

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

Tuesday, 11th November, 2025

10.00 am

**Council Chamber, Sessions House, County Hall,
Maidstone**



AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Tuesday, 11 November 2025 at 10.00 am
Council Chamber, Sessions House, County Hall,
Maidstone

Ask for: **Maya Bundy**
Telephone: **03000 416072**

Membership (13)

Reform UK (9):	Mr J Defriend (Vice-Chair), Mr P Chamberlain, Mr W Chapman, Mr S Dixon, Mr B Fryer, Mr D Sian, Mr T Mallon, Vacancy and Vacancy
Liberal Democrat (1):	Mr M J Sole
Conservative (1):	Mr N Williams
Green (1):	Mr P Stepto
Labour (1):	Ms C Nolan

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcements
- 2 Election of Chair
- 3 Apologies and Substitutes
- 4 Declarations of Interest by Members in items on the Agenda
- 5 Minutes of the meeting held on 11 September 2025 (Pages 1 - 20)
- 6 Verbal updates by the Cabinet Members and Corporate Director
- 7 KMEF- Ambition 2- Widen opportunities and unlock talent (Pages 21 - 28)
- 8 Regional Energy Strategic Plan (Pages 29 - 36)
- 9 Decisions taken between Cabinet Committee Meetings- 25/00084 (Pages 37 - 38)
- 10 Work Programme 2025/26 (Pages 39 - 40)

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
Deputy Chief Executive (Monitoring Officer)
03000 416814

Monday, 3 November 2025

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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 Thursday, 11 September 2025.

PRESENT: Mr P Thomas (Chairman), Mr J Defriend (Vice-Chair), Mr P Chamberlain, Mr W Chapman, Mr S Dixon, Mr R Ford, Mr B Fryer, Ms C Nolan, Mr D Sian, Mr M J Sole, Mr P Stepto, Mr H Rayner (Substitute for Mr N Williams) and Mr B Black (Substitute for Mr O Bradshaw)

ALSO PRESENT: Mr P King, Mr P Webb and Mr J Henderson

IN ATTENDANCE: Mr S Jones (Corporate Director of Growth, Environment and Transport), Mr S Samson (Head of Economy), Mr S Grimshaw (Strategic Programme Manager), Mr M Wagner (Chief Analyst), Mr M Riley (Project Manager), Ms S Berdo (Strategic Programme Manager), Mr M Rolfe (Head of Community Protection), Mr T Marchant (Head of Strategic Development and Place), Mrs S Nurden (Kent and Medway Economic Partnership's Strategic Programme Manager), Mrs S Holt-Castle (Director of Growth and Communities), Mr J Pearson (Head of Libraries Registration and Archives), Ms G Humphreys (Democratic Services Officer) and Mr J Ratcliffe (Transport Strategy Manager)

UNRESTRICTED ITEMS

12. Apologies and Substitutes

(Item 2)

Apologies were received from Mr Bradshaw and Mr Williams.

Mr Black was present as a substitute for Mr Bradshaw and Mr Rayner was present as a substitute for Mr Williams.

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

(Item 3)

There were no declarations of interest.

14. Minutes of the meeting held on 1 July 2025

(Item 4)

1. In relation to Item 9 of the previous meeting- *Old Rectory Business Centre Management Contract*- an update was provided on the timeline and intention to retender the Business Centre management contract.
2. RESOLVED that the minutes of the meeting held on 1 July 2025 be approved as a correct record.

15. Verbal Updates – Cabinet Members and Corporate Director

(Item 5)

1. Mr Paul King, Cabinet Member for Economic Development and Coastal Regeneration, provided an update on the following:
 - (a) Options were being explored on reinvestment into Kent's visitor economy, following the demise of Visit Kent and its parent company GoToPlaces, including collaboration with stakeholders.
 - (b) The Kent & Medway Connect to Work supported employment programme was in operation. KCC had recently been allocated an additional £400,000 for 2025-26 to extend delivery and support a further 113 people to start the programme during the financial year.
 - (c) 12 training providers had been appointed to deliver 60 skills bootcamps across Kent and Medway. Since July, 137 learners had enrolled and a bespoke construction course linked to Lower Thames Crossing was planned for November, with a possible second course in February.
 - (d) In May, the No Use Empty (NUE) scheme received a Special Recognition Award after returning over 8,700 long term empty properties back into use since 2005. Recent visits included projects in Dover and Thanet, as well as to the opening of The Old Wine Warehouse in Ramsgate, which had been transformed into three distinct spaces with support from NUE and the Kent and Medway Business Fund (KMBF).
 - (e) The KMBF scheme offered interest- free loans of up to £600k to support business growth. Since April, 11 loans to local businesses had been recommended for approval across various sectors, including automotive, technology support and life sciences.
 - (f) Significant progress had been made on implementing the Kent and Medway Economic Framework (KMEF) strategy, supported by residual funding from the close of the South East Local Enterprise Partnership (SELEP). Efforts were focussed on five overarching ambitions and projects included the Kent and Medway Local Growth Plan, Innovation Partnership and Bring Back Eurostar campaign.
 - (g) The Get Kent and Medway Working Plan was a new strategy addressing health, work and skills which had been developed by KCC's economy team and funded by the Department of Work and Pensions. Key focus areas included young people, unemployed women and those with long- term health conditions.
 - (h) The 'Bring Back Eurostar' event, due to take place on 26 September, would highlight the economic impact of unused stations on the local economy and set out why the service should be restored to Kent.
 - (i) In August, Mr King met with Ms Caroline Hallett, Director of the Kent Foundation, a charity that works to support young entrepreneurs across Kent. He also met with several inspiring entrepreneurs including the young founder of a fashion brand in Gravesend.
 - (j) KCC continued to work with partners in France, Belgium and the Netherlands through the Straits Committee to support cross- border collaboration. Current work included support for the Bring Back Eurostar campaign and developing business and innovation links in the food and drink sector. Mr King recently met with the Committee team and 16 Dutch planners and economic officers also visited Folkestone and Dover to study development plans, high- speed rail impact and the Port of Dover's 2050 masterplan.

2. In response to comments and questions from Members, the discussion covered the following:
 - (a) It was confirmed that Members would be invited to the Bring Back Eurostar Event on the 26th of September.
 - (b) KCC's work with Borough Councils was ongoing, with the shared goal of highlighting the 'Bring Back Euro Trains' group's petition at the Bring Back Eurostar event.

3. Mr Paul Webb, Cabinet Member for Community and Regulatory Services, provided an update on the following:
 - (a) On the 15 August, Community Wardens in Thanet organised a multi- agency community safety engagement event in Birchington. This was attended by residents, Kent Police, Trading Standards, Citizens Advice and Age UK.
 - (b) Mr Webb paid tribute to Senior Coroner Roger Hatch who retired at the end of June after over 20 years of service to Kent families. He also welcomed Ian Potter, who had been appointed as Area Coroner for Kent and Medway.
 - (c) Trading Standards Operations Manager Clive Phillips was recognised for his work as Deputy Chair of the Kent and Medway Multi- Agency Approach to Fraud Panel by the Kent and Essex Serious Crime Directorate.
 - (d) Kent Trading Standards supported a national operation targeting a London warehouse that seized over 25 tonnes of unsafe and counterfeit goods, intended to be supplied to the retail market.
 - (e) The Trading Standards vape team carried out an operation at a mini market in Snodland that resulted in the discovery of illegal vape products leading to an arrest and uncovering of crystal meth.
 - (f) Concerning the Registration service, 2,907 ceremonies had been delivered across 200 venues in Kent in 2025 so far, an increase of 0.4% from the previous year.
 - (g) West Malling library was to reopen on the 9 September following refurbishment. Stanhope library would reopen on the 15 September following works to co- locate the family centre to enhance service delivery as part of the Kent Community project. Further co- locations were planned.
 - (h) Active Kent and Medway's impact report from the Opening Schools Facilities Project highlighted how schools had supported physical and mental wellbeing by opening facilities outside teaching hours. The report set out participating schools, examples and guidance for other schools.
 - (i) The next round of Free Access for National Sports People (FANS) small grant funding had just opened, offering free off-peak access to leisure centres and small grants to support talented athletes.

