

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

MINUTES of a meeting of the Growth, Economic Development and Communities Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 22 March 2022.

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

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

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

UNRESTRICTED ITEMS

48. Apologies and Substitutes

(Item 2)

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

49. Election of Chair

(Item 3)

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

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

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

(Item 4)

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

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

Item 10

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

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

Item 11

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

51. Minutes of the meeting held on 13 January 2022

(Item 5)

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

52. Verbal updates by the Cabinet Members and Corporate Director

(Item 6)

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

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

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

RESOLVED that the verbal updates be noted.

53. District Visits Programme 2022

(Item 7)

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

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

RESOLVED that the District Visits Programme 2022 report be noted.

54. Developer Contributions for Education

(Item 8)

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

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

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

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

55. Domestic Homicide Reviews (Kent and Medway)

(Item 9)

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

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

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

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

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

56. Levelling Up White Paper - Presentation

(Item 10)

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

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

RESOLVED that the content of the presentation be noted.

57. Nutrient Neutrality

(Item 11)

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

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

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

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

This item was taken before Item 11.

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

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

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

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

59. Green Economy - Prospects and Opportunities

(Item 13)

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

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

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

RESOLVED that the report be noted.

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

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

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

RESOLVED that the report be noted.

61. Work Programme 2021/22
(Item 15)

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

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

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Government's flagship programme to revitalise the UK

Headlines:

Goal:

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

How:

By focussing on:

- 6 capitals
- 5 pillars
- 12 missions

(details shown on next slide)

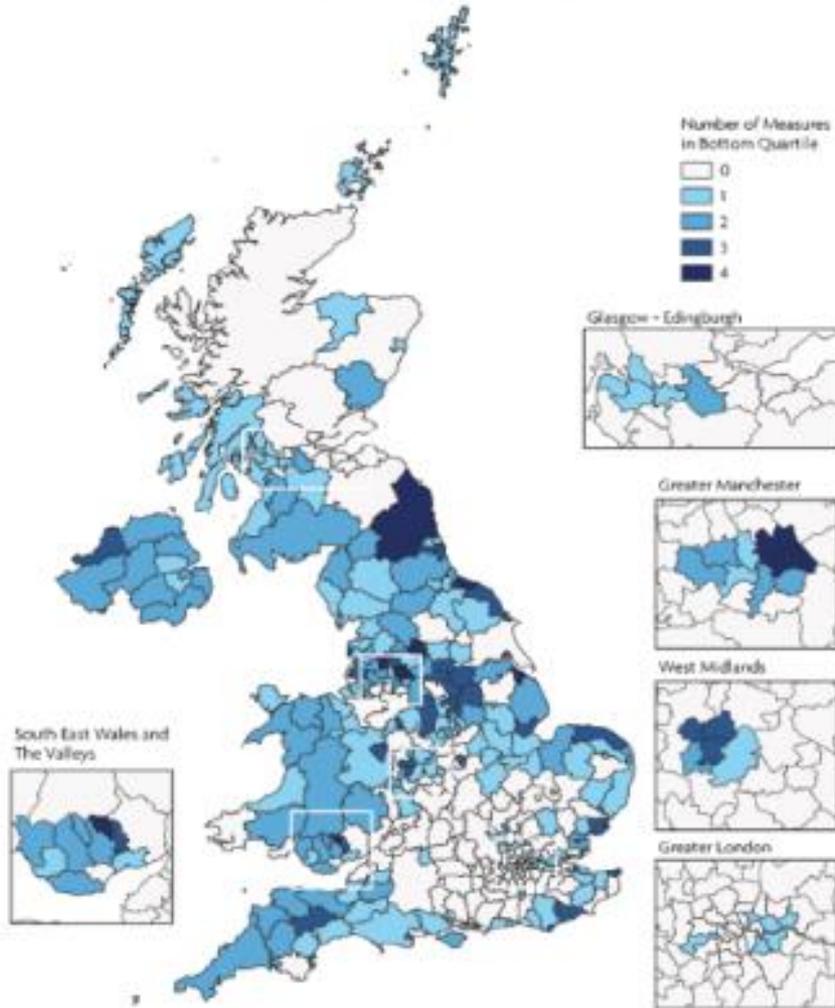
- It is a macro document that contains multiple micro policies from across Whitehall.

Question for local stakeholders:

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

Figure 1.13 Spatial patterns: Which places are most left behind? Local authorities in the bottom quartile for level 3+ equivalent skills in the adult population, Gross Value Added (GVA) per hour worked, Median Gross Weekly Pay and healthy life expectancy³¹

Page 2



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

6 Capitals:

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



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

Table 2.3 Devolution Framework

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

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

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

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

* refers to functions which are only applicable to combined authorities

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

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

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

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

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

Mission One - Living Standards

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

Mission Two – Research & Development

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

Mission Nine – Pride in Place

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

Mission Twelve – Local Leadership

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

The policy programme is focused on:

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

Government's Next Steps

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