         | GREEN | 100%           | 93%           |

\* Annual surveys are often completed towards the end of the year and results will be shown when available

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

| Ref   | Activity Indicators (Quarterly totals)                                  | Sep-21        | Dec-21 | Mar-22 | Jun-22 | Sep-22 | Expected Range | Expected Activity |       |
|-------|---|---------------|--------|--------|--------|--------|----------------|-------------------|-------|
|       |   |               |        |        |        |        |                | Upper             | Lower |
| LRA01 | Number of visits to libraries (including mobiles) (000s)                | 474           | 517    | 531    | 613    | 749    | Above          | 557               | 504   |
| LRA02 | Total number of books issued (includes audio- and e-books) (000s)       | 1,192         | 1,187  | 1,192  | 1,182  | 1,425  | Above          | 1,300             | 1,200 |
| LRA05 | Number of online contacts to Libraries and Registration services (000s) | New indicator |        |        | 390    | 347    | Below          | 446               | 404   |
| LRA27 | Number of online contacts for Kent archives (000s)                      | New indicator |        |        | 25     | 20     | Below          | 25                | 23    |
| LRA25 | Number of archive enquiries answered                                    | 2,207         | 1,915  | 2,123  | 1,948  | 2,221  | Yes            | 2,300             | 2,100 |

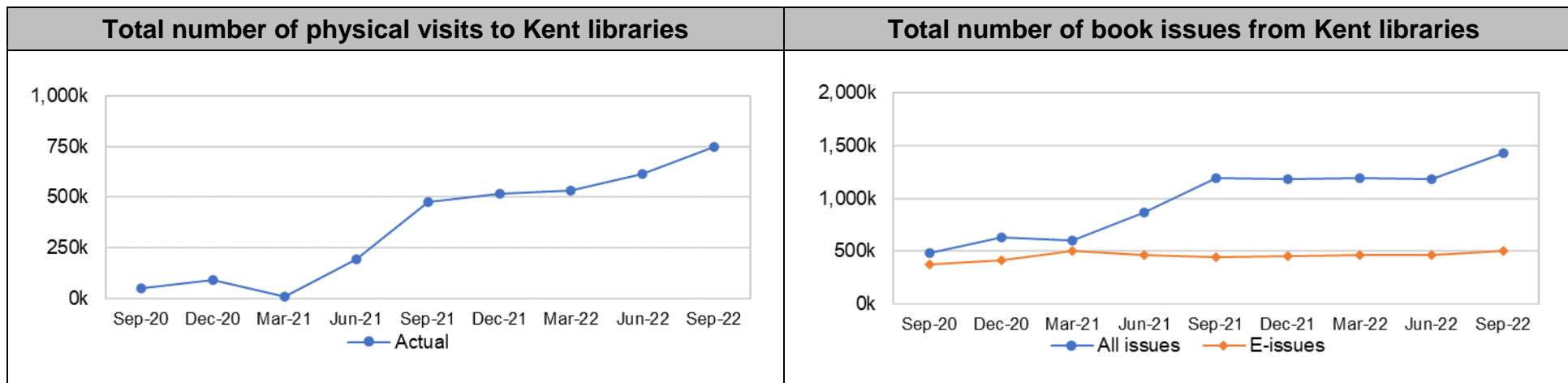
LRA01 – The number of visits to libraries and mobiles came in 34% higher than the upper threshold for Quarter 2. The great success of the Summer Reading Challenge, with over 90% of the participants taking part physically, and the large number of visitors to The Amelia in Tunbridge Wells has contributed to this.

LRA02 - The number of items issued was 10% higher than the forecast upper threshold, mostly due to the boost to children's issues as a result of the Summer Reading Challenge. Children's fiction and non-fiction physical issues were 45% higher than in Quarter 1. Adult issues have also seen growth of 14% from Quarter 1, and e-issues have also increased by 7%, demonstrating the service's continued recovery.