4. Mr Simon Jones, Corporate Director for Growth, Environment and Transport (GET) provided an update on the following:
 - (a) Mr Jones welcomed that parish funding was now being received for some community warden posts. Negotiations with the service's first commercial partner for additional funding for wardens had also reached an advanced stage.
 - (b) Trading Standards officers had been addressing an issue in East Kent whereby underground electric cables were interfering with telephone services, breaching electromagnetic compatibility regulations. The power cable owners

had now agreed to significantly invest in their relocation to improve service performance for residents.

- (c) Mr Jones provided an overview of this year's Summer Reading Challenge, highlighting its success both operationally and in terms of community engagement. The challenge, themed Story Garden, involved nearly 18,000 children across the county, led to over 2,500 new library memberships, and contributed positively to reading levels and capabilities among children in Kent.
- (d) Mr Jones outlined the temporary solutions in place as part of the long- term plans to restore library services in Folkestone. This included the temporary site on Sandgate road, which was able to provide residents the full range of library services in one location. Proposals for the former Grace Hill property were expected by the end of October, to be reported back on to committee in 2026.
- (e) The annual Library, Registrations and Archives annual survey, sent out in April, received over 8,500 responses. The overall satisfaction rate stood at circa 95% and Mr Jones congratulated the service on the high response rate and positive feedback received. Registration surveys sent to customers in attendance of birth or death appointments and marriage or civil partnerships, also returned a satisfaction rate in excess of 95%.
- (f) An active travel Kent and Medway conference was to be held on 15 October at the Detling Event Centre and was aimed at professionals working across health, leisure, local government and physical activity sectors. The event's keynote speakers would include Lisa Dodd and Sarah Philpot and all Members were welcomed to attend.

RESOLVED to note the updates.

16. Performance Dashboard

(Item 6)

1. The report was presented by Mr Matthew Wagner, Chief Analyst, which set out the Key Performance Indicators (KPIs) and activity indicators for Quarter 1 of 2025/26. Mr Wagner provided a brief overview of performance whereby 23 of the 30 KPIs were RAG rated green, 5 were amber and none were red. The remaining KPIs were to be reported on in the Quarter 2 performance report.

RESOLVED to note the performance report for Quarter 1 of 2025/26.

17. Kent and Medway Business Fund Monitoring Q4 2024-25

(Item 7)

1. The item was introduced by Mr Paul King, followed by the Strategic Programme Manager, Ms Susan Berdo, who introduced the report and provided a short presentation that is appended to these minutes.
2. Mr Martyn Riley, Project Manager, delivered an overview of the report that covered KCC's monitoring of businesses that received loans and equity from Government- funded Business Investment Schemes, including the KMBF and the former Regional Growth Fund (RGF). Of the 110 loans reported, 69% were RAG rated green or amber and 31% were red.
3. In response to comments and questions from Members the discussion covered the following:

- a) Safeguarding was put in place in preparation for any changes resulting from future Local Government Reorganisation.
- b) Mr Riley confirmed a £7 million debt write- off, which was detailed on page 27 of the report.
- c) Funding allocation was based on the number of private business applications that were both suitable and eligible, which led to an imbalance across districts. Ms Berdo assured the Committee that more detailed statistics could be provided through a wider briefing or newsletter.

RESOLVED to note the report.

18. KMEF- Ambition 3- Secure resilient infrastructure for planned, sustainable growth
(Item 8)

- 1. The report was introduced by Mrs Sarah Nurden, KMEP and BAB Manager, who provided an overview of the progress in implementing the KMEF Ambition 3.
- 2. Mrs Nurden also delivered an update on the activity of the Bring Back Eurostar group, Lower Thames Crossing and supporting the maritime sector in contributing to coastal regeneration. The development of a local growth plan was ongoing, subject to the allocation of further investment.
- 3. In response to comments and questions from Members the discussion covered the following:
 - a) Concerning the economic viability of the requested power supply increase to support Dover, assurance was given that the issue would be included within the consultation response to the transitional Regional Energy Strategic Plan.
 - b) Mr King recognised the national and regional electricity challenges alongside the variety of potential solutions and assured the Committee that energy was an area of focus moving forward.
 - c) An ongoing business case of approximately £50 million to expand the number of freight trains travelling through the Eurotunnel from four a day experienced limitations due to current physical infrastructure. Further conversations were underway due to the cross- continental potential, but progression could be reliant on investment from external parties.
 - d) Mrs Nurden clarified the distinction between two Eurostar-focused groups, identifying one as a cross-body economic and business partnership with access to KMEP and various MPs, and the other as an independently formed lobbying group conveying the views of residents and local businesses.
 - e) Mr King confirmed the cooperation of the French side of the project and clarified their ability to source their energy was through nuclear power stations located near the French port.

RESOLVED to note the report.

19. Active Kent and Medway Report
(Item 9)

Mrs Liz Davidson, Active Kent and Medway Partnership Director, was in attendance for this item.

1. The report was introduced by Mrs Liz Davidson, Active Kent and Medway Partnership Director, who provided an overview of the role of the Active Kent and Medway service in providing strategic leadership, direction and support for the delivery of sport and physical activity in Kent. She explained the funding was allocated through an external grant from Sport England, providing investment for Gravesham, Thanet, Swale and Medway. Plans for future investment applications were also outlined by Mrs Davidson.

RESOLVED to note the report.

20. 25/00076- Kent and Medway Business Fund- No Use Empty
(Item 10)

1. The item was introduced by Mr King, who praised the NUE scheme's work to bring longer- term empty properties back into use at no additional cost to Kent County Council.
2. Mr Steve Grimshaw, Strategic Programme Manager, introduced the report which included the background and evolution of the NUE initiative and the three strands it currently operates: NUE Residential, New Build and the NUE Commercial schemes. He also highlighted the successes of the Tridax Business Park project intended to be replicated under the KMBF NUE Commercial strand outlined in the report.
3. Mr Grimshaw explained the Cabinet Committee was being asked to endorse the decision for a loan of up to £6 million from the Kent and Medway Business Loan Fund to be made available to the NUE scheme and for delegation to be made to the Corporate Director.
4. In response to comments and questions from Members the discussion covered the following:
 - a) Mr Grimshaw clarified that the scheme aimed to maximise unused KMBF funding. He emphasised that the NUE schemes drew from distinct funding pots, ensuring that one scheme does not impact the deliverability of the other.
 - b) Of the £100 million lent across all NUE schemes, the default rate was £143,000, the last default being in 2011.

RESOLVED that the Growth, Economic Development and Communities Cabinet Committee made comments and endorsed the Cabinet Member for Economic Development & Coastal Regeneration to:

- a) AGREE to up to £6m from the Kent & Medway Business Loan Fund (KMBF) being made available for No Use Empty (NUE) to administer short term secured loans to support specific NUE Commercial projects which would provide wider economic and employment opportunities and benefits as well as generating income, through interest payments. The value of an individual loan under this proposal is likely to be more than the £600k cap on loans which are administered by the KMBF team; and
- b) DELEGATE to the Corporate Director of Growth, Environment and Transport in consultation with the Section 151 officer or the Cabinet Member responsible for Finance for approval to spend: and
- c) DELEGATE to the Corporate Director for Growth Environment and Transport to take appropriate actions, including but not limited to, entering into legal agreements (loan agreements and legal charges), consider and approve

requests which may require consent and discharge of legal charges, as necessary to implement this decision as shown at Appendix A.

21. 25/00074- Reallocation of Getting Building Funding (Non-Key Decision)
(Item 11)

1. The report was introduced by Mrs Nurden who detailed the background on the need to reallocate £300,000 of Getting Building Fund money to the Bearsted Road Project from the Maidstone Business Suite Phase 2 project due to unforeseen delays from the latter.

