

**GROWTH ECONOMIC DEVELOPMENT AND  
COMMUNITIES CABINET COMMITTEE**

**Tuesday, 16th September, 2014**

**10.00 am**

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





## AGENDA

### GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Tuesday, 16 September 2014 at 10.00 am

Ask for: **Christine Singh**  
**Ext: 4334**

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

*Tea/Coffee will be available 15 minutes before the start of the meeting*

#### **Membership (13)**

Conservative (8): Mr M A Wickham (Chairman), Mr S Holden (Vice-Chairman),  
Mr M A C Balfour, Mr A H T Bowles, Miss S J Carey,  
Mr J A Kite, MBE, Mr G Lymer and Mr C Simkins

UKIP (2) Mr M Baldock and Mr F McKenna

Labour (2) Mrs E D Rowbotham and Mr R Truelove

Liberal Democrat (1): Mr B E Clark

#### **Webcasting Notice**

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#### **UNRESTRICTED ITEMS**

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

#### **A - Committee Business**

A1 Introduction/Webcast announcements

A2 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A3 Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any

matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared

A4 Minutes of the meeting held on 8 July 2014 (Pages 7 - 18)

To consider and approve the minutes as a correct record

A5 Verbal updates

To receive a verbal updates from the Cabinet Members for Economic Development and Community Services and the Corporate Director for Growth, Environment and Transport including the following:

- North Kent and Thamesgateway Update
- Kent School Games Cultural Celebration

A6 PRESENTATIONS:

- Kent Education Business Partnership - Ann McNulty, Chief Executive
- Proposition on Ashford – John Bunnett, Ashford Borough Council

**B - Key or Significant Cabinet/Cabinet Member Decision(s) for Recommendation or Endorsement**

B1 Support for Kent Downs and East Kent LEADER Programmes 2015- 2020 (Pages 19 - 24)

To receive a report from the Cabinet Members for Economic Development, and Community Services; and the Interim Corporate Director for Growth, Environment and Transport that gives a background to the activity undertaken to develop a Kent Downs and Marshes Leader Programme bid for funding from the Rural Development Programme for England 2014-2020. It also deals with the opportunity that has arisen to create a new Leader area in East Kent as part of the process which will enable more of the rural parts of the county to benefit from the opportunities provided by external funding.

**C - Other items for comment/recommendation to the Leader/Cabinet Member/Cabinet or officers**

C1 Planned consultation on the structural options to deliver Kent County Council's Libraries, Registration and Archive Services (Pages 25 - 32)

To receive a report by the Cabinet Member for Community Services and the Corporate Director, Growth, Environment and Transport Directorate that summarises the steps taken so far in the review of Libraries, Registration and Archives as part of phase one of the Facing the Challenge Transformation Programme. It outlines the options that have been considered including benefits and advantages and the outline plan to consult with the public, staff, unions and elected members and all other stakeholders about all the options including our preferred option.

**C2 Kent and Medway Growth Strategy (Pages 33 - 36)**

To receive a report from the Cabinet Members for Economic Development, and Community Services; and the Interim Corporate Director for Growth, Environment and Transport that explains the process through which it is proposed that the Kent and Medway Growth Strategy will be revised and finalised in the light of recent funding decisions and the wider policy landscape. It also sets out how the Growth Strategy will relate to other county-wide strategies for transport, housing and the environment, which are also to be revised during 2014/15, as well as plans and strategies at District and sub-county level.

**C3 Local Growth Fund: Outcomes for Kent (Pages 37 - 42)**

To receive a report from the Cabinet Members for Economic Development, and Community Services; and the Interim Corporate Director for Growth, Environment and Transport that sets out the projects which have received funding in Kent, how the outcomes for Kent compare with other parts of the country and the work that is underway to draw down the funding.

**C4 Ebbsfleet Garden City UDC (Pages 43 - 52)**

To receive a report from the Cabinet Members for Economic Development, and Community Services; and the Interim Corporate Director for Growth, Environment and Transport that provides an update regarding the proposed Ebbsfleet Garden City and Urban Development Corporation. The report principally covers the appointment of the Chairman and the consultation launched by Government in August as well as providing an update on the interim governance arrangements.

**D - Monitoring of Performance**

**D1 Risk Management - Strategic Risks (Pages 53 - 64)**

To receive a report from the Cabinet Members for Economic Development, and Community Services; and the Interim Corporate Director for Growth, Environment and Transport that gives an overview of the strategic risks of relevance to the Growth, Economic Development & Communities Cabinet Committee. The paper also explains the management process for review of key risks.

**D2 Performance Dashboard (Pages 65 - 76)**

To receive a report from the Cabinet Members for Economic Development, and Community Services; and the Interim Corporate Director for Growth, Environment and Transport that shows the progress made against targets set for Key Performance Indicators.

**D3 Equality Annual Report (Pages 77 - 124)**

To receive a report from the Cabinet Members for Economic Development, and Community Services and the Interim Corporate Director for Growth Environment and Transport on a position statement for services within the Growth, Environment and Transport (GET) Directorate regarding equality and diversity work and progress on KCC Equality objectives for 2013/14.

## **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)*

Peter Sass  
Head of Democratic Services  
(01622) 694002

**Tuesday, 9 September 2014**

*Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.*

**KENT COUNTY COUNCIL**

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**GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES  
CABINET COMMITTEE**

MINUTES of a meeting of the Growth Economic Development and Communities Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Tuesday, 8 July 2014.

PRESENT: Mr M A Wickham (Chairman), Mr S Holden (Vice-Chairman), Mr M Baldock, Mr M A C Balfour, Miss S J Carey, Mr B E Clark, Mr J A Kite, MBE, Mr G Lymer, Mr F McKenna, Mrs E D Rowbotham, Mr C Simkins and Mr R Truelove

ALSO PRESENT: Mr M C Dance and Mr P M Hill, OBE

IN ATTENDANCE: Ms B Cooper (Corporate Director Growth, Environment and Transport), Mr R Gill (Economic Policy and Strategy Manager), Mr P Crick (Director Environment, Planning & Enforcement), Mr S Beaumont (Head of Community Safety and Emergency Planning), Mrs J Doherty (Business Transformation and Programme Manager), Mr R Fitzgerald (Performance Manager), Ms J Ward (Senior Partnership Officer) and Ms C A Singh (Democratic Services Officer)

**UNRESTRICTED ITEMS**

**16. Membership**  
*(Item A2)*

RESOLVED that the Growth, Economic Development and Communities Cabinet Committee noted that Mr M Baldock has replaced Mr R Latchford on this Cabinet Committee.

**17. Apologies and Substitutes**  
*(Item A3)*

Apologies were received from Mr Bowles.

**18. Declarations of Interest by Members in items on the Agenda**  
*(Item A4)*

1. Mr Balfour made a declaration regarding Item B2 as he is a Trustee of Alms Houses in the area.

2. Mr Wickham made a declaration regarding Item B1 advising that he was a Member of the Big Society Panel.

**19. Minutes of the meeting held on 15 April 2014**  
*(Item A5)*

RESOLVED that the Minutes of the meeting held on 15 April 2014 were correctly recorded and that they be signed by the Chairman.

**20. Verbal Updates**  
*(Item A6)*

1. The Cabinet Members, Mr Dance and Mr Hill, gave their verbal updates and highlighted the following:

*Mr Dance, Cabinet Member for Economic Development - Aviation*

2. Mr Dance advised that the publication of the Airports Commission, also known as the Davies Commission, final recommendations regarding the additional airport capacity in the UK were still awaited.

3. Mr Dance reflected on the news of the closure of Manston Airport. He advised that the decision regarding Manston Airport lay with private professionals and not with the local authority, however, when discussions take place the local authority would wish to be included. Mr Dance advised that Thanet District Council, as the planning authority, was looking into a compulsory purchase order (CPO) for Manston Airport. The District Council had appointed external consultants to conduct a Viability Study of Manston Airport. The Study was expected to be completed by the end of July 2014. Thanet District Council would then use that study to decide how to proceed.