LRA05 – Online contacts to Kent Libraries and Registration have come in below expectations for Quarter 2. This is due to the removal of the capability to track individual contacts on the online public catalogue in order to achieve GDPR compliance. Almost all other elements of this KPI have increased from Quarter 1: visits to the kent.gov.uk/libraries webpage have increased by 18%, library app launches by 15%, visits to the registration webpages by 6% and Facebook engagements by 197% due to the dedicated work of library staff to promote the Summer Reading Challenge and celebrate the achievements of the participants.

LRA27 – Visits to the Kent Archives website are down by 13% from Quarter 1, and social media engagement down by 29%. This could be partly attributable to the increased physical use of the service with more customers visiting the Search Room in person, and Quarter 1 figures having been boosted by the greater number of social media posts as items linked to the Platinum Jubilee were showcased as well as celebration of the 10<sup>th</sup> anniversary of Kent History and Library Centre.

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



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

| Ref   | Performance Indicators - other services   | Sep-21 | Dec-21 | Mar-22 | Jun-22 | Sep-22 | YTD | YTD RAG | Target | Floor |
|-------|---|--------|--------|--------|--------|--------|-----|---------|--------|-------|
| DT14  | Percentage of Public Rights of Way (PRoW) faults reported online  | 85%    | 89%    | 91%    | 93%    | 93%    | 93% | GREEN   | 90%    | 80%   |
| EPE16 | Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure)                | 32     | 26     | 22     | 24     | 23     | 23  | AMBER   | 20     | 25    |
| CST01 | Percentage of local actions from completed Domestic Homicide Reviews implemented by target date.                          | 86%    | 90%    | 100%   | 82%    | 75%    | 78% | GREEN   | 70%    | 63%   |
| CST02 | Percentage of Lessons Learnt Domestic Homicide Review (DHR) Seminar attendees rating the event as Very Good or Excellent. | N/a    |        | 84%    | 77%    | 94%    | 89% | GREEN   | 85%    | 76.5% |
| COR01 | Percentage of cases progressed for initial coronial decision within 2 working days of notification of a death.            | 79%    | 79%    | 80%    | 75%    | 75%    | 75% | AMBER   | 83%    | 72%   |

EPE16 – The median number of days is stable and the KPI remains above the floor standard. This represents a much improved position compared with the same point 12 months ago. Staff vacancies are still impacting the ability of the Service to respond to reports.

COR01 – The coroner service is reliant on information from the NHS particularly in order to progress cases and while the NHS continues to be under pressure, the information is not always provided as quickly as we require in order to progress cases in an optimal time frame. There has also been some impact from sickness absences within the team.

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

| Ref   | Performance Indicators - other services  | Sep-21  | Dec-21 | Mar-22 | Jun-22 | Sep-22 | YTD  | YTD RAG | Target | Floor |
|-------|--|---|--------|--------|--------|--------|------|---------|--------|-------|
| KCP01 | Kent Country Parks aggregate average star ratings from Google, Trip Advisor and Facebook   | 4.6   | 4.6    | 4.6    | 4.8    | 4.6    | 4.6  | GREEN   | 4.6    | 4     |
| KSS01 | Number of work experience hours of science, technology, engineering and mathematics (STEM) delivered by Kent Scientific Services (KSS) for Kent students in the 16-24 age range. | KSS did not support work experience in 2021/22 due to Covid |        |        |        | 185    | 185  | GREEN   | 150    | 135   |
| PAG01 | Percentage of planning applications determined to meet MHCLG performance standards   | 100%  | 100%   | 100%   | 100%   | 100%   | 100% | GREEN   | 100%   | 81%   |
| PP01  | Percentage of the most vulnerable victims of scams recorded on the National Scams Hub supported by Public Protection   | 100%  | 100%   | 100%   | 100%   | 100%   | 100% | GREEN   | 90%    | 80%   |
| PP02  | Percentage of trader applications to Public Protection's 'Trading Standards Checked' scheme processed within 10 working days.  | 100%  | 100%   | 100%   | 100%   | 100%   | 100% | GREEN   | 100%   | 81%   |