RESOLVED that the Growth, Economic Development and Communities Cabinet Committee considered and endorsed the Cabinet Member for Economic Development & Coastal Regeneration to:

- a) AGREE to reallocate the Getting Building Funding (GBF), originally awarded to Maidstone Business Suite Phase 2, to the A249 Bearsted Road Project.
- b) DELEGATE authority to the Director of Growth & Communities, to take relevant actions, including but not limited to finalising the terms of, and entering into required contract or other legal agreements, as necessary to implement the decision as shown at Appendix A.

22. Prevention- Growth and Communities
(Item 12)

Mr Ian Baugh, Head of Business Development and Mrs Rebecca Law, Business Innovation Manager, were in attendance for this item.

1. The item was introduced by Mr Webb, who gave an overview of the role that GET services play in the prevention of demand for social care, health and children's services.
2. Mrs Rebecca Law, Business Innovation Manager, introduced the report and gave a short presentation, including a 3- minute video, which is appended to these minutes.
3. In response to comments and questions from Members, the discussion covered the following:
 - a. Concerning section 3.2.7 of the report, Mr King assured the Committee that he would be meeting BDUK to discuss issues with rural broadband rollout in Kent.

RESOLVED to note the report.

23. Protecting the Communities and Economy of Kent
(Item 13)

1. The report was introduced by Mr Webb, which set out how services provided by Kent County Council from within the Growth and Communities Division protected residents and businesses within the County from harm.
2. Mr Mark Rolfe, Head of Community Protection, also provided updates on the 'Teacher in your Pocket' and primary authority schemes that had taken place following the publication of the report.

3. In response to comments and questions from Members the discussion covered the following:
 - a) Kent Scientific Services had no cost implications for KCC. The running cost of the Trading Standards Checks scheme was also part offset by income from traders fees.
 - b) Mr Rolfe detailed the various resources that address the ongoing issue of vaping in Kent including heightened laboratory testing, a vaping enforcement unit and increased surveillance at the Port of Dover.
 - c) Clarification was provided by Mr Jones in response to Member's concerns on the definition of 'anti- social behaviour' and how it related to the scope of the Cabinet Committee.
 - d) Mr Rolfe provided an overview of how anti- social behaviour was addressed, including the roles of community wardens as a uniformed community presence and the Kent Community Safety Partnership, comprised of public sector organisations which tackle the issue at a district level.
 - e) Proposed plans to raise awareness within young people on the risks of tanning and sunbeds were welcomed, particularly in light of the increase in unregulated tanning products identified by Trading Standards Checks.

RESOLVED to note the report.

24. Lower Thames Crossing- Economic Impact (Item 14)

1. The item was introduced by Mr King, followed by Mr Steve Samson, Head of Economy, who introduced the report that provided an overview of the funding and anticipated economic benefits resulting from the Lower Thames Crossing.
2. In response to comments and questions from Members, the discussion covered the following:
 - a) Mr King assured the Committee that he would be monitoring the demographics of workers employed by contractors to ensure opportunities for local workers.
 - b) In response to a Member's concerns about potential commercial land in the Lower Thames Crossing Area being diverted to housing, Mr King agreed the potential risk and informed the Committee that procurement contracts for employers were let by central government.

RESOLVED to note the report.

25. Work Programme 2025/26 (Item 15)

RESOLVED to note the work programme.

**Growth Economic Development &
Communities Cabinet Committee**

11 September 2025

Susan Berdo and Martyn Riley



Kent & Medway Business Fund (Standard)