*Lydd*

4. Mr Dance advised that the owner of Lydd Airport had ambitions to extend the runway. The owner was also looking to extend the business to supply executive jets and possibly helicopters service flying from Lydd Airport to Battersea and the City Airport, London.

*Ebbsfleet and Paramount Park*

5. Mr Dance shared the good news that Land securities had paid £356 million for a 30% stake in Bluewater Shopping Centre. Also a public consultation on Paramount Park would take place at a local level to seeking views on the scheme. Mr Dance considered that the two projects link well and would create many homes and 27,000 jobs and would see a step change in the infrastructure in the area. Mr Dance advised that for Paramount Park to be feasible 40% of the public would be travelling by public transport which would require more high speed train travel across the county.

*Mr Hill, Cabinet Member for Community Services- Arts/Sport*

6. Mr Hill highlighted that the Arts Council had published its list of funding to national portfolio holders on 1 July 2014. He considered that the results for Kent were generally good; one new addition to the portfolio was The Gulbenkian Theatre, Canterbury but two were dropped from the list; the Stour Valley Arts and the Propeller Theatre Company. The funding for Turner Contemporary remained the same and Jasmin Vardimon, Ashford, received an uplift in their revenue funding as well as a £3 million capital funding grant.

7. Turner Contemporary continued to do very well, exceeding targets. Mr Hill advised that he had sent a letter to all Members of the County Council advising them of the Piet Mondrian exhibition and encouraged Members to visit the exhibition that had received complimentary reviews nationally and internationally.



*The Queen Baton Relay*

8. Kent had pleasure at being one of the six counties to be selected to be part of the baton exchange. The Baton arrived in Tonbridge and ended in Maidstone at County Hall at an evening presentation, which was attended by Helen Grant the Minister of Sport and Dame Kelly Holmes.

*The Kent School Games*

9. The Fourth Year of Kent School Games was held on 25 June and was going from strength to strength with 35,000 school children participating. The Sports Minister was in attendance. This event was recognised nationally as an important national and county event.

10. Mr Hill advised that both the Arts and Sports events raised the profile of the County Council both nationally and in the County.

11. Mr Dance and Mr Hill responded to comments and questions by Members which included the following:

- a) A comment was made that Paramount Park would be an enormous opportunity for Kent accompanied by the plans for Ebbsfleet.
- b) In response to a question, Mr Hill advised that over the years support had been given to the County Cricket Team through funding contributions to the Cricket Academy.
- c) A Member recalled that the highspeed service on the North Kent line meant a reduction in services elsewhere.
- d) A comment was made that there were many military airports available to accommodate the resilience of airports.

12. RESOLVED that the information in the verbal updates be noted with thanks.

**21. Kent Big Society Fund: Annual Report to Kent County Council from the Kent Community Foundation**

*(Item B1)*

*(Report by Mr Hill, Cabinet Member for Community Services and Mr M Austerberry, Corporate Director of Growth, Environment and Transport)*

*(Mrs J Doherty Programme Manager and Mr A Garrett, Fund Manager for Kent Community Foundation were present for this item)*

1. The Cabinet Member for Community Services, Mr Hill, advised the Cabinet Committee why the County Council set up the Big Society Fund. Its aim was to address a gap in the market for social enterprises and entrepreneurs unable to access funding. By helping such people employment could be created across the County.

2. Mrs Doherty advised that this was the second annual report to the County Council by the Kent Community Foundation that manages this fund on the County Council's behalf. The fund was a response to a specific identified need within the market of financial products and within the former Bold Steps document.

3. Mr Hill, Mrs Doherty and Mr Garrett responded to comments and questions by Members which included the following:

- a) A comment was made that how the report was presented made it difficult to see what had been achieved in the year. Mrs Doherty explained that this was a cumulative report and the difficulty was the funding year was out of sync with the Council's financial year. Mrs Doherty agreed to look at better reflecting the key successes for future reports.
- b) Mrs Doherty advised that the fund was set up entirely from funding from Kent County Council and no funding was received from the Europe or directly from the government. However, there were discussions regarding the possibility of other national funds contributing into this as a type of local agency. The only caveat was that last year a decision was made that a small amount of this funding be used in order to match fund the Regional Growth Fund to set up the Frederick's Foundation element. Through the Kent Community Foundation discussions had also been taking place with local philanthropists about them contributing to the fund or aligning some of their 'giving' to the outcomes of this fund.
- c) A comment was made that the information in the text of the report was not in line with the information in the tables set out in the report. Mr Garrett explained that the information in the tables were the definitive figures in jobs created.
- d) Mr Garrett advised that there were four Kent Community Foundation trustees from businesses across the County and there were three County Councillors on the Fund Investment Panel.
- e) Mr Garrett advised that he worked with the organisations on a face to face basis from their first point of contact. Those that default on their loan was very small.

4. RESOLVED that the responses to comments and questions by Members and the report be noted.

## **22. Ebbsfleet Garden City Urban Development Corporation**

*(Item B2)*

*(Report by Mr Dance, Cabinet Member for Economic Development)*

*(Mr N Smith, Head of Development was present for this item)*

1. The Head of Development, Mr Smith, introduced the report that provided an update regarding the recent announcement in respect of Ebbsfleet Garden City and proposals to set up a Urban Development Corporation (UDC). It also outlined the opportunities and issues and sets out the next steps to be taken.

2. Mr Smith advised that:

- Kent County Council and Dartford and Gravesham Borough Councils were represented on the Senior Delivery Board and The Leader and Ms Cooper were representatives on the Delivery Board. The Chairman's appointment was due to take place in late July.
- Site boundaries formed part of the consultation.

- Planning powers transferred to the UDC (excluding plan making) including those by the County Council's waste and minerals. The UDC would determine all planning application, including both major strategic and minor sites.
- Key opportunities for the Ebbsfleet Valley were the proposed London Paramount leisure park on the Swanscombe Peninsula, creating 27,000 jobs and Ebbsfleet International Station offering domestic high speed services to London and Europe.

3. Mr Smith and Ms Cooper responded to comments and questions by Members which included the following:

- a) Members had concerns that planning powers were transferring to the UDC which was a nonelected forum. Mr Smith advised that the planning application had to be considered within the context of the Local Plans and had to be in accord with those Local Plans. There were three Local Authority Leaders on the UDC Board. Ms Cooper explained that over 95% of the plans already had outlined permission. The UDC served to accelerate delivery of development rather than delay it.
- b) In reply to a question, Ms Cooper advised that the details were not known as to how the planning applications by the UDC would be considered. The UDC still had to appoint a Chairman and appoint a Board.
- c) Members requested a comprehensive report to a future meeting when more detail was available.
- d) Ms Cooper confirmed that the Cabinet Committee could give feed back to the UDC Board.

4. RESOLVED that:-

- a) the responses to the comments and questions by Members be noted; and
- b) the progress to date and immediate next steps outlined in the report be noted.

## **23. Christmas/New Year 2013-14 Storms & Floods - Final Report** (Item B3)

*(Report by Mr M Hill, Cabinet Member for Community Services)*

*(Mr P Crick Director of Environment, Planning and Enforcement and Mr S Beaumont, Head of Community Safety and Emergency Planning were present for this item)*

1. The Cabinet Member for Community Services, Mr Hill, introduced the report that provided a full review of lessons learned from Christmas/New Year 2013/14 storms and flooding (and previous severe weather events) and the actions taken by KCC and its multi-agency partners.

2. Mr Hill advised that the severe weather was a toxic mix of strong winds and rain which brought power lines down causing 28,000 homes to lose power. He stated that Kent could be proud of the multiagency response. He advised that despite the Christmas break staff responded well by coming into work from their Christmas leave. He advised that the Review produced 12 recommendations on

lessons learnt and 5 recommendations on taking the improvements to flood risk forward. Mr Hill advised that a further report would be submitted to Cabinet in future.