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

| Ref   | Performance Indicators - other services   | Sep-21         | Dec-21 | Mar-22 | Jun-22 | Sep-22 | Year to Date | YTD RAG | Target | Floor |
|-------|---|----------------|--------|--------|--------|--------|--------------|---------|--------|-------|
| SPA03 | Percentage of schools with a high proportion of pupils eligible for free school meals engaging with the Kent School Games | New Indicators |        |        | 55%    | 55%    | 55%          | GREEN   | 25%    | 22.5% |
| SPA04 | Number of people attending and engaging with training and learning opportunities facilitated by Kent Sport                |                |        |        | 316    | 580    | 896          | GREEN   | 300    | 240   |
| TS04  | Percentage of businesses rating Trading Standards advice (Primary Authority and Pay as You Go) as Very Good or Excellent  | 95%            | 100%   | 100%   | 100%   | 100%   | 100%         | GREEN   | 90%    | 82%   |

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

To: Growth, Economic Development and Communities Cabinet Committee  
 11 January 2022

Subject: **District Visits Programme 2023**

Classification: **Unrestricted**

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

**Electoral Division:** All

**Summary:** This report outlines the programme of future visits to Kent districts in 2023 and a proposed new process for reporting key issues raised during these visits.

**Recommendation** The Cabinet Committee is asked to make recommendations to the Cabinet Member on the future visits programme and to agree to receive a dashboard at future meetings monitoring progress on matters raised.

## 1. Introduction

- 1.1 In 2017 Members of this Cabinet Committee agreed that officers arrange a programme of informal visits to Kent districts. The objective was to provide an opportunity for Cabinet Committee Members to gain an understanding of the economic development, regeneration, community and infrastructure opportunities and challenges within each of the Kent districts.
- 1.2 This report outlines the programme of visits to Kent districts in 2023 and a proposed process for reporting key issues raised during these visits.

## 2. Programme of Further Visits

- 2.1 Member visits to Kent districts are being arranged in collaboration with district and borough officers. The format for each visit involves a day-long tour of the principal economic development, regeneration, community and infrastructure within each individual district.
- 2.2 The programme for 2023 will be affected by the Local Elections on 4 May, the pre-election period and post-election appointment of councilors to district Cabinets. The programme for 2023 currently stands as follows:

|                         |                                    |
|-------------------------|------------------------------------|
| Maidstone               | 20 January 2023                    |
| Dover                   | Early March – date to be confirmed |
| Further district visits | To be arranged from June 2023      |

- 2.3 The Committee has in the past visited Swale, Ashford, Folkestone and Hythe, Dartford, Tunbridge Wells, Gravesham, Tonbridge & Malling, Sevenoaks and Thanet as well as the Ebbsfleet Development Corporation.
- 2.4 Subject to resource and to the Committee's recommendation(s) to the Cabinet Member, the the plan will be to restart this cycle of visits commencing later in 2023.
- 2.5 As previously recommended by the Committee, should places be available, invitations will be extended to the Chair and Members of the Environment & Transport Cabinet Committee.

### **3.0 Proposal for a new reporting process**

- 3.1 Key issues/items raised by districts and/or by Members of the visiting Growth, Economic Development and Communities Cabinet Committee have been, until now, communicated within KCC with responsibility for further action lying with the appropriate KCC service officers. This approach has reflected the informal basis of the visits to date.
- 3.2 Committee has now sought written updates on actions taken following district visits. A new internal approach will be enacted following the January 2023 visit.
- 3.3 Reports to this Committee will now include actions taken in response to key issues from previous visits, presented as an ongoing dashboard that members of Growth, Economic Development and Communities Cabinet Committee can review at each meeting.

### **4. Financial Implications**

- 4.1 The cost of coach hire is approximately £525 per visit.
- 4.2 The financial impact of any key issue will be assessed as and when they arise.