Offers £100k to £600k

Approved Loan Funding

Since February 2024 to August 2025



Kent & Medway Business Fund Small Business Boost Offers £26k to £99k

Approved Loan Funding

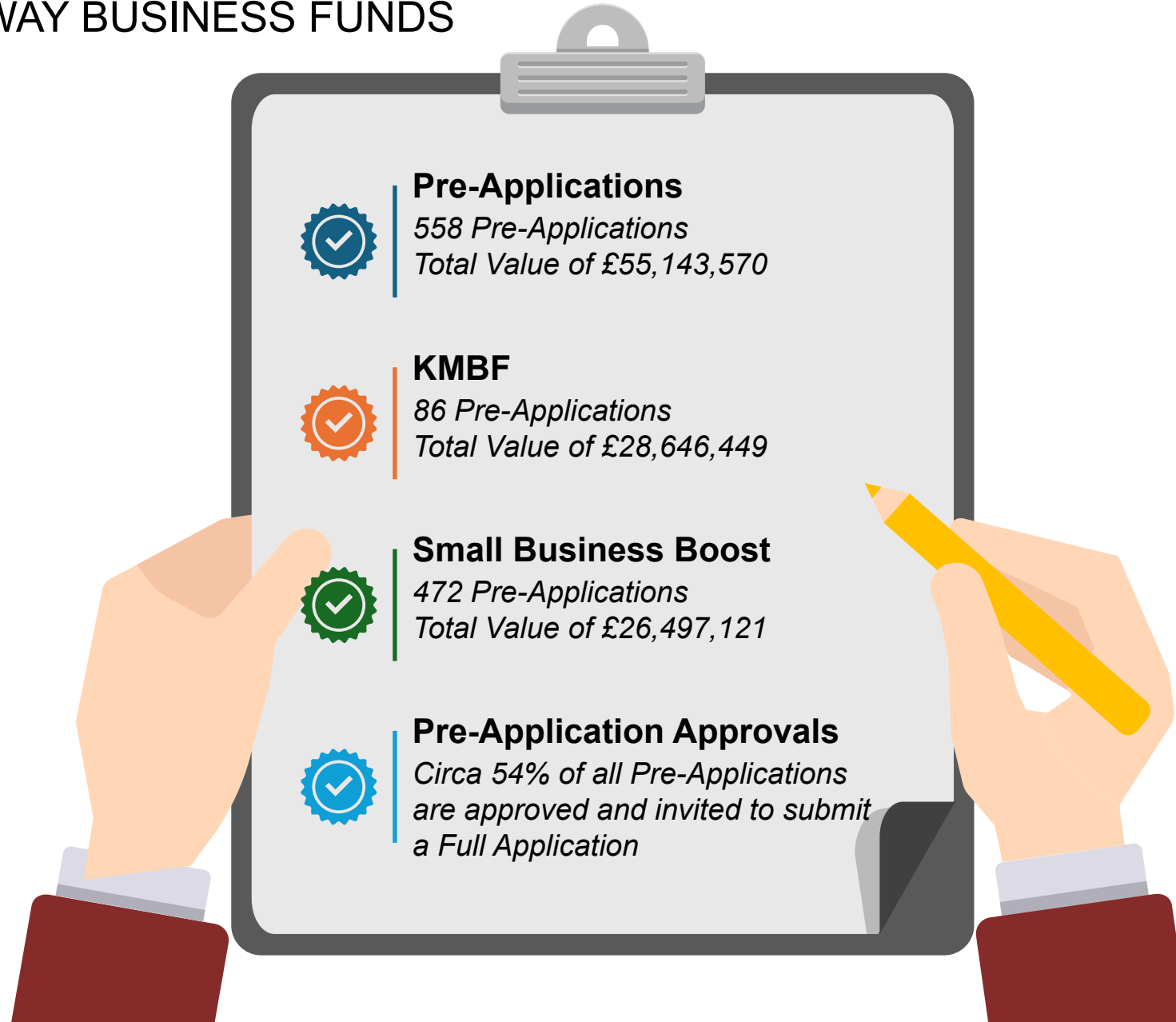
Since February 2024 to August 2025



MARKET IMPACT AND INTEREST

THE KENT & MEDWAY BUSINESS FUNDS

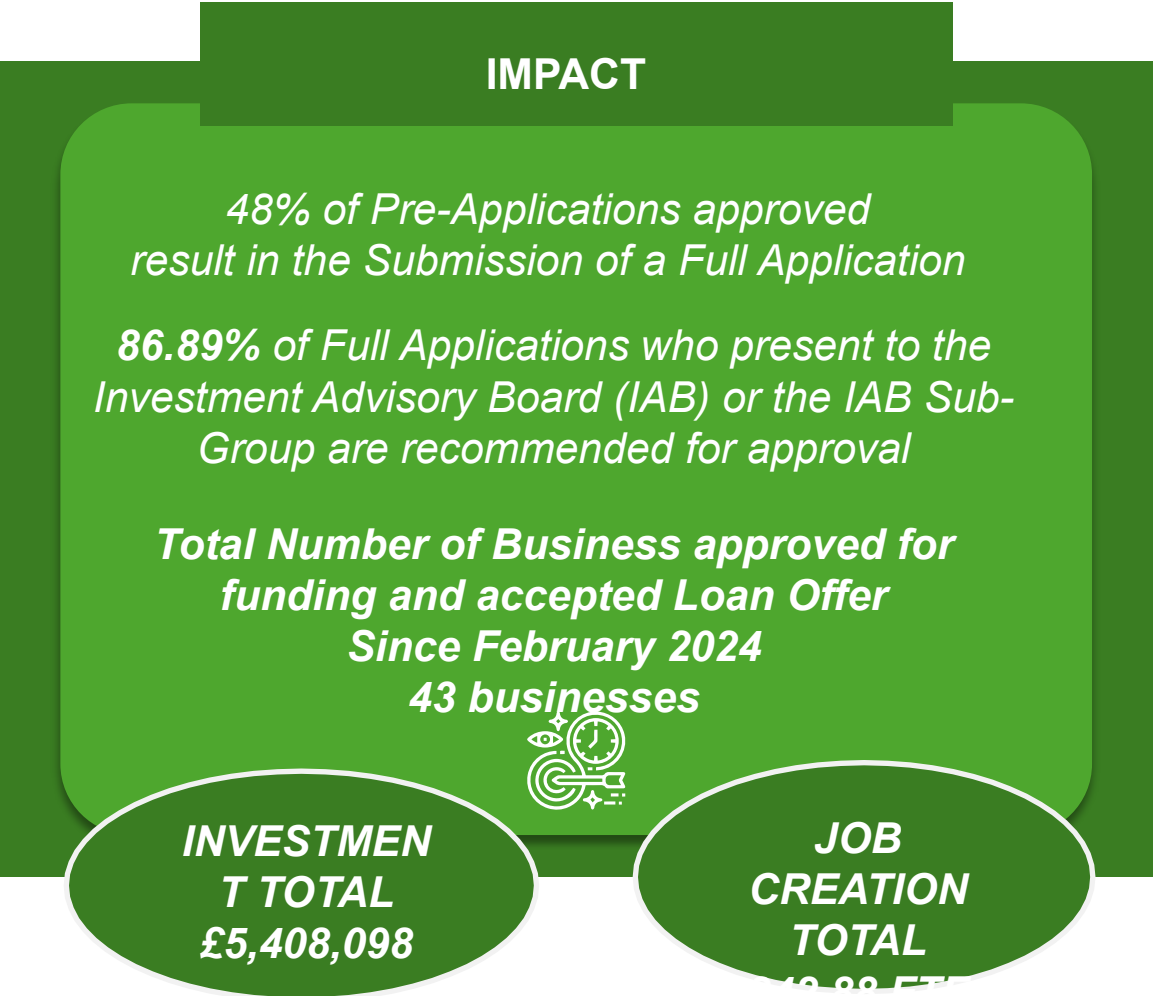
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INVESTMENT IMPACT ON ECONOMIC GROWTH

THE KENT & MEDWAY BUSINESS FUNDS

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Investment Geographic Split

The Kent & Medway Business Fund

Legal completion/Loan Monies Paid

Legal Completion Awaited

KMBF EAST

*Box City Group Ltd
Defined Wine Ltd
Jobmatcha Ltd
Kentish Condiments
Particology Ltd
Timescape Adventures Ltd*

(6)



SBB EAST

*Alliance Building Company
Bears Ice Cream Company
Biowaived Limited
Commar Services Ltd
Docke Fermentation
Exroid Technology Limited
Green Hub Recycling
Horizonscan Limited
PanelPride Ltd
Pickle Goods Ltd
Ramsgate Arts Club CIC
Salt Training Limited
That Nail Place Ltd*

(13)



Investment Geographic Split

The Kent & Medway Business Fund

Legal completion/Loan Monies Paid

Legal Completion Awaited

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KMBF Mid/North

1st Bus Stop
Kesson Physiotherapy Ltd
South- East Climbing (Chatham)

(3)



SBB Mid/North

Agape Health Care Investments
Limited
Elevey Ltd
JRS Early Years Ltd
Leiach Electrical Contractors Ltd
Oceans Green Dry Cleaners
Limited
Peninsula Care Ltd
SIM Motorsport Ltd
Sustainable Garden Solutions Ltd

(8)



Investment Geographic Split

The Kent & Medway Business Funds – Legal completion/Loan Monies Paid

Black Saucers.

KMBF West

Shwen Shwen
Vital Parts Ltd

(2)



SBB West

All About Homecare Limited
Black Saucers Ltd
Corkk Ltd
Craft'd Bus Ltd
George Wareham t/a Wareham
Wholesale
I-Track Direct Ltd
Pips Pooches Limited
Tamu Homes Supported
The Miller and Cotton Ltd
Yomo Finance Limited
Viviplu Limited

(11)