3. Mr Crick gave a presentation on the lessons learnt using overheads. During the presentation Mr Crick advised that Cabinet had endorsed the 17 recommendations on 7 July 2014.

4. Mr Crick and Mr Beaumont responded to comments and questions by Members which included the following:

- a) A comment was made that there should be one point of contact for the public to receive information during severe weather conditions.
- b) A Member suggested that the issue of resilience was important and there needed to be strong political pressure put on the government to fund flood defences. The Chairman requested that the message should also include the views of this Cabinet Committee. Mr Crick explained that the government would contribute to flood defences through the Flood Defence Grant in Aid (FDGiA). Kent would have to establish a list of priorities. Additional contributions or partnership funding would be required to make up the shortfall. Without partnership funding flood defence schemes could not be delivered.
- c) A comment was made about areas that had experienced severe flooding being part of a major planning applications and no weight being given to the issue of flooding and there was no representation from KCC and the Environment Agency. Mr Crick advised that Kent County Council was the Flood Risk Management Authority and had made representation to all of the Planning Authorities in Kent as consultees. He explained that a planning application within a flood risk area would be required to provide details of flood mitigation within the application.
- d) A Member recommended that the flooding hotspots in Kent needed to be identified and the issues of blocked drains should be mapped by Highways. Mr Crick advised that Highways had a schedule of maintenance and were reactive to reported blocked drains.
- e) Members commended the work carried out by Mr Beaumont and his Team and the volunteers during the severe weather.
- f) A comment was made that the utility companies needed to be held to account regarding the flooding with raw sewage. Mr Crick confirmed that his team liaised with all the water companies six monthly and he chaired the Chief officer group
- g) A Member suggested that it was not unreasonable for local people to contribute to local solution to flooding. Mr Crick concurred that residents should help themselves. He agreed that the necessary information could be collated and put on one website. He concluded that a county wide policy regarding sandbags was required.
- h) It was suggested that more should be done to alert the public of predicted flooding.
- i) A suggestion was made that the Parish Councils had an important role to play for local communities to make their own flood plans. Mr Crick explained that his team did work with the Kent Association of Parish Council.
- j) Members were advised to contact Mr Beaumont if they wished to hold public consultation meetings and a 'flood fair' in affected areas.

k) Mr Crick explained that the flood emergency services dealt in Gold Silver and Bronze command structure. This structure was recognised nationally by the emergency services and the army.

5. Mr Beaumont thanked Members for their comments and advised the following:

- Emergency Plans would be refreshed.
- Work had begun with the Kent Resilience Forum (Legal Body) on recommendations 1-12 and partnership working.
- Mr Greg Clark MP, Flood Envoy had visited sites in Kent and his focus was on the utility companies and he would be reporting back to Cabinet.
- A programme of training was being rolled out to all Parishes at threat of flooding.

6. RESOLVED that:-

- a) the responses to comments and questions by Members be noted;
- b) that the recommendations detailed in the action plan in appendix 1 to the report be noted; and
- c) a report on options and progress on delivery against the action plan be submitted to a future meeting be noted.

## **24. Update on Regional Growth Funds**

*(Item B4)*

*(Report by Mr M Dance, Cabinet Member for Economic Development)*

*(Ms J Ward, Regional Growth Fund Programme Manager)*

1. The Cabinet Member for Economic Development, Mr Dance, introduced the report that detailed the progress of the three RGF schemes; Expansion East Kent, TIGER and Escalate. He advised that as the schemes came on board they were supported by the same officer Team who have built up knowledge and were able to replicate processes that had worked well. There were clear decisions made on clear presentations with good business plans, however there was a great deal of follow up when there was uncertainty on particular projects presented which created a lot of work for the officer Team. Mr Dance thanked the officers for the way they handled the businesses as there had been no reported complaints from applicants even by those that are refused.

2. The Regional Growth Fund Programme Manager, Ms Ward then gave a detailed overview of the report. Ms Ward highlighted that Expansion East Kent was being opened up to Ashford District today, 8 July and there was to be a Business to Business event held in Ashford International. Strategically KCC was now able to say that Regional Growth Funds were available to all Kent Districts. Ms Ward also highlighted that a Small Business Boost Fund was to be launched on 23 July 2014 and Members of this Cabinet Committee would be invited.

3. Ms Ward responded to comments and questions by Members which included the following:

- a) In response to a question, Ms Ward advised that Escalate's profile was for high growth companies but no companies were excluded in coming forward for Escalate. There were currently 9 companies that had come forward for Escalate. A high number of jobs were being created directly and indirectly as a result of Escalate. Escalate was meeting the aims and objectives that it was set up for. With regards the recycling of money for start-ups, Mrs Ward explained that Expansion East Kent had been running for longer and already there were returns coming through on investments. For both TIGER and Escalate the target of repayment was over a 5 year period and this would be realised in various tranches.
- b) Ms Ward agreed to report back to Mr Clarke regarding his question on Hybrid UKT regarding funding. [This was a company visited by Members of the Cabinet Committee on 20 June 2014].
- c) Ms Ward advised that when a company applied for funding they were required to produce a profile of the business detailing their expenditure and show their ability to match fund. The company was also required to give details of how it would safeguard the current jobs, all of this information formed part of the legal contract. Any variations to the contract had to agree with KCC.

4. RESOLVED that:-

- a) the responses to comments and questions by Members be noted;
- b) Mr Clark receives a reply to his question outside the meeting; and
- c) the progress to date in delivering the three Regional Growth Fund Schemes; Expansion East Kent, TIGER and Escalate be noted.

**25. Unlocking the Potential and Strategic Economic Plan: Update**  
(Item B5)

*(Report by Mr M Dance, Cabinet Member for Economic Development)*

*(Mr R Gill, Economic Strategy and Policy Manager was present for this item)*

1. The Cabinet Member for Economic Development, Mr Dance, introduced the report by thanking Mr Gill for all his work undertaken in Kent's bid for funding from the Local Growth Fund.
2. Mr Gill highlighted that the Government announced the Local Growth Fund allocation on Friday, 4 July 2014. The South East Local Enterprise area; Kent, Essex Medway and East Sussex had secured a total of £442 million in Local Growth Fund across a six year period, of which, £84 million was committed for 2015/16. This was approximately pro rata the allocation expected. SELEP's total bid was for £1.1 billion. The £442 million was allocated largely to the Transport Schemes, which was given a high priority on our agenda by the Kent and Medway Economic Partnership. Mr Gill tabled a paper, attached to these Minutes, which listed the specific schemes that secured Local Growth Fund money totalling £133 million.
3. Mr Gill highlighted that there was a £6 million allocation for Kent and Medway Growth Hub which was intended as a central mechanism to improve business

support across the County; sign posting and improving access to the access to finance schemes. A report would be submitted to the Cabinet Committee in the future on the emerging propositions to taking that forward.

4. Mr Gill then spoke on the issues that were yet to be clarified which included how the funding would flow and the nature of the contracts. Consideration would also need to be given on how this worked within a federated model for the Local Enterprise Partnership (LEP).

5. There were proposals for funding for land and property interventions but the government was not minded to support, which was consistent across the LEP area. There were suggestions that there may be further funding that could be bid for later in the year. If this opportunity arose a report would be submitted to this Cabinet Committee. There was also funding of £22 million to improve the Further Education Capital Estate.