### **5. Recommendation**

- 5.1 The Cabinet Committee is asked to make recommendations to the Cabinet Member on the future visits programme and to agree to receive a dashboard at future meetings monitoring progress on matters raised.

### **6. Contact details**

Report Author

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Relevant Director:

**Stephanie Holt-Castle**  
Director  
Growth & Communities  
03000 412 064  
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**From: Mike Hill, Cabinet Member for Community & Regulatory Services**  
**Simon Jones, Corporate Director Growth, Environment and Transport**

**To: Growth, Economic Development and Communities Cabinet Committee - 11 January 2023**

**Subject: Community Wardens and Positive Wellbeing**

**Classification: Unrestricted**

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

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

**Electoral Division: All**

**Summary:** This report provides an update and next steps for the Positive Wellbeing social prescribing interventions that have been delivered by the Community Warden service.

**Recommendation(s):**

The Cabinet Committee is asked to consider and comment on this programme and to further comment on the potential to incorporate the Positive Wellbeing intervention activity into the Community Wardens service delivery model going forward.

## 1 Introduction

1.1 There is clear evidence that loneliness and social isolation are harmful to health and are associated with a range of negative health outcomes. This in turn puts increased pressure on local health and social care services. Below is a summary of some of the findings from studies into the costs to society of social isolation and loneliness.

- More frequent use of public services due to a lack of support networks. Older people who are socially isolated are:
  - 1.8 times more likely to visit a GP
  - 1.6 times more likely to visit A&E
  - 1.3 times more likely to have emergency admissions
  - 3.5 times more likely to enter local authority funded residential care<sup>1</sup>.

All of which puts significant financial strain<sup>2</sup> on public services that could potentially be avoided.

- There is an increased likelihood of developing many poor health conditions. Research shows that weak social connections carry health

<sup>1</sup> Social Finance (2015) Investing to Tackle Loneliness: A Discussion Paper 21

<sup>2</sup> [Research: Cost Benefit Analysis - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](#)

risks that are comparable to obesity, smoking or being an alcoholic<sup>3</sup>. More specifically, socially isolated people are:

- 3.4 times more likely to suffer depression
  - 1.9 times more likely to develop dementia in the following 15 years
  - 66% more likely to be physically inactive, which may result in their being 7% more likely to develop diabetes, 8% more likely to suffer a stroke and 14% more likely to develop coronary heart disease.<sup>4</sup>
- Increased mortality. Loneliness has been found to increase the likelihood of mortality by 26%.

In the case of an emergency, any social contact is likely to increase survival rates. As a report that stemmed from the Marmot Review (2010) stated, “individuals who are socially isolated are between two and five times more likely than those who have strong social ties to die prematurely.

Social networks have a larger impact on the risk of mortality than on the risk of developing disease, in this sense it is not so much that social networks stop you from getting ill, but that they help you to recover when you get ill”.<sup>5</sup>

1.2 Research, commissioned by the Eden Project and funded by the Big Lottery Fund, found that disconnected communities could be costing the UK economy £32 billion a year. The annual costs of social isolation and disconnected communities include:

- £5.2 billion due to greater demands on health and care services
- £205 million as a result of greater demands on policing
- £12 billion net cost to the economy due to a loss of productivity.<sup>67</sup>

## **2 KCC’s Select Committee Report on Social Isolation and Loneliness**

2.1 In 2018, KCC launched a select committee on loneliness and social isolation. It stated that “there is growing recognition that loneliness and social isolation are serious problems with far reaching implications, not just for individuals, but also for wider society.”

2.2 The government had recently published its strategy and appointed a ministerial lead on loneliness.

2.3 The KCC select committee’s March 2019 report recognised that Community Wardens were already identifying the lonely, connecting them to their communities and services that can support them, and fostering social connections.