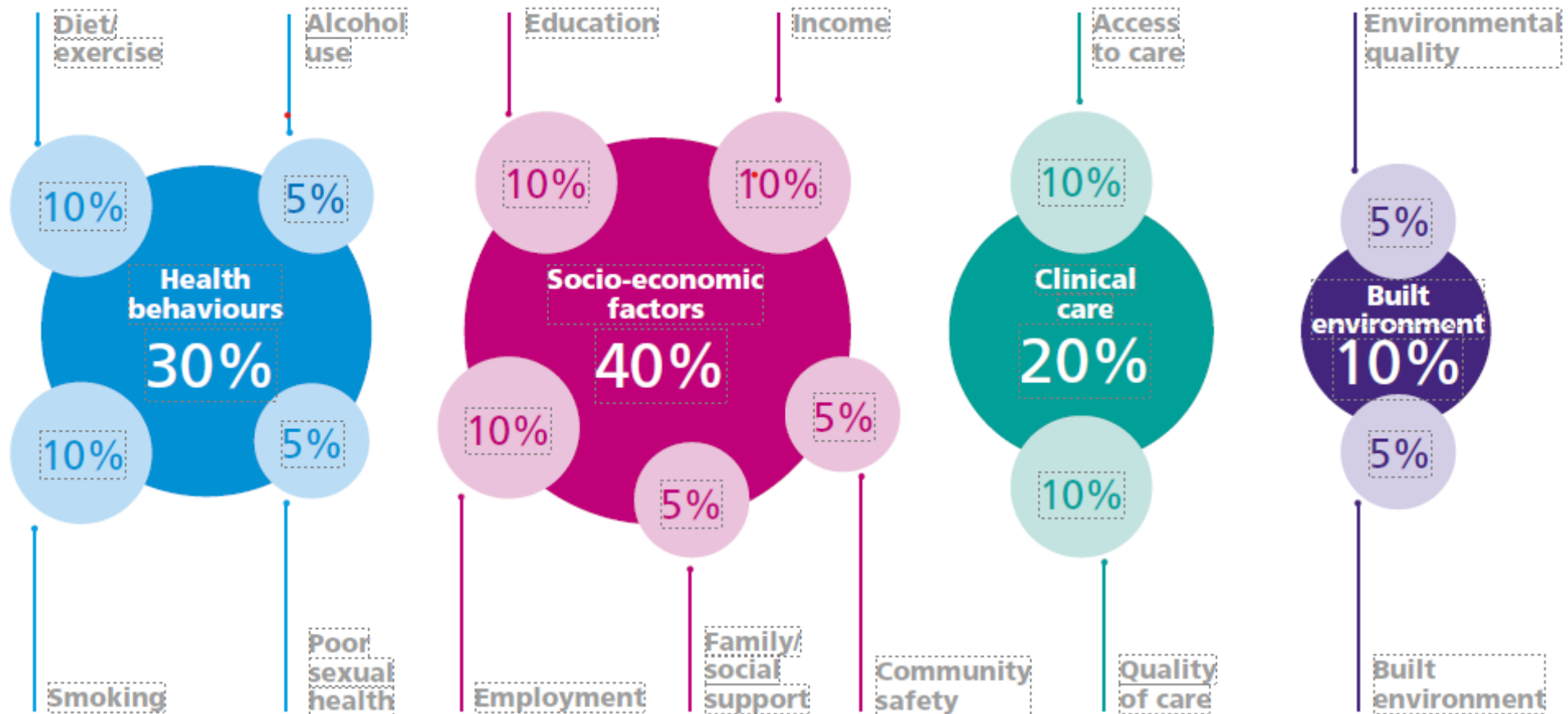


The role of Growth, Environment and Transport services in prevention and supporting health and wellbeing.

September 2025

The Wider Determinants of Health

There are a wide range of things that determine someone's health and wellbeing, with clinical care only accounting for 20 per cent of the impact. We call the factors that affect health, the wider determinants of health.



Based on: Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute, US County health rankings model 2014
www.countyhealthrankings.org/sites/default/files/media/document/CHRR_2014_Key_Findings.paf





From: Paul King, Cabinet Member for Economic Development & Coastal Regeneration

Simon Jones, Corporate Director of Growth, Environment and Transport

To: Growth, Economic Development & Communities Cabinet Committee – 11 November 2025

Subject: Implementation of the Kent & Medway Economic Framework Ambition 2

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division: All KCC electoral divisions

Summary: This report provides an overview of the progress in implementing the Kent and Medway Economic Framework Ambition 2. It sets out the high-level key actions that have taken place to date and the future activity planned to support sustainable growth of Kent & Medway's economy, through to 2030. This paper is one of a regular series of deep dives into the Framework's five ambitions.

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

1. Background

- 1.1 In April 2024, the [Kent & Medway Economic Partnership](#)¹ (KMEP) approved the publication of the [Kent & Medway Economic Framework](#) (KMEF). This a medium-term strategy that looks to guide actions that support the growth and prosperity of the region (functional economic area) through to 2030.
- 1.2 The Framework focuses on three overarching objectives (Productivity, Sustainability and Inclusivity) which sit above five ambitions for delivery, these being:
 1. Enable innovative, productive and creative businesses
 2. Widen opportunities and unlock talent
 3. Secure resilient infrastructure for planned, sustainable growth
 4. Place economic opportunity at the centre of community wellbeing and prosperity
 5. Create diverse, distinctive and vibrant places.

¹ KMEP is the local growth board for this area, and its membership includes Kent County Council, Medway Council, all district councils' leaders, businesses, universities and colleges. Its website is www.kmep.org.uk

2. KMEF Implementation

- 2.1 Since publication, the KCC Economy Team (which acts as the KMEP Secretariat) has been working to implement the KMEF ambitions in partnership with the KMEP Board Members, the Business Advisory Board (BAB), and a range of local partners and stakeholders.
- 2.2 For each of the five ambitions, a private sector board member and a local authority officer acts as a Thematic Lead for the ambition, helping to oversee the implementation of the KMEF and direct the team's activities.
- 2.3 The information below outlines the focus of the work to date against the ambition 2 of the KMEF: 'Widen opportunities and unlock talent'. The four action areas under this ambition are:
- Embedding the Local Skills Improvement Plan at the heart of a closer relationship between employers, further education and other skills providers to meet current and future skills needs
 - Investing in Kent and Medway's skills infrastructure to harness the potential of the long-term transformational trends we have identified and support the growth of our sectoral strengths
 - Collaborating to make the most effective use of skills budgets, focused on Kent and Medway's shared priorities
 - Retaining and developing talent
- 2.4 This paper provides updates on:
- The Kent & Medway Employment Task Force
 - The Local Skills Improvement Plan
 - The Get Kent & Medway Working Plan
 - The Skills Bootcamps Programme
 - The Connect to Work Programme

3. The Kent & Medway Employment Task Force (ETF)

- 3.1 The ETF was established in 2020 in direct response to the Covid pandemic, to address anticipated challenges in the local employment and skills landscape coming out of the pandemic and to coordinate recovery activity across Kent and Medway. Membership includes Kent County Council (KCC), Medway Council (MC), the South East National Careers Service Prime Contractor CXK, the Department for Work & Pensions (DWP) and key stakeholders including Further Education, Higher Education, local MPs, skills providers, local leaders and a range of key employers across diverse employment sectors.
- 3.2 Key achievements since inception include:
- Getting behind the DWP Kickstart programme, helping to make it one of the best performing programmes nationally.
 - Linking skills provision with local business need through support of the Kent & Medway Workforce Development Plan which led to the business-

led Local Skills Improvement Partnership (LSIP) which gave it trailblazer status (one of only seven nationally). See also 4.1 below.

- Bringing £15m new investment into Kent's leading FE Colleges, focussing on Kent's priority sectors including major new facilities such as the UK's first centre of excellence in greenhouse growing at Hadlow College.

3.3 More recently, the group has been focusing on taking forward activity under KMEF Ambition 2 including:

- Working to generate and secure local employment and skills opportunities from new investment (such as the opportunities provided by the Lower Thames Crossing).
- Championing apprenticeships, reducing barriers and supporting new work-based opportunities for local young people.
- Providing a forum for overseeing the delivery of major new Government initiatives including the Local Get Britain Working Plan, the Kent & Medway Work & Health Strategy, the Skills Bootcamps initiative and Connect to Work Programme.

3.4 The ETF met most recently in September and heard from the University of Kent about the creation of the London and South East University Group with the University of Greenwich, the new investment secured in North Kent to create a Construction Technical Excellence College and the latest developments with the Lower Thames Crossing Skills Hub in Gravesham. The group agreed to establish an apprenticeships task and finish group which will meet in November to support Kent County Council's plans to simplify access to information about apprenticeships for potential apprentices, employers and local training providers via a digital apprenticeships hub. The group will also consider how best to bring employers and potential apprentices together to highlight opportunities for local people to access apprenticeships with local employers.

4. The Local Skills Improvement Plan

4.1 The [Local Skills Improvement Plan](#) (LSIP) is a strategic initiative designed to address skill gaps and drive economic growth in Kent & Medway. Led by the Kent Invicta Chamber of Commerce, funded by UK Government and supported by the Department for Education, the LSIP enables local employers to influence the skills development of their current and future workforce.

4.2 The LSIP was developed through extensive collaboration with employers, education providers, and stakeholders. The LSIP provides a comprehensive framework for addressing the Kent & Medway's unique skills challenges across five priority sectors:

- Manufacturing & Engineering
- Construction
- Fresh Food & Food Production
- Education
- Health and Social Care

- 4.3 The most recent [LSIP report](#) was published in June 2025 and highlights examples of recent activity including:
- The establishment of a construction Academy at EKC Canterbury College
 - Digital skills in social care courses
 - The launch of the Thanet Earth Centre of Excellence at Hadlow College
- 4.4 Given that the skills and workforce landscape is constantly evolving, the LSIP is a plan that requires regular reviews and updating. Currently in its third phase of activity, work on a new 3-year LSIP for Kent & Medway covering the period of 2026-29 is now underway. Over the next few months, work will focus on gathering intelligence and analysis the latest skills and employment data activity and facilitating sector roundtable discussions with employers to understand the emerging local training and skills gaps.

5. The Get Kent & Medway Working Plan

- 5.1 KCC was asked in April 2025, by the Department for Work & Pensions (DWP), to coordinate the development of a local Get Britain Working Plan. The plan was to be agreed collaboratively by KCC and Medway Council as the two upper tier authorities, Jobcentre Plus and the Integrated Care Board. The plan was finalised over the summer and published in October. The full plan is available on the [KCC Website](#).
- 5.2 The plan focuses on health, work, and skills across Kent & Medway and includes:
- An analysis of key local labour market challenges for different groups of people and employers.
 - An overview of the support available for individuals and employers
 - How local organisations can work together to support those looking for a job.
 - How to tackle barriers that prevent people from working.
- 5.3 Key findings in the plan are as follows:
- 215,000 people are not part of the active working economy in Kent & Medway (this excludes students and retired people). This figure is made up of a high numbers of carers (74,000), people who have long-term sickness or disability (57,000) and people who are unemployed (40,000).
 - The rates of young people who are not in education, employment or training (NEET) in Kent and Medway are significantly above comparator areas for 16/17 year olds
 - The main causes of supply and demand issues in the labour market include:
 - Workforce skills gaps with employers saying recruitment is a problem and citing gaps in existing workforce capabilities
 - Mismatches in employer / employee expectations a gap in terms of younger people lacking job readiness skills and confidence for work
 - This employer-employee gap is more acute in respect of potential employees with complex needs. Employers (especially SMEs) report concerns about whether they are able to make reasonable adjustments for employees with disabilities

- For young people there has been a sharp decline in education provision for those who are not, or perceive they are not, suited to a traditional academic route and require places at Level 2 and below
- Jobcentre Plus teams report health issues as a widespread driver of economic inactivity (mental health and musculoskeletal problems)
- There is a high number of economically inactive people with learning disabilities
- A high prevalence of health issues creates care demands on unpaid family members, which limits those family members' ability and availability to work
- Data shows that there are over 150,000 unpaid carers in Kent and Medway, around a third of whom provide care for more than 50 hours a week.

5.4 Now the plan has been published, KCC and its partners and stakeholders are working on the delivery plan to identify activities that can enable the Kent & Medway 'system' to tackle the challenges identified in the plan. Input and steer will be received from a number of groups and partnerships including the Kent & Medway Economic Partnership, the Strategic Partnership for Health & Economy, and The Employment Task Force.

5.5 The action plan is available in the published plan via the link above and focuses on five areas of activity:

1. Focus on the individual
2. Focus on employers
3. Influence training and work supply
4. Influence the wider determinants of health and work
5. Operate as a system

6. Skills Bootcamps

6.1 [Skills Bootcamps](#) are intensive, Level 3-5² or equivalent flexible training courses up to 16 weeks, which equip adults with technical skills that enable them to access in-demand jobs, apprenticeships, new opportunities and an increased level of income over time.

6.2 KCC is the accountable body for the Kent & Medway 2025-26 Skills bootcamps programme which funded by the Department for Education and is delivering courses across six key sectors:

- Creative Industries
- Agri-food
- Construction
- Retail
- Health & Social Care
- Early Years & School

² There are nine qualifications levels in England. Level 3 includes A-level, T-Level, level 3 NVQ, advanced apprenticeship. Level 4 includes certificate of Higher Education, higher apprenticeship, level 4 NVQ. Level 5 includes diploma of higher education, foundation degree, level 5 NVQ.

- 6.3 The programme launched in July 2025 and KCC is working with 12 training providers to deliver 60 courses. There are now spaces for 647 learners to participate in a course which lead to a guaranteed job interview for people currently out of work or an enhanced job role for existing employees. Over half of the course places in Kent & Medway are in construction and the team is working with the Lower Thames Crossing to deliver two courses at the new skills hub. As at October 2025, over 200 places have been filled and a number of courses are well underway including in construction and social care.
- 6.4 Employers and learners can find out more and register their interest via the website: [Skills Bootcamps | Kent Adult Education](#).

7. Connect to work

- 7.1 The Kent & Medway [Connect to Work programme](#) went live on 30th June and has just completed its first full quarter of operation. KCC is the accountable body for this DWP-funded supported employment programme that aims to support over 9,000 people into work, or to remain in work by 2030. The programme can help people with a long term health condition, disability or other potential disadvantage.
- 7.2 The Education People (TEP) is the first service provider commissioned to deliver the programme, with a procurement process currently underway to secure a further three providers. As at October 2025, 305 participants have started on the programme with 11 people already having reported first earnings i.e. securing employment.
- 7.3 As the county was among the first four areas in the UK to launch, we have recently been allocated an additional £400,000 to spend before April 2026 which will support an additional 117 participants during year 1 (total target now 1407).
- 7.4 KCC's Connect to Work team has been working closely with KCC's Marketing and Resident Experience (communication) team to develop leaflets, posters, graphics for GP waiting room screens, social media content and more to promote the programme as widely as possible. Referrals have been coming in from every Jobcentre in Kent and Medway and the team and TEP have been working with stakeholders across all eligibility groups to reach suitable participants.

8. Next steps and Conclusions

- 8.1 This report has provided an overview of the progress in implementing Ambition 2 within the Kent and Medway Economic Framework. As can be seen above, significant work is underway with more future activity planned to support sustainable growth of Kent & Medway's economy, through to 2030.

Contact details:

Report Author: Steve Samson Job title: Head of Economy Telephone number: 03000 417167	Director: Stephanie Holt-Castle Job title: Director of Growth & Communities
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Email address: steve.samson@kent.gov.uk	Telephone number: 03000 412064 Email address: stephanie.holt-castle@kent.gov.uk
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From: Paul King, Cabinet Member for Economic Development and Coastal Regeneration

Simon Jones, Corporate Director Growth, Environment and Transport

**To: Growth, Economic Development and Communities
Cabinet Committee - 11 November 2025**

Subject: The Regional Energy Strategic Plan

Classification: Unrestricted

Electoral Division: County Wide

Summary: This paper briefs the Cabinet Committee on the Regional Energy Strategic Plan (RESP), the transitional Regional Energy Strategic Plan (tRESP), and Kent County Council's (KCC) role in shaping the energy system in the South East, including outlining the national policy context and clean power targets within which the RESPs are being developed, regional boundaries, governance arrangements, and the purpose and initial draft outputs of the tRESP relevant to Kent.

Recommendation: The Committee is asked to note the contents of the report and make recommendations to the Cabinet Member for Economic Development and Coastal Regeneration on the County Council's participation in the transitional Regional Energy Strategic Plan (2026-2028) and full Regional Energy Strategic Plan (2028 onwards).

1. Introduction and Background

- 1.1 Clean Power 2030 (CP2030), published in December 2024, is the UK's strategy to deliver a predominantly clean electricity system by 2030¹. Led by the Department for Energy Security and Net Zero (DESNZ), it aims to ensure that:
 - Clean sources produce at least as much power as Great Britain consumes annually; and
 - At least 95% of electricity generation comes from clean sources such as renewables, nuclear, hydrogen, and carbon capture-enabled plants
- 1.2 Regional Energy Strategic Plans (RESPs) were announced by Ofgem, the UK's energy regulator, in November 2023, and are key to achieving CP2030. They will be produced across the 11 regions of Great Britain (see map at 2.1) with the aim of ensuring regional priorities and spatial plans integrate into national energy system planning and support the Government's CP2030 target.

¹ <https://www.gov.uk/government/publications/clean-power-2030-action-plan>

“The purpose of the RESPs will be to support coordinated development of the energy distribution system and enable long-term investment to be made with confidence and ahead of need”².

- 1.3 Led by the National Energy System Operator³ (NESO), RESPs will be responsible for ensuring local objectives and aspirations that require energy are translated into investment in the necessary energy infrastructure and networks.
- 1.4 Ensuring energy supply matches demand as electrification accelerates is vital to the development and growth of Kent and Medway in the coming years. The lack of generation within Kent means that the county is already a net importer of energy from abroad and from the UK transmission network and this disparity will increase if we do not build more regional sources of generation. Securing resilient infrastructure for sustainable growth and enabling innovative, creative, & productive businesses – two of the Kent and Medway Economic Framework’s⁴ five core ambitions – will only be possible in the long-term through investments in the energy system at the right time, and in the right locations.
- 1.5 Ultimately, RESPs aim to ensure that local areas get the energy infrastructure they need to meet local growth ambitions, and help communities to access reliable, clean and affordable energy. It is a whole-system approach to planning, replacing (currently) fragmented energy infrastructure planning with coordinated regional strategies.
- 1.6 Alongside the 11 RESPs, NESO is developing a Strategic Spatial Energy Plan (SSEP) for Great Britain’s Energy System. The overall goal of the SSEP is to help accelerate and optimise the transition to clean, affordable and secure energy across Great Britain by providing a guide for industry and the public as to the likely shape of our future energy system. The SSEP will interact with and inform the RESPs – and vice versa – to align top-down and bottom-up energy system planning⁵.

2. RESP regions

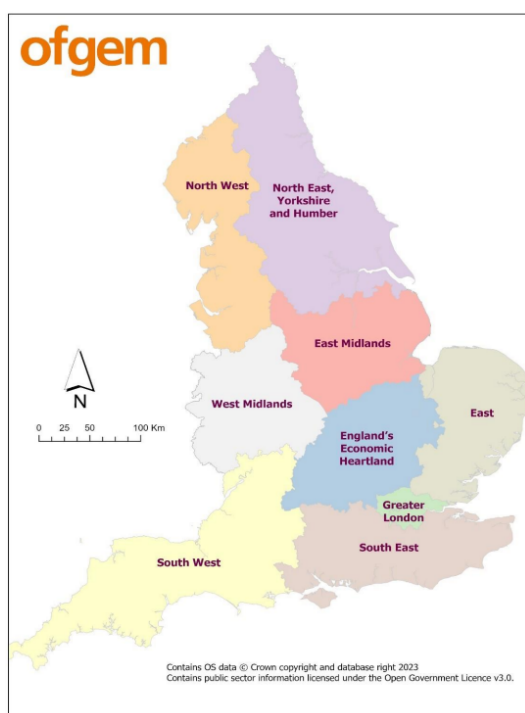
- 2.1 The 11 RESP areas consist of one region covering Wales, one region covering Scotland and a further nine regions covering England.

² [Regional Energy Strategic Plan policy framework consultation](#)

³ NESO launched on 1 October 2024 as an independent, publicly owned system planner and operator regulated by ofgem. It was established to accelerate the country’s energy transition through a ‘whole system’ approach and replaced the former National Grid ESO. Its core role is to centrally and strategically plan the development of the UK’s energy system.

⁴ www.kmep.org.uk

⁵ [Strategic Spatial Energy Plan: commission to NESO](#)



Map 1. Proposed RESP regional model for England⁶

- 2.2 The proposed South East RESP area represents a population of 7.71 million people and mimics the Transport for the South East Sub-national Transport Body boundary. It incorporates Kent, Medway, Berkshire, Hampshire, the Isle of Wight, Surrey, East Sussex, West Sussex and Brighton & Hove.

3. Regional governance arrangements

- 3.1 Ofgem proposes each region has a strategic board to facilitate transparency, heighten visibility of regional priorities and provide oversight of RESP development. Importantly for KCC, it is suggested that the Strategic Board be made up of local (upper tier/strategic authorities) and devolved government and network company representatives, as well as any wider cross-sector actors highly relevant to energy system and spatial planning in a region. The Strategic Board should provide a forum for collaboration, navigating trade-offs and supporting whole system planning.
- 3.2 Sign-off of each region's RESP will sit with its strategic board where a clear majority consensus can be reached. In the absence of a consensus, sign-off will revert to Ofgem. Each RESP will be updated every three years.
- 3.3 Ofgem believe that effective institutional arrangements for the RESPs need to be in place and delivering benefits by the end of the decade. To achieve this, the capability to deliver the RESPs aims to be set up by late 2025 and for the initial output to be produced in 2026 to inform the setting out of the next price control (the price control is the regulatory framework used by Ofgem to limit how much energy network companies and suppliers can charge consumers). The full RESPs, to be in operation from 2028 onwards, will be signed off by

⁶ [Regional Energy Strategic Plan policy framework consultation](#)

each region's strategic board. KCC will therefore have significant influence over regional energy planning in the near future.

- 3.4 In the meantime (from Q1 2026 to Q4 2027), a transitional RESP (tRESP) will be produced for each region. This will be designed from the top down (led by Ofgem/NESO), with organisations that will form future strategic boards (i.e. KCC) feeding evidence into the tRESP but without sign-off powers. The full RESPs (2028 onwards) will be driven from the bottom up (at least this is the proposal)⁷.

4. The transitional RESP (tRESP)

- 4.1 The tRESP is the first formal output of NESO's new strategic planning role, designed to align regional energy needs with national targets and investment priorities.
- 4.2 The tRESP aims to:
- Identify Strategic Investment Needs (SI) across electricity, gas, and hydrogen networks
 - Model short-term (10-year) and long-term (to 2050) energy pathways for each region
 - Integrate local priorities (e.g. housing, transport, industrial growth, renewables) into national energy planning
 - Accelerate decarbonisation and economic development by targeting network upgrades where they're most needed⁸.
- 4.3 There is limited opportunity for KCC to influence the tRESP compared to the full RESP. NESO/Ofgem have been tasked by Government to lead the tRESP due to the perceived urgency of energy system reform (to meet ambitious government renewables targets and to increase energy security following Russia's invasion of Ukraine). It is believed that the institutional arrangements are not yet in place, and the capacity for relevant local actors to effectively plan the regional energy system, are currently insufficient to create a full RESP by Q1 2026. However, KCC has responded to RESP consultations and fed data into the regional NESO team that are creating the tRESP. It was our suggestion that the Strategic Board have sign-off powers for the full RESP, something that NESO/Ofgem had not proposed initially, that led to this change.

5. tRESP draft outputs relevant for Kent⁹

Demand side

- The South East region is reliant on the transmission network to import energy to the region from abroad and other parts of Great Britain (GB) to meet peak demand due to low volumes of local generation on the south

⁷ [Decision on the Regional Energy Strategic Plan Policy Framework](#)

⁸ [transitional Regional Energy Strategic Plan \(tRESP\) Consultation | National Energy System Operator](#)

⁹ [tRESP Pathways | National Energy System Operator](#)

coast. Additional interconnectors and significant generation and demand projects anticipated in the region are expected to further impact the transmission network, alongside increased distribution loads.

- As of 2024, the South East RESP region reported a fuel poverty rate of 9.4%, below the national average of 11.0%. Of the 57 lower tier authority areas (including unitary authorities), 37 have a fuel poverty rate below 10%. However, the picture across the region is varied. There is a trend that coastal areas tended to be most affected by fuel poverty, with the 15 worst affected local authority areas all having a coastline. Hastings and Thanet are worst affected with fuel poverty percentages above 14%. At a ward level in Kent, Sheppey East in Swale, Folkestone Central, Folkestone Harbour, Tower Hamlets in Dover, and Barton in Canterbury experience fuel poverty percentages above 20%. This highlights the locality of such statistics and that while the South East as a whole has lower levels of fuel poverty than many other RESP nations and regions, there are still significant areas of fuel poverty within the region.
- For domestic heat pumps, the baseline at the end of 2024 was 54,000 installed units across the South East RESP region, of all types (air source, ground source). This is projected to rise to 330,000 in 2030, and 3,054,000 in 2050. A household that replaces a gas boiler with a heat pump increases its demand for electricity by around 60% per year¹⁰, thereby placing significant extra demand on the electricity grid.
- For electric vehicles, the baseline at the end of 2024 was 317,000 vehicles of all types (pure, hybrid, car, van, motorcycle, coach, heavy goods vehicles) across the South East RESP region. This is projected to rise to 1,827,000 vehicles in 2030, and 5,919,000 vehicles in 2050 (forming 14.5% of electric vehicles in GB by mid-century). As with heat pumps, this corresponds to a significant increase in electricity demand on the grid as an average household that converts from a petrol car to an electric vehicle will use between 30 and 40% more electricity than before making the change¹¹.

Supply side

- In order to achieve a clean power system, the Government has set targets for clean energy generation that need to be achieved by 2030. The total target for GB for batteries is 11.2 gigawatts (GW¹²), for solar 36.2 GW, and for onshore wind 13.2 GW (there are also targets for nuclear and offshore wind, but these projects tend to connect directly to the transmission network and so are not relevant for the RESP/tRESP, which focuses on the distribution network. The transmission network carries electricity over long distances at high voltages from power stations to regional

¹⁰ [Household Heat Pump Adoption and Energy Use | NBER](#)

¹¹ [How much electricity will the UK need as it switches to electric heating and cars? | Carbon Commentary](#)

¹² A gigawatt is a unit of power. Power measures the rate at which energy is generated, used, or transferred. Watts are the standard unit of power, and a gigawatt is a much larger unit, equivalent to one billion watts.

substations, while the distribution network delivers electricity at lower voltages from those substations to homes and businesses).

- The UK Government's Clean Power 2030 (CP2030) Action Plan Connections Reform Annex¹³ published in April 2025, provided national and regional target capacity breakdowns – at Distribution Network Operator level – for batteries, solar and onshore wind. For the South East RESP area, this corresponds to 3.3 Giga Watts (GW) of distribution-connected solar capacity in the region. For onshore wind generation, the plan calls for 300 Mega Watts (MW) and for battery storage it calls for 1 GW.
- The South East RESP region currently has one of the highest installed solar capacities of the RESP areas, with 1.1 GW of installed capacity. An additional 2.8 GW is listed as 'planned' within the renewable energy planning database, again one of the highest totals across the RESP areas. The solar generation capacity is spread across the region, with projects of varying scale, and is on course to meet the 3.3 GW regionally aligned tRESP target.
- In contrast, there is 90.9 MW of onshore wind installed and a further 39.5 MW planned in the South East, one of the lowest totals across RESP areas. This reflects a combination of planning policy, population density and scarcity of natural wind resource.
- Battery storage capacity has seen significant growth in recent years but is a more recent addition to the GB wide energy system. The South East currently has 288 MW of installed capacity from batteries. However, there is a planned additional 5.3 GW, reflecting the steep increase in planned deployments.

6. Conclusion

- 6.1 The energy system is changing nationally and locally at a rapid pace. The transition towards a more renewables-based system requires careful and considered planning, and the RESPs are intended to ensure that national energy policy and targets are met through regionally appropriate projects.
- 6.2 As an upper-tier authority, KCC is set to play a key role in the future design of the South East's energy system, helping to ensure that Kent's residents and businesses benefit from a secure and efficient energy supply. From 2026-2027, KCC will work closely with NESO to help identify strategic investment needs for Kent's energy system and ensuring that local priorities are represented in national energy planning. From 2028 onwards, as a member of the strategic board for the South East RESP, KCC will play a more central role in the design and implementation of the regional energy system, with sign-off powers for the final plans.

¹³ <https://assets.publishing.service.gov.uk/media/67f3b417d3f1efd2ce2ab8a5/clean-power-2030-action-plan-connections-reform-annex-update.pdf>

7. Contact Details

Report Author: Tom Henderson Job title: Principle Strategic Energy & Infrastructure Officer Telephone number: 03000 415248 Email address: Tom.Henderson@kent.gov.uk	Director: Stephanie Holt-Castle Job title: Director of Growth & Communities Telephone number: 03000 412064 Email address: stephanie.holt-castle@kent.gov.uk
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From: Paul King, Cabinet Member for Economic Development and Coastal Regeneration

Simon Jones, Corporate Director, Growth, Environment & Transport

To: **Growth, Economic Development and Communities Cabinet Committee – 11 November 2025**

Decision No: N/A – For information only

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

Classification: **Unrestricted**

Past Pathway of Paper: Cabinet Member Decision

Future Pathway of Paper: N/A

Electoral Division: County-wide

Summary: This report informs the Cabinet Committee of a decision taken between scheduled meetings, in accordance with the Council's constitution. The decision (25/00084) reinstates a Visitor Economy and Inward Investment Service for Kent & Medway. This action could not reasonably be deferred to the next programmed meeting due to the reasons outlined below in paragraphs 2.1 to 2.4 below.

Recommendation:

The Cabinet Committee is asked to note that decision 25/00084 to reinstate a Visitor Economy and Inward Investment Service for Kent & Medway was taken between meetings of the Cabinet Committee in accordance with the process set out in the Council's constitution.

1. Introduction

1.1

The Cabinet Member for Economic Development and Coastal Regeneration has taken decision 25/00084 to reinstate a Visitor Economy and Inward Investment Service for Kent & Medway as it could not reasonably be deferred due to the reasons set out in paragraphs 2.1 to 2.4 below.

2. Background to decision

2.1 The closure of Visit Kent and Locate in Kent has created a significant gap in Kent & Medway's business support and economic development landscape. Both organisations were widely recognised as the main contact points for investment and tourism in Kent & Medway.

2.2 The reinstatement of visitor economy and inward investment services is essential for the following reasons:

- Restoring Confidence:
 - Re-establishing these services is crucial to restore business and sector confidence and to ensure Kent & Medway is seen as open for business.
- Economic Impact:
 - Locate in Kent supported 1,130 companies over 28 years, helping to create or retain 70,165 jobs (about 7% of the local workforce).
 - Visit Kent supported hundreds of businesses annually, contributing to a tourism sector worth £4bn GVA, with 6,000 businesses and 75,000 employees (about 11% of local jobs).

2.3 Following the liquidation of both organisations, stakeholders highlighted the need for swift restoration of services to prevent Kent and Medway from falling behind other regions in promoting tourism and attracting inward investment. Kent and Medway were seen as best placed to take on the leadership role to develop a practical and financially sustainable solution.

2.4 Taking this decision has enabled Kent County Council to move quickly to address industry and stakeholder concerns to provide an affordable baseline support while longer-term solutions are developed.

3. Recommendation(s)

The Cabinet Committee is asked to note that decision 25/00084 to reinstate a Visitor Economy and Inward Investment Service for Kent & Medway was taken between meetings of the Cabinet Committee in accordance with the process set out in the Council's constitution.

4. Background Documents

- Decision: 25/00085 - Reinstate a Visitor Economy and Inward Investment Service for Kent & Medway.

Contact details Report Author Theresa Warford, Staff Officer Theresa.warford@kent.gov.uk 03000 417192	Relevant Director Simon Jones Corporate Director, Growth, Environment and Transport Simon.jones@kent.gov.uk 03000 41163
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**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 2025-2026**

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

15 JANUARY 2026 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	Performance Dashboard	Quarterly
7	KMEF – Ambition 4 - Place economic opportunity at the centre of community wellbeing and prosperity	Deep Dive
8	Final Draft Budget	Corporate Finance Paper
9	Folkestone Library Long Term Location	Key Decision
10	Mineral Sites Plan and Local Development Scheme	Key Decision
11	Kent & Medway Business Fund Loan Scheme	Key Decision
12	Work Programme	Standing item
12 MARCH 2026 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	Kent & Medway Business Fund Monitoring	Bi-annual report
7	KMEF – Ambition 1 - Enable innovative, productive and creative businesses	Deep Dive

8	Kent Design Guide	Key Decision
9	Strategic Risk Register	Annual Item
10	Work Programme	Standing item
7 MAY 2026 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	Performance Dashboard	Quarterly
7	KMEF – Ambition 5 - Create diverse, distinctive and vibrant places	Deep Dive
8	Work Programme	Standing item
8 JULY 2026 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	Work Programme	Standing item

Key Decisions to be scheduled