6. Mr Gill responded to comments and questions by Members which included the following:

- a) In response to questions, Mr Gill advised the government had more interest in those schemes that started in 2015/16 as they want to see delivery. The schemes listed on page 103 of the report were those schemes that were national schemes and would be those that the Highways Agency (HA) would be responsible. The government had used some local growth fund money in some cases to contribute to HA schemes and M2 Junction 10a was part of that. It was disappointing that there was no reference in the text to M2 Junction. Ms Cooper advised that A2 Bean and A2 Ebbsfleet were on a budget line, it was just junction 5 that was not.
- b) In reply to a question, Mrs Cooper advised that many of the Local Plan District Plans were helped by the government's announcements, such as Maidstone Integrated Transport and Sturry Link Road, Canterbury. For others the impact of the announcements needs to be considered such as Swale.
- c) Ms Cooper advised that the response to the Maidstone Local Plan regarding Leeds and Langley By-Pass would be within the remit of the Environment and Transport Cabinet Committee portfolio.
- d) Mr Gill advised that a full profile was submitted up to and beyond 2021 in terms of completion of the schemes, so there was an awareness of when those schemes should happen but this had not yet been reconciled with the figures received.
- e) A comment was made regarding the funding allocated to Thanet Parkway to deliver a new railway station was a success for Thanet.

7. RESOLVED that:-

- a) the responses to comments and questions by Members be noted; and
- b) the anticipated next steps in securing Local Growth Fund, European Structural Fund resources and in taking forward *Unlocking the Potential* be reported to a future meeting of this Cabinet Committee and the report be noted.

**26. Performance Dashboard**  
(Item C1)

*(Report by Mr M Dance, Cabinet Member for Economic Development and Mr Hill, Cabinet Member for Community Services)*

*(Mr R Fitzgerald, Performance Manager was present for this item)*

1. The Performance Manager, Mr Fitzgerald introduced the report that showed progress against targets set for Key Performance Indicators using a Red, Amber, Green (RAG) rating. This was the first of this report to this newly appointed Cabinet Committee which now includes Libraries, Registration and Archives.

2. Mr Fitzgerald highlighted and explained some of the performance indicators within appendix 1 to the report including the Economic Development Performance Indicator 'Number of jobs created/safeguarded through RGF and KCC projects', explaining that this looked wider than the Regional Growth Fund and looked at all the activity including what was happening with Locate in Kent. In March 2013 we were ahead of target. The figures in the table were for this current year and not the accumulative position so this was for 2 months which was early to be judging the year's performance with 371 jobs so far against an expected 400 jobs which was an acceptable result. He then referred to the regional growth funds monies, where for TIGER and Escalate as at the end of May 42% of the funding had been allocated at Board approval stage. We would want to be at 44% at the end of May in order to be on track to reach 100% allocated by March 2015. He referred to the 'Funding levered into Arts and Culture' explaining that the funding did not coming in an even flow. He advised that compare to last year where the funds stood at £135k, there was now £504k which shows that we were ahead of last year although a lot of funding came in at the end of the year last year.

3. Mr Fitzgerald responded to comments and questions by Members which included the following:

- a) In response to a request, Mr Fitzgerald agreed to look at adding more detail regarding services such as Libraries to the report.
- b) Mr Fitzgerald confirmed that the average number of e-books issued per day was 313.

4. RESOLVED that responses to comments and questions by Members and the report be noted.

**27. Work Programme 2014/15**  
(Item C2)

*(Report by Head of Democratic Services)*

*(Ms C Singh, Democratic Services Officer, was present for this item)*

1. The Cabinet Committee received a report on the proposed work programme for the Growth, Economic Development and Communities Cabinet Committee for 2014/15.



2. RESOLVED that the Members were encouraged to forward their suggestions for future agenda items to the Chairman or the Democratic Services Officer and the work programme 2014/15 be noted.

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**By:** Mark Dance, Cabinet Member for Economic Development  
 Mike Austerberry, Corporate Director – Growth, Environment and Transport

**To:** Growth, Economic Development and Communities Cabinet Committee – 16 September 2014

**Subject:** Support for Kent Downs and East Kent LEADER Programmes 2015- 2020

**Classification:** Unrestricted

**Past Pathway of Paper:** Economic Development Cabinet Committee 23<sup>rd</sup> January 2014.

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

**Electoral Division:** Ashford, Canterbury, Maidstone, Swale, Shepway, Dover, Thanet.

**Summary:**

The report gives a background to the activity undertaken to develop a Kent Downs and Marshes Leader Programme bid for funding from the Rural Development Programme for England 2014-2020. It also deals with the opportunity that has arisen to create a new Leader area in East Kent as part of the process which will enable more of the rural parts of the county to benefit from the opportunities provided by external funding.

**Recommendation:**

The Cabinet Committee is asked to CONSIDER and ENDORSE, or make RECOMMENDATIONS to the Cabinet Member for Regeneration and Economic Development on the proposed decision to KCC remaining the accountable body for Kent Downs and Marshes Leader for the new Programme period ending in 2020 and also takes on this function for East Kent Leader. This would enable both Leader groups to have one administrative team looking after both and a sharing of back office functions, resulting in efficiencies and reduced staff costs.

**1. Introduction**

- 1.1 Leader is a way of spending money on local rural issues, identified by people living in that area. This bottom up approach leads to locally tailored opportunities based on the economic, social, environmental and land based sector of regenerated Leader area. Leader is part of the Rural Development Programme for England (RDPE) funded by Defra and the EU.
- 1.2 The money is locally controlled with decisions about which projects are funded being made by the Local Action Group (LAG) for the Leader area. The LAG is made up of private, public and civil society representatives. Each LAG develops a Local Development Strategy (LDS) for its given area and this

describes what the LAG aims to achieve and deliver based on locally identified priorities and actions. The LAG has delegated powers to bring forward, assess and fund projects in line with its LDS objectives, and address local priorities in an innovative, inclusive and locally specific way.

- 1.3 Under the last RDPE, 2007-2013, Kent was covered by two Leader areas – West Kent Leader and Kent Downs and Marshes Leader (KDML). Both groups operated successfully for the life of the Programme supporting over 100 rural projects, creating 83 jobs and securing investment value of £7.65m for their areas. This went hand in hand with a large number of community and environmental projects supported. A bid for a Leader area in East Kent was submitted in 2007, but was unsuccessful. Consequently there was no coverage for Thanet, large parts of Canterbury and Dover districts.

## **2. The 2014-2020 Leader Programme**

- 2.1 The RDPE will run from 2014 -2020. However, because of negotiations over CAP reform there has been a delay and funding will start on 1<sup>st</sup> January 2015. Both West Kent and KDML have prepared bids in the form of Local Development Strategies for the new RDPE 2014-2020. The emphases of the bids are jobs and growth and were submitted on 5<sup>th</sup> September and aligned to SE LEP plans and strategies. Because Leader areas are limited to a population cap of 150,000 (rural population) there have been a number of rural ‘white spaces’ on the Leader map of Kent that have previously not benefitted from coverage – East Kent being prominent.
- 2.2 As a consequence funding was secured from Defra to develop new Leader areas in an attempt to cover as much of the existing ‘white space’ as possible. This provided an opportunity to create a new Leader Programme to address the East Kent ‘white space’ issue and achieve almost whole coverage for the rural parts of the county, as well as maximising the funding opportunities available.
- 2.3 Action with Communities in Rural Kent has worked with the other Kent Leader groups, local authorities and has formed a Local Action Group to lead on and develop a Local Development Strategy for East Kent which was submitted to Defra along with West Kent and KDML submissions on 5<sup>th</sup> September.
- 2.4 Each Leader group has to have an Accountable body which is responsible for the delivery of the programme on behalf of the LAG, holds itself responsible for successful conclusion of the programme, and undertakes to ensure that financial propriety and compliance is observed in the management and administration of the Programme. The West Kent Partnership was the accountable body for West Kent Leader and KCC was the accountable body for the KDML under the 2007-13 Programme period.
- 2.5 It is recommended that KCC remains the accountable body for KDML for the new Programme period ending in 2020 and also takes on this function for East Kent Leader. This would enable both Leader groups to have one administrative team looking after both and a sharing of back office functions, resulting in efficiencies and reduced staff costs. The West Kent Partnership will remain the accountable body for West Kent Leader.