2.4 The Select Committee report also highlighted that tackling loneliness can reduce demand for costly health and care interventions.<sup>8</sup>

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<sup>3</sup> Holt-Lunstad, J. (2010) Social Relationships and Mortality Risk: A Meta-Analytic Review

<sup>4</sup> Social Finance (2015) Investing to Tackle Loneliness: A Discussion Paper

<sup>5</sup> Marmot, M. (2010) Fair Society, Healthy Lives: The Marmot Review

<sup>6</sup> CEBR (2017) The Cost of Disconnected Communities: Report for the Big Lunch

<sup>7</sup> Kent County Council (2018) Adult Social Care Cabinet Committee, 19 January 2018, Maidstone

- 2.5 Although cost-benefit analyses of loneliness are scarce, evidence from individual case studies indicates that particular interventions can produce a good return on investment. The Local Government Association (LGA) reports the following examples.
- Rotherham Social Prescribing Scheme:  
Commissioned by NHS Rotherham CCG and delivered by Rotherham Voluntary Action, it measures patients' progress towards social outcomes and predicts a £3.38 long-term return for every £1 spent.
  - Living Well Cornwall:  
Initiated by Age UK and NHS Kernow CCG, this programme – which aims to build self-reliance and self-confidence in participants - has shown a 41% reduction in the cost of hospital admissions and a £3.10 return on investment. The scheme has also led to an 8% reduction in social care costs.
  - Gloucestershire Village and Community Agents  
These activities resulted in savings to Gloucestershire's Health and Social Care services of almost £1.3 million between 2012-14. For every £1 that the scheme cost, the return was estimated to be £3.10.<sup>9 10</sup>
- 2.6 KCC's analysis of the current evidence found that interventions which were able to target effectively lonely and/or socially isolated people showed the highest potential for cost-effectiveness.<sup>11</sup>
- 2.7 Within the County Council's Public Protection group of services, work had already begun to secure participation of the Community Wardens within an EU funded project called Connected Communities.
- 2.8 The project was a partnership with Suffolk County Council, Medway Council, University of Essex, and Département de L'Eure en Normandie with the sole aim of developing new strategies and interventions for reducing social isolation and loneliness.
- 2.9 The select committee were aware of this planned project in 2019 and were keen for the project to assess Wardens' effectiveness as 'Community Connectors' offering social prescribing and enhanced community support.
- 2.10 Since the project began, loneliness has been exacerbated by the pandemic due to Covid restrictions and the subsequent detrimental impact on mental health.
- Around 1 in 5 adults in Britain experienced some form of depression in the first 3 months of 2021. That is over double the figure before the pandemic.<sup>12</sup>

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<sup>8</sup> Local Government Association (2016) Combating Loneliness: A Guide for Local Authorities, London

<sup>9</sup> Local Government Information Unit (2016) Policy Briefing. Loneliness and Social Isolation in Older People, London

<sup>10</sup> Local Government Association (2016) Just What the Doctor Ordered. Social Prescribing: A Guide for Local Authorities, London

<sup>11</sup> [Loneliness and Social Isolation Select Committee \(kent.gov.uk\)](https://www.kent.gov.uk/loneliness-social-isolation-select-committee)

- Almost half of adults have reported that their wellbeing has been affected by the pandemic.<sup>12</sup>
- A survey by the World Health Organization (WHO) showed that the pandemic disrupted mental health services in 93% of countries worldwide.<sup>12</sup>
- Disparities in mental health are often linked with other disparities. In the UK, children from the poorest 20% of households are 4 times as likely to have serious mental health difficulties by the age of 11 compared with those from the wealthiest 20% of households.<sup>12</sup>

2.11 As mental health deteriorates, people are less inclined to leave their home and make new social connections. This puts greater pressure on public services to support people as their physical health also deteriorates as well as their ability to live well and live independently.

2.12 Tackling loneliness and isolation has remained, and will continue to be, a priority for the UK government as well as for Kent County Council.

2.13 The Kent and Medway Interim Integrated Care Strategy states that “We will help the most vulnerable and disadvantaged in society to improve their physical and mental health; with a focus on the social determinants of health and preventing people becoming ill in the first place.”

2.14 The Community Warden service and social prescribing directly deliver against this strategy and also the following shared outcomes as defined in the Integrated Care Strategy:

- Shared Outcome 2 - Help the most vulnerable and disadvantaged in society to improve their physical and mental health; with a focus on the social determinants of health and preventing people becoming ill in the first place.
- Shared Outcome 3 - Help people to manage their own health and wellbeing and be proactive partners in their care so they can live happy, independent, and fulfilling lives; adding years to life and life to years.

### **3 Positive Wellbeing and the Community Warden Service**

3.1 Over a year ago, ‘Positive Wellbeing’, a social prescribing service aimed at people aged over 65, was launched as part of the Connected Communities project.

3.2 The EU funded intervention is delivered by a small cohort of Community Wardens, working part time as Community Connectors, for the project. The service has now been delivered for over 12 months in four small pilot areas in Kent:

- Folkestone,
- Thanet (Birchington & Westgate on Sea),
- the Isle of Sheppey (Sheerness & Minster on Sea) and

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<sup>12</sup> Health and Social Care Secretary Sajid Javid speaking at the Global Mental Health Summit 2021. [Mental health: a decade of change in just 2 years - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/mental-health-a-decade-of-change-in-just-2-years)



- Maidstone (Shepway North and South).
- 3.3 These areas were selected based on the number of people ‘at risk’ of social isolation and aged above 65. Various datasets used to identify these ‘hotspot’ areas included:
- The Kent Public Health Observatory data (referenced in the March 2019 Loneliness and Social Isolation Select Committee Report)
  - Scams data
  - Age UK loneliness heat maps.
- 3.4 The full evaluation of the project is not yet complete as the project ends in March 2023.
- 3.5 The final evaluation report will be ready in May 2023. However, early high-level results for Kent indicate that amongst participants, feelings of loneliness and isolation are reduced and continue to fall for the three months they are evaluated after the support ends. This is a strong indication that the short term, 1:2:1 Positive Wellbeing intervention delivers long lasting, positive change.
- 3.6 The National Academy for Social Prescribing (NASP) commissioned an evidence summary<sup>13</sup> for social prescribing and the main findings were; reported decreases in loneliness, improvements in mental health and wellbeing across multiple measures, improvements in social connections, and in overall wellbeing.
- 3.7 A summary of the outcomes reported (representing a review of over 100 programmes)<sup>14</sup>:
- Increases in self-esteem and confidence, sense of control and empowerment.
  - Improvements in psychological or mental wellbeing, and positive mood.
  - Reduction in symptoms of anxiety and/or depression, and negative mood.
  - Improvements in physical health and a healthier lifestyle.
  - Increases in sociability, communication skills and making social connections.
  - Reduction in social isolation and loneliness, support for hard-to-reach people.
  - Improvements in motivation and meaning in life, provided hope and optimism about the future.
  - Acquisition of learning, new interests and skills including artistic skill.
- 3.8 Additional outcomes are:
- Reduction in number of visits to a General Practitioner (GP), referring health professional, and primary or secondary care services.

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<sup>13</sup> [Evidence-summary-outcomes-of-social-prescribing-1.pdf \(socialprescribingacademy.org.uk\)](#)

<sup>14</sup> As reported in Thomson et al.ii, and Chatterjee et al.iii

- GPs provided with a range of options to complement medical care using a more holistic approach.

3.7 Early findings from the delivery of Positive Wellbeing in Kent are that:

- Participants reported feeling that they lacked company 59% less three months after receiving Positive Wellbeing support.
- Participants reported feeling 46% less isolated three months after receiving Positive Wellbeing support.
- Participants reported feeling 38% less lonely three months after receiving Positive Wellbeing support.
- 74% of participants are confident that they can maintain the lifestyle changes that a Community Warden has helped them to make.
- 78% of service users would recommend the service to others. The remaining 22% were neutral or disagreed largely due to personal circumstance or poor health which meant they weren't able to fully engage with and benefit from the service.

3.8 Across the wider Connected Communities project, a clear and unique strength of Kent's Positive Wellbeing intervention has emerged and has been documented by our research partner, the University of Essex.

3.9 It has become clear that the Community Wardens are well placed and trained to tackle social isolation and loneliness. They are trusted members of the communities they serve, they are well connected to local organisations, groups and Voluntary, Community and Social Enterprise (VCSE), they are expert link workers, they are highly skilled and trained to support individuals to make long lasting changes to live better.

3.10 Other partners of the project do not have a Community Warden service. In Kent it has been significantly easier and more cost effective for the Positive Wellbeing service to get off the ground, attract participants and provide a comprehensive service delivering long lasting, positive results.

3.11 The Kent and Medway Interim Integrated Care Strategy states that "Our communities can provide us with support, resilience and a feeling of belonging that help us to lead healthy and fulfilled lives and reduce the need for health and care services.

3.12 We will continue to work in partnership to promote community safety, tackling issues such as crime, antisocial behaviour and discrimination that can make people feel unsafe or unwelcome.

3.13 Community Wardens remain very well placed in their ability to provide holistic, end to end support for individuals that delivers long-lasting community benefit and reduces the demand on many public services.

3.14 Wardens address many complex issues that a person or community might face whilst providing Positive Wellbeing support. Issues such as financial abuse, physical health, access to benefits and support with housing.

3.15 The result is that at the end of the 12-week period of holistic Positive Wellbeing and Community Warden support, service users are empowered to

live better and continue to make positive changes for themselves and for the benefit of their community, building community resilience and cohesion.

- 3.16 Our service users describe the impact for them far better than any briefing note can.

'Life is better'

'My life has opened up'

'I am really, really grateful'

'I feel human again'

'Many people would benefit from this'

'My Connector was amazing, kind and patient'

'I could not have had better treatment if I had gone privately'

'I can believe in myself again'

'Lovely to know there is support in the local community and I hope it continues'

'She has changed my life forever'.

#### **4 Financial Implications**

- 4.1 Integrating social prescribing into the Community Warden Service will be more cost effective than many traditional methods of providing care. The service empowers and works with individuals and communities to provide skills and tools to be more self-reliant.
- 4.2 The service is adopting a structured, evidence-based approach to tackle social isolation and loneliness which has been tried and tested utilising EU Interreg funding.
- 4.3 There will be some minimal costs required for membership of the National Association of Link Workers to support and train the Wardens to deliver the social prescribing elements of their work. It is possible to contain these costs with the prevailing operational budget.

#### **5 Equality and Diversity Implications**

- 5.1 An Equalities Impact Assessment is currently being drafted specifically for the expansion of Positive Wellbeing across the wider Warden Service and it is due to be published by the end of January.

#### **6 GDPR Implications**

- 6.1 The Kent Community Warden Service Data Protection Impact Assessment has been updated to incorporate Positive Wellbeing. This is currently being reviewed by KCC's Data Protection Officer.

#### **7 Future direction**

- 7.1 Plans are underway to adopt the structured and standardised social prescribing practices of Positive Wellbeing into the wider Community Warden service when the EU funded project comes to an end on 31<sup>st</sup> March 2023.
- 7.2 This will improve demand management of the Warden service. As the research shows, based on the outcomes delivered by social prescribing, it will improve demand management of other public services such as Public Health

and Adult Social Care. The benefit of managing the demand on these other KCC services has not been assessed at this time.

- 7.3 The service recently presented at the Growth, Environment & Transport Directorate Roadshow, set up as part of ASCH's MADE (Making a Difference Everyday) programme to showcase community-based services that ASCH staff can turn to in order to support their service users suffering from loneliness and isolation.
- 7.4 We will continue to work with ASCH to build upon the referral pathway that exists between ASCH and the CWS for potential participants of Positive Wellbeing.
- 7.5 The Community Warden service is recognised as a professional provider in the 'Kent and Medway Social Prescribing and Community Navigation Strategy' that is in development with partners across health, social services, local councils and VCSEs.
- 7.6 We will continue to work in collaboration and establish detailed datasets and analysis with these providers and partners on the Kent and Medway Social Prescribing Board and Steering Group to demonstrably reduce social isolation and loneliness for Kent residents.

## 8 **Conclusions**

- 8.1 The Community Warden service has been tackling loneliness and social isolation for many years.
- 8.2 Engagement with the recent Connected Communities project is beginning to demonstrate and evidence its ability to successfully achieve positive outcomes in this area.
- 8.3 The project has provided the service with a standardised method of intervention and tools for evaluating the impact on participants' experience of loneliness and isolation.
- 8.4 The Public Protection group also recognises the opportunity and potential for the Positive Wellbeing model to be delivered by other public and VCSE services and support more people in the longer term.
- 8.5 As evidenced above, intervening early to tackle loneliness and social isolation will help to prevent more costly health and care needs from developing, as well as aiding community resilience and recovery.

## 9 **Background Documents**

- 9.1 [This video summarises the Positive Wellbeing service](#)

## 10 **Contact details**

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**From:** Benjamin Watts, General Counsel

**To:** Growth, Economic Development and Communities Cabinet Committee – 11 January 2023

**Subject:** Work Programme 2023

**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 2023.

## **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.

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| <p><b>4. Recommendation:</b> The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2023.</p> |
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### **5. Background Documents:** None

### **6. Contact details**

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**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE  
WORK PROGRAMME 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                            |
| Final Draft Budget                                      | Annually (January)                       |
| Annual Equality and Diversity Report                    | Annually (September 2023)                |
| Risk Register – Strategic Risk Register                 | Annually (March)                         |
| Performance Dashboard                                   | Quarterly                                |
| Kent and Medway Business Fund Monitoring                | Bi-annual reporting (6 monthly)          |
| Key Decision Items                                      |  |

**14 MARCH 2023 at 10am**

|    |   |               |
|----|---|---------------|
| 1  | Intro/ Web announcement                         | Standing item |
| 2  | Apologies and Subs                              | Standing item |
| 3  | Declaration of Interest                         | Standing item |
| 4  | Minutes   | Standing item |
| 5  | Verbal Updates – Cabinet Members and Corp. Dir. | Standing item |
| 6  | District Visits Programme                       | Standing item |
| 7  | Kent Country Parks Strategy Adoption            | Tom Marchant  |
| 8  | Social Prescribing                              | Mike Overbeke |
| 9  | Old Rectory Management Contract                 | Key Decision  |
| 10 | Work Programme                                  | Standing item |

**16 MAY 2023 at 2pm**

|    |   |                          |
|----|---|--------------------------|
| 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            |
| 7  | Project Gigabyte Broadband Programme            | Liz Harrison/Nigel Smith |
| 8  | Community Services Programme                    |                          |
| 9  | KCC Village Halls Update                        | Mark Reeves              |
| 10 | Developer Contributions Guide                   |                          |

|                             |   |               |
|-----------------------------|---|---------------|
| 11                          | Work Programme                                  | Standing item |
| <b>28 JUNE 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 |
| 7                           | Work Programme                                  | Standing item |

**Items for Consideration that have not yet been allocated to a meeting**

|  |   |
|--|---|
| Thames Estuary/EDC/Thames Crossing                                   | TBA - David Smith                           |
| Faversham Creek Bridge   |   |
| Otterpool  | TBA – possibly June 2023                    |
| Trading Standards Checked and Ports Team                             | Mike Overbeke – possibly two reports        |
| Creative Economy   | James Pearson                               |
| PROW Operational Management Policies                                 | Tom Marchant                                |
| Sources of Energy  | <i>(Mark Hood – Agenda Setting 17/5/22)</i> |
| No Use Empty Update  |   |
| Kent Design Guide  |   |
| Tourism in the county and economic impact                            | <i>(Mark Hood – Agenda Setting 3/8/22)</i>  |
| Gypsy and Traveller Site Pitch Allocation Policy Consultation Report | May 2023                                    |