- 2.6 The Leader groups in Kent will be involved in a competitive process with other groups across England. The national Leader pot is £138m and at the time of bidding it was understood that 86 Leader groups were submitting an LDS. Defra hopes to eventually fund about 70 of these groups. However, the figure could be higher or lower than this target. Decisions will be announced in November.
- 2.7 If successful the three Leader areas could be awarded between them anywhere from £4.5m to £6.5m. This would be used to fund rural businesses and projects in the county to deliver jobs and growth.
- 2.8 SE LEP is also considering giving each successful Leader group an amount of up to £500k on top of its Defra award as a way of delivering part of its European Agricultural Fund for Rural Development.

### 3. Financial Implications

- 3.1 The Leader allocation for England is £138m and 86 Leader groups will be bidding for a proportion of this fund. Defra is looking to choose 70 Leader groups for funding through a competitive bidding process. Consequently each Leader group has been given an indicative allocation of three amounts (based on Leader population size and density). For KDML this is an amount between £1.781m and £2.519m. For East Kent, it is an amount between £1.480m and £1.936m. Leader groups have been asked by Defra to base their bids on a midpoint figure. This is £2.116m for KDM and £1.695m for East Kent.
- 3.2 If successful in its bid a Leader group can use a maximum of 18% of its allocation on administrating, promoting, monitoring the Programme and staff costs (these are fixed costs regardless of allocation). Depending on the allocation given to KDML and East Kent Leader and the costs for running the Programme there will be a shortfall of anything between £0 and £52,512 per year for the life of the Programme (6 years).

The lower end figure (£0) is based on both KDML and East Kent being awarded their **maximum** allocation. The higher end figure (£52,512) is based on KDML failing in its bid and East Kent being awarded its **minimum** allocation. There are a number of permutations and the exact amount will not be known until Defra makes its decisions.

Partners financially contributed to the last Programme and have been involved in the current bids. They have indicated willingness to financially contribute to the new Programme but this is not guaranteed. Therefore, the main financial implication for the accountable body is the need to commit to picking up the full shortfall if needs be for the Leader Programmes in KDML and East Kent if both are successful with their bids to Defra.

### 4. Bold Steps for Kent and Policy Framework

- 4.1 The new Leader Programme will help the economy grow, tackle disadvantage and put the citizen in control. The Programme will engage with rural businesses and communities to achieve growth and jobs It will provide external investment

from the EU and Defra funded RDPE 2014-2020 to enable the above actions to be met.

## **5. The Kent Downs and Marshes and East Kent Leader**

- 5.1** The Leader approach to rural development has operated successfully in the county for a number of years and has the full support of the main partners involved in developing the rural economy, assisting rural communities and enhancing the natural landscape through interventions designed to benefit local rural businesses and communities.
- 5.2** The programme brings rural investment into the county, creates and safeguards jobs, helps with business start ups and assists local communities manage change.
- 5.3** If all three Leader areas in Kent are successful in their bids to Defra over 95% of the rural area of the county will benefit from up to £6.5m external investment. This will draw in private sector investment as match funding for projects which will increase the project value by another 40% to 50% resulting in an estimated £10m+ investment into rural development. This figure would increase if SE LEP funds are awarded.

## **6. Recommendation**

- 6.1** The Cabinet Committee is asked to CONSIDER and ENDORSE, or make RECOMMENDATIONS To the Cabinet Member for Regeneration and Economic Development on the proposed decision to KCC remaining the accountable body for Kent Downs and Marshes Leader for the new Programme period ending in 2020 and also takes on this function for East Kent Leader. This would enable both Leader groups to have one administrative team looking after both and a sharing of back office functions, resulting in efficiencies and reduced staff costs.

## **7. Background Documents**

Kent Downs and Marshes Leader and East Kent Leader Local Development Strategies.

## **8. Contact details**

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# KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TO BE TAKEN BY:**

Mr M Dance, Cabinet Member for Economic Development

**DECISION NO:**

14/00107

**For publication****Non Key decision****Subject: Support for Kent Downs and East Kent LEADER Programmes 2015- 2020****Decision:**

As Cabinet Member for Economic Development, I agree to:-  
KCC remaining the accountable body for Kent Downs and Marshes Leader for the new Programme period ending in 2020 and also takes on this function for East Kent Leader. This would enable both Leader groups to have one administrative team looking after both and a sharing of back office functions, resulting in efficiencies and reduced staff costs.

**Reason(s) for decision:**

The new Leader Programmes will help the economy grow, tackle disadvantage and put the citizen in control. The Programmes will engage with rural businesses and communities to achieve growth and jobs They will provide external investment from the EU and Defra funded RDPE 2014-2020 to enable the above actions to be met.

**Cabinet Committee recommendations and other consultation:**

The decision of the Growth, Economic Development Cabinet Committee will be added following its meeting due to be held on 16 September 2014.

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

.....  
signed

.....  
date

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**From:** Mike Hill, Cabinet Member for Community Services and Mike Austerberry, Corporate Director, Growth, Environment and Transport Directorate

**To:** Growth, Economic Development and Communities Cabinet Committee

**Subject:** Planned consultation on the structural options to deliver Kent County Council's Libraries, Registration and Archive Services

**Classification:** Unrestricted

**Summary:**

This report summarises the steps taken so far in the review of Libraries, Registration and Archives as part of phase one of the Facing the Challenge Transformation Programme. It outlines the options that have been considered including benefits and advantages and the outline plan to consult with the public, staff, unions and elected members and all other stakeholders about all the options including our preferred option.

**Recommendation:**

**The Growth, Economic Development and Communities Cabinet Committee** is asked to consider and endorse the proposal to complete further stakeholder engagement, and subsequent to this, initiate consultation on the future delivery of Libraries, Registration and Archive services including our preferred option which is to establish a charitable trust.

**1. Introduction**

1.1 The Libraries, Registration and Archives Service (LRA) was selected as one of the phase one reviews of the Facing the Challenge Transformation Programme. Since last September, the Transformation Team, supported by service managers and other experts, have reviewed a wide range of options for the future delivery model for this Service. This report provides an update on progress to date and seeks endorsement for the proposed next steps.

**2. Kent County Council's Policy Framework**

2.1 Each of the options evaluated as part of this review was aligned with the council's objectives set out in the **Facing the Challenge Transformation Programme**. This whole council transformation programme sets an ambitious vision for transformation of the way KCC operates and delivers services. The programme has a strong emphasis on:

- Shaping KCC around the needs and values of residents and service users.
- Successfully managing demand and reducing dependence on services.
- Supporting the organisation to become a commissioning authority, with a clear understanding of the outcomes, using a range of in-house and external providers across all sectors, with no ideological preference around who delivers services.

- 2.2 The current mission of the Libraries, Registration and Archives Service has been set under four headings which are designed to support the KCC priorities, and to meet the statutory obligations related to these services. The LRA objectives are:
- To help people improve their literacy and foster a lifelong love of reading.
  - To help people find information, develop their skills to use online channels and become more active citizens.
  - To help people register key points in their lives and the lives of their families.
  - To help people come together to form strong community ties.

See Appendix 1 for more detail.

### **3. The Review Findings**

- 3.1 KCC Library, Registration and Archive service benefits hundreds of thousands of residents in Kent each year and we want to make sure these benefits continue to be realised. To do this we need to put residents more at the heart of the service, so that services can be adapted to best meet local needs.
- 3.2 The objective of this review is to identify the best delivery model that would enable KCC:
- To meet its statutory obligations and beyond in relation to all LRA Services.
  - To ensure the key role libraries, registration and archives services play in local communities continues to be safeguarded (see 2.2 above), with local communities being meaningfully engaged with any future delivery vehicle leading in turn, to innovation, creative solutions and increased efficiencies.
  - To adopt the most sustainable option for KCC that will deliver a customer focused service provided in an efficient, lean and cost effective manner whilst contributing to the delivery of the required savings as part of the Facing the Challenge Transformation Programme.
- 3.3 The options considered included:
- To retain services in-house and accelerate the existing transformation programme.
  - To outsource service delivery.
  - To enter into a partnership or joint venture with a private or public sector partner.
  - To establish a stand alone Kent Trust and commission that Trust to deliver library, registration and archive services.
- 3.4 The evidence collected and analysed suggests that the option to set up a stand alone Kent Trust and commission that Trust to deliver LRA services on behalf of KCC, is the one that could deliver the greatest range of benefits to our customers, local communities and KCC. Those benefits include:
- The Trust model would offer some operational freedoms and flexibilities to the management of the service and allow the service to grow the business.
  - The trust would be able to respond more rapidly to market forces and changes to legislation.

- Trust provides flexibility in terms of grant funding and identifying other sources of income which can be reinvested into the service.
  - The establishment of a Kent Trust would promote and encourage community involvement in service design and delivery, in part through the Board of Trustees who would be selected from local people.
  - The charitable nature of the Trust would align with KCC's commitment to maintain and improve these critical community services.
  - The creation of a Charitable Trust as the vehicle to deliver the services would enable business rates relief, which would deliver savings year on year.
  - The transfer to a Trust model would enable KCC to continue to fund a wide range of LRA services, including non-statutory but popular provision, into the future.
  - Any parts of the service not eligible for charitable status could sit within a non-charitable trading arm of the Trust.
- 3.5 Through the commissioning arrangements and ongoing contract monitoring KCC would specify the service it wished the Trust to deliver, and continue to set service priorities and desired outcomes. KCC will retain accountability for its statutory obligations.
- 3.6 Delivery of libraries through a Trust model has been tried and tested by other councils and has delivered significant benefits. There are also examples of archives services delivered by Charitable Trusts. Learning from visits to other local authorities (e.g. Suffolk and York) has informed this proposal.
- 3.7 The Facing the Challenge: Phase 1 Service Review and Market Engagement Outturn Report – report to KCC Annual Meeting 15th May 2014 stated: “The preferred option on the Libraries, Registration and Archives review is to establish a Kent Trust to operate the service”. Members then endorsed “the preferred options to be taken forward to Full Business Case for the Phase 1 reviews, as set out in section 3 of the report”, and “noted the next steps, in particular the route for approval of Full Business Case and any Key Decision approvals, as set out in section 6 of the report”. Section 6 of the report clearly stated that a Full Business Case now needed to be developed, and “that Cabinet Committee’s pre-scrutiny role will allow Members to test, debate and discuss the full business case ahead of any formal decision being taken to implement a new service delivery model.”
- 3.8 On 17th July 2014, an all-party transformation briefing was given to the County Council, at which Paul Carter updated Members further on progress.

#### **4. Next Steps**

- 4.1 There are still some key discussions to complete with stakeholders to confirm the exact model and structure of the preferred option of the Charitable trust.
- 4.2 Subject to this work the next stage would be to seek views on our proposals. A full public consultation will take place, details of which will be announced when we are in a position to commence this work. During this period we will seek feedback from all stakeholders including staff, unions, the public, partners and elected members. We will ask for their views on:

- Our proposed mission statement for LRA services now and for the future (see appendix 1)
  - Our preferred option for the delivery of the services by a Charitable Trust.
- 4.3 The aim of the consultation will be to ensure that everybody who wants to can see our proposals and is able to feed back their views. For this reason the consultation period will include:
- Press briefings to promote the proposal and ways that local people can engage.
  - Information and feedback forms, online and printed and available from every LRA service point.
  - A “Road Show” in each district – we will publicise a one day event in each district where staff will be available, with an information display, at an easily accessible location, to explain our proposals to local people and collect their feedback. Local KCC members will be personally invited to these events.
  - Meetings for staff, unions and volunteers to explain the proposals and seek their feedback.
  - Approaches to all other stakeholders including district and parish councils and other partners, to explain our proposals, raise awareness of the consultation and seek feedback.
- 4.4 Following completion of the consultation period it is expected the following will take place:
- A report outlining the business case, consultation feedback and next steps proposed will be presented to the Cross party Transformation Board, and to the Growth, Economic Development and Communities Cabinet Committee.
  - Assuming the recommendations require it, a formal member decision will follow to enable implementation of any agreed proposals.
- 4.5 A full Equality Impact Assessment has been completed on the proposal and the consultation programme, to ensure that all stakeholders are enabled and encouraged to contribute, and that the future delivery model continues to provide services for all.
- 4.6 A Health & Safety Impact statement will also be developed in partnership with Union colleagues and the KCC H&S team. The statement will also consider the support available to staff through the change process.

## **5. Financial Implications**

- 5.1 One of the core purposes for the Facing the Challenge Transformation Programme is to help KCC meet the challenges posed by very significant reductions in the funding available to it to deliver services. The preferred option that this report outlines could deliver a significant saving to KCC, by maximising income generating opportunities and the ability to access additional grant funding not currently possible to KCC; and through claiming the business rate relief on an extensive estate of property across the County.

5.2 The Trust would be tasked with delivering services that meet KCC's specification in the most efficient way, so that further savings could be expected once the new delivery model were fully implemented and the Trust were able to review the freedoms and flexibilities it would enjoy e.g. in the procurement of support services. These cost reductions would be in addition to the delivery of significant efficiency savings already offered by the service and due for delivery by end of March 2015.

5.3 It is envisaged that should these proposals be implemented following consultation, property assets, as well as other assets would be leased to the Trust (e.g. mobile libraries). Detailed conversations continue with colleagues from Property and Infrastructure Support to ensure that any proposals protect KCC's interests and offer good value to the public purse.

## **6. Conclusions**

6.1 Following detailed analysis and research it is proposed that establishing a Charitable Trust and commissioning that Trust to deliver library, registration and archive service, is the best option for the future. This will enable KCC to continue to provide a wide range of popular services that local people value; meet its statutory obligations; and do both in the most efficient way possible. Such a Charitable Trust will also encourage local people to become even more involved in future service design and delivery fulfilling KCC's ambitions expressed in Facing the Challenge, and the objectives for the Kent Libraries, Registration and Archives Service.

## **7. Recommendation:**

The Growth, Economic Development and Communities Cabinet Committee is asked to consider and endorse the proposal to complete further stakeholder engagement and subsequent to this initiate consultation on the options for the future delivery of Libraries, Registration and Archive services including our preferred option which is to establish a charitable trust.

## **8. Background documents**

Facing the Challenge: Phase 1 Service Review and Market Engagement Outturn Report – report to KCC Annual Meeting 15<sup>th</sup> May 2014 (see <https://democracy.kent.gov.uk/documents/g5522/Public%20reports%20pack%2015th-May-2014%2010.00%20County%20Council.pdf?T=10>)

Minutes of the KCC Annual Meeting 15<sup>th</sup> May 2014 (see <https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=113&Mid=5522>)

## **9. Contact details**

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### **Libraries, Registration and Archives Service Mission Statement**

Kent County Council has a statutory duty to provide most of our existing services, but this is not our primary driver and our services add positive value to people's lives in a variety of ways.

Our mission is to work with all the people of Kent to deliver library, registration and archive services that support local people throughout their lives. Our services are open to everyone, but also targeted to help those who most need our offer, and in so doing to support Kent County Council's ambitions and targets.

Through our services:

#### ***People improve their literacy and foster a lifelong love of reading***

We encourage local people to enjoy a wide range of reading experiences which helps them improve their literacy, enjoy life more and improve their mental wellbeing.

Through work with children, adults of all ages, and key partners, we will continue to promote reading for study, information and pleasure through a range of events and activities. We will also continue to provide access to digital content (eBooks, eAudiobooks and web content) and "hard copy" books and periodicals, with services and content offered via the web and from our libraries.

- Case study – In 2014 we have launched an online game as part of the annual Summer Reading Challenge which encourages children to keep reading over the summer holidays.

#### ***People find information, develop their skills to use online channels and become more active citizens***

We help people access timely, relevant and accurate information from a wide range of sources, for example: online, printed or original archive documents. With our help people improve their information literacy skills and are empowered and informed to become more active citizens.

Through work with children and adults of all ages, and key partners, we will continue to be a trusted source of information, progressively offering more content online. We will continue to help local people to develop digital literacy skills that are increasingly fundamental for day to day life. This also supports public sector cost savings through increased take-up of the digital offer from all public agencies.

- Case study – We are currently piloting a service to help home bound customers develop digital skills. Trained volunteers visit customers in their homes to help them learn how to use their own computer, or a tablet computer borrowed from us, to keep in touch and access online services.

#### ***People register key points in their lives and the lives of their families...***

Our staff enable customers to register birth, marriages, civil partnerships and deaths; become UK citizens; and get copies of registration certificates.

Through our work with the General Register Office, the Home Office, the Department for Work and Pensions, and other Registration Services; and a review of our own services; we will continue to improve the experience of our customers and make services more efficient.

- Case study – We are the only local authority to have fully integrated the delivery of birth and death registration, and library customer services. Delivered by one team of expert staff, this allows customers to register at many more locations across Kent. These locations are in central locations and are often familiar to customers. They are also open longer hours than was possible at Register Offices. By using staff time more efficiently we have been able to reduce overall costs while increasing the number of staff able to register. This means that we can cover peaks in demand (e.g. post Christmas) without longer waiting times for appointments.

### ***People come together to form strong community ties...***

Community is at the heart of all our work as we offer not just a space where people can meet but also give people the encouragement, skills and confidence to come together and improve their lives.

Through a range of activities, events and services, we will continue to encourage people to: celebrate the key events in their lives; understand their shared history; and develop community capacity to make a difference.

- Case study – We have taken a leading role in commemorating the anniversary of the outbreak of World War One in Kent. Examples include our significant contribution to events and an exhibition at Maidstone United Football Club to remember the coming together of opponents across the trenches to play football; and the creation of an online WW1 timeline to map out the events in Kent in this key period in our shared history.

We look forward to embracing the challenges ahead and continuing to support local people through whichever delivery vehicle is judged to offer best value; sustainability; and flexibility for our services for the future.



**By:** Mark Dance, Cabinet Member for Economic Development  
Mike Austerberry, Interim Corporate Director for Growth Environment and Transport

**To:** Growth, Economic Development and Communities Cabinet Committee -16 September 2014

**Subject:** Kent and Medway Growth Strategy

**Classification:** Unrestricted

**Past pathway of paper:** None

**Future pathway of paper:** None

**Electoral Division:** All Divisions

### **Summary**

The Cabinet Committee has previously considered the preparation of a new growth strategy to replace *Unlocking Kent's Potential*, the county's regeneration framework adopted in 2009.

Earlier this year, a new draft strategy – *Unlocking the Potential* – was prepared by Kent and Medway Economic Partnership and was submitted to Government as part of the South East LEP's bid to the Government's Local Growth Fund. However, it has not yet been finalised or taken through full public consultation.

This paper explains the process through which it is proposed that the Kent and Medway Growth Strategy will be revised and finalised in the light of recent funding decisions and the wider policy landscape. It also sets out how the Growth Strategy will relate to other county-wide strategies for transport, housing and the environment, which are also to be revised during 2014/15, as well as plans and strategies at District and sub-county level.

### **Recommendations:**

The Growth, Economic Development and Communities Cabinet Committee is recommended to NOTE this report; and AGREE to receive a draft of the new Growth Strategy at its next meeting in December.

## **1. Background**

- 1.1. In 2009, Kent County Council and the former Kent Partnership published *Unlocking Kent's Potential*, the county's regeneration framework. This set out a long-term vision for Kent's economic growth and was subsequently adopted as

County Council policy. *Unlocking Kent's Potential* also provided the basis for a series of county-wide strategies, including those focused on housing (*Better Homes*), transport (*Growth without Gridlock*) and the environment (*Growing the Garden of England*), all of which were subject to extensive consultation and have subsequently been monitored, refreshed and used to support delivery and secure additional investment in Kent.

- 1.2. *Unlocking Kent's Potential* has been successful in setting a direction for economic growth in Kent. In particular, it emphasised the importance of a much stronger relationship between KCC (and the Districts) and business, an approach which has successfully been delivered through the creation of Kent and Medway Economic Partnership and our programme of sector-focused business consultation. This improved relationship with business was positively recognised in KCC's recent Corporate Peer Review. In addition, *Unlocking the Potential* set the tone for a practical and pragmatic approach to economic growth, with a clear emphasis on direct support to business and measures to overcome the barriers to growth on major sites.
- 1.3. Since *Unlocking Kent's Potential* was adopted, the policy and economic context has clearly changed substantially. Notably, it was published a year before the last general election as the economy entered a deep recession. Five years on, economic conditions have improved, although we are again coming towards the end of a Parliament. Recognising that the county's growth strategy should be refreshed to reflect the changed landscape, Kent Leaders and Kent and Medway Economic Partnership decided last year to prepare a revised version of *Unlocking the Potential* for adoption in 2014. At the same time, the Government asked local partners (via Local Enterprise Partnerships) to prepare strategic economic plans setting out their priorities – essentially their bid – for a share of the £2.4 billion Local Growth Fund.
- 1.4. A draft of a new strategy, *Unlocking the Potential: Going for Growth*, was produced in January. This was discussed at the former Economic Development Cabinet Committee, was subject to limited consultation and subsequently became the Kent and Medway section of the South East LEP's bid to Government. Inevitably, the draft strategy was strongly focused on the case for investment from the Local Growth Fund, and it was recognised at the time that it would have to be revisited once the outcomes of the LGF allocation were known.
- 1.5. In July, the Government announced the LGF allocations (see Agenda Item C3), which resulted in Kent and Medway securing some £133.5 million for specific capital projects, mostly related to transport. Now that the results of the bid are clear, we are in a position to revise the growth strategy, focused on Kent's broader, longer-term priorities.

## 2. Revising the growth strategy: Outline principles and content

2.1. The new growth strategy will not be a statutory document. Its success will depend on the extent to which it has credibility with and support from business, local and central Government and other partners and on the extent to which it is used to secure investment and drive delivery. It is therefore important that there is wide consultation and engagement on its content.

2.2. Considerable discussion has already taken place with the Cabinet Committee, Kent Leaders, business organisations and the sub-county partnerships on the earlier draft. Based on this, it is proposed that the new draft will retain the core themes of:

- **Places for growth**, setting out the infrastructure priorities and their affordability and the funding solutions needed to bring forward key housing and employment locations;
- **Business for growth**, highlighting key sectors with growth potential and setting out how we can support business growth and innovation; and
- **Skills for growth**, focused on supporting the economy by investing the supply of skills to meet future business need.

2.3. However, within these core themes, it is envisaged that the new growth strategy will move on from being essentially a bid to a single Government funding stream and will consider in greater detail:

- Potential **policy priorities** for Kent and Medway to influence central Government (regardless of its complexion) after May 2015. This may have regard to the continuing emphasis on devolution to city and county regions set out in recent policy papers from both the Government and the Opposition;
- Links between economic growth, innovation and the **environment, housing and transport** strategies that will be refreshed over the course of 2014/15. This recognises explicitly the obvious link between economic growth and broader spatial strategy, taking into account District Local Plans and building upon bilateral work already underway between KCC and sub-county partnerships and the Kent Districts in planning for infrastructure and growth;
- A more clearly defined set of **spatial priorities of county-wide or national significance**, linked with the prioritisation work undertaken at sub-county level.

2.4. It is envisaged that the final version of the growth strategy will be adopted by both Kent and Medway Economic Partnership and by Kent County Council.

### 3. Timetable for development

3.1. Given that considerable work has already been done in preparing earlier drafts of the new growth strategy, it is anticipated that the following timetable will be followed:

- First draft strategy 1 November 2014  
*(for discussion with KMEP and Kent Leaders early November)*
- Revised consultation draft 20 November 2015
- Consultation 24 November 2014 – 30 January 2015  
*(including consideration at Cabinet Committee, 2 December 2014)*
- Final draft strategy 13 February 2015
- Adoption by KMEP and KCC Cabinet March 2015 (dates to be confirmed)

### 4. Impact assessments

4.1. The new growth strategy will be subject to an Equalities Impact Assessment and a high-level environmental impact assessment, to be completed prior to the start of consultation.

### 5. Recommendations

5.1 The Growth, Economic Development and Communities Cabinet Committee is recommended to NOTE this report and AGREE to receive a draft of the new Growth Strategy at its next meeting in December.

### 6. Contact details

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**By:** Mark Dance  
Cabinet Member for Economic Development

Mike Austerberry  
Corporate Director – Growth Environment and Transport

**To:** Growth, Economic Development and Communities Cabinet Committee

16 September 2014

**Subject:** Local Growth Fund: Outcomes for Kent

**Classification:** Unrestricted

**Past pathway of paper:** None

**Future pathway of paper:** None

**Electoral Division:** All Divisions

**Summary**

Earlier this year, the South East Local Enterprise Partnership submitted proposals to central Government for a share of the Local Growth Fund in the period 2015/16 – 2020/21.

In July, the Government announced the allocation of £127.5 million to transport schemes in Kent and Medway, in addition to further allocations to support business growth and skills infrastructure. This report sets out the projects which have received funding in Kent, how the outcomes for Kent compare with other parts of the country and the work that is underway to draw down the funding.

**Recommendations:**

The Growth, Economic Development and Communities Cabinet Committee is recommended to note this report.

**1. Background: the Local Growth Fund**

1.1. Last year, the Government established a new Local Growth Fund. This was established as a national fund worth just over £2 billion in 2015/16, with the prospect of similar amounts allocated in subsequent years. While the Fund was notionally pooled, over half of it was sourced from existing Department for

Transport funding streams, with the remainder allocated from the business and local government departments.

- 1.2. The Government asked Local Enterprise Partnerships to prepare Strategic Economic Plans setting out their proposals for the use of the Local Growth Fund over a six-year period. These Plans formed the bidding documents for the Fund's allocation.
- 1.3. In March, the South East LEP submitted its Strategic Economic Plan. This set out proposals for £1.1 billion in Local Growth Fund support over six years, with a request for £501.4 million for Kent and Medway (20% more than our notional proportionate allocation would have been). Around 70% of this was for transport projects (primarily highways schemes that will unlock sites for housing and employment), with additional requests for access to finance for business, the creation of a recyclable land development fund and investment in the further education capital estate.

## 2. The outcome

- 2.1. On 7 July, the Government announced the allocation of the Local Growth Fund in the form of a single 'Growth Deal' with each LEP. The South East LEP has been allocated **£442.1 million**, of which £272.3 million is committed and a further £164.4 million is provisionally allocated to projects that will start in 2016/17 or later. Most of this funding has been made available to transport schemes, with smaller allocations to business growth, skills and housing.

### *Transport*

- 2.2. In Kent and Medway, **£127.5 million** has been secured for **specific transport schemes**, of which £106.9 million is for projects within the KCC area:

<b>Kent &amp; Medway LGF allocations for transport (£m)</b>			
<b>Project</b>	<b>LGF</b>	<b>Stated match</b>	<b>Scheme value</b>
<b>Committed</b>			
M20 Junction 10a*	<b>19.70</b>	16.20	35.90
A289 Four Elms Rbt to Medway Tunnel JTI	<b>11.10</b>	7.50	18.60
Strood Town Centre JTI & Accessibility	<b>9.00</b>	1.00	10.00
West Kent LSTF	<b>4.89</b>	4.16	9.05
Kent Strategic Congestion Management programme	<b>4.80</b>	0.00	4.80
Maidstone Gyratory Bypass	<b>4.56</b>	1.14	5.70
Kent Thameside LSTF	<b>4.51</b>	3.03	7.54

A226 London Rd/ B255 St Clements Way*	<b>4.20</b>	4.50	8.70
Rathmore Road Link, Gravesend	<b>4.10</b>	3.90	8.00
Chatham Town Centre place making and public realm	<b>4.00</b>	2.90	6.90
Kent Sustainable Interventions programme	<b>3.00</b>	0.00	3.00
Medway Cycling Action Plan	<b>2.50</b>	0.50	3.00
Sittingbourne Town Centre Regeneration	<b>2.50</b>	2.00	4.50
Tonbridge Town Centre Regeneration	<b>2.37</b>	1.50	3.87
M20 Junction 4 Eastern Overbridge	<b>2.19</b>	2.25	4.44
Medway City Estate connectivity improvements	<b>2.00</b>	0.00	2.00
Maidstone sustainable access to employment areas	<b>2.00</b>	1.00	3.00
A26 London Rd/ Speldhurst Rd/ Yew Tree Rd, Tun Wells	<b>1.75</b>	0.25	2.00
Kent Rights of Way improvement plan	<b>0.90</b>	0.30	1.20
North Deal transport improvements	<b>0.75</b>	0.75	1.50
Folkestone Seafront	<b>0.50</b>	0.00	0.50
A28 Sturry Road integrated transport package	<b>0.25</b>	0.25	0.50
<b>Provisional</b>			
A28 Chart Road	<b>10.20</b>	9.30	19.50
Thanet Parkway	<b>10.00</b>	4.00	14.00
Maidstone Integrated Transport Programme	<b>8.90</b>	6.90	15.80
Sturry Link Road	<b>5.90</b>	22.70	28.60
<b>Total</b>	<b>127.50</b>	<b>93.50</b>	<b>220.50</b>

\* Already committed as part of the Local Transport Body allocation

2.3. In addition, the Growth Deal:

- Confirms that the Highways Agency will progress with the full scheme at **M20 Junction 10a** at Ashford using the LGF allocation (rather than the partial scheme for which Local Transport Body funding was originally secured);
- Confirms the Highways Agency's commitment to deliver the **Bean and Ebbsfleet junction** projects on the A2 between 2015 and 2020, subject to the agreement of a funding package; and
- Commits the Department for Transport to work with local partners in developing the business case for the **Dover Waterfront to town centre links scheme**.

### ***Business growth***

2.4. The Growth Deal provides £6 million capital (including £1 million in 2015/16) to support business growth in Kent and Medway. It is unclear at present what this funding may be used for, although it could be used for additional access to finance support (building on our existing Regional Growth Fund schemes).

£800,000 is also to be made available across the LEP area for a **Growth Hub** business support and signposting service.

- 2.5. Work is currently underway to carry out a review of current support for innovation and business growth across the county, with the aim of informing the design of the Growth Hub and priorities for future business support funding from European and other sources. A consultation event with businesses and support organisations will take place on 15 September, to inform the preparation of a draft 'Innovation and Growth Strategy Statement' in November.

### ***Skills***

- 2.6. Across the LEP, the Growth Deal commits £22 million (£11 million in 2015/16) to a **Skills Capital Programme** focused on improvements to the further education estate. Although the Strategic Economic Plan proposed new FE provision at Ashford (from 2015/16) and Sittingbourne (in later years) and additional investment at Folkestone and Dover as prospective priorities, there are no specific projects identified within the Growth Deal for this funding. Instead, funds will be allocated through a competitive process managed by the Skills Funding Agency. Hadlow College is currently developing an application to the programme for the new Ashford International College.
- 2.7. There is no revenue funding for skills within the Growth Deal (and this had already been made clear by Government). However, there is an additional Government commitment to providing match for programmes supported through the European Social Fund.

### ***Housing and development***

- 2.8. Proposals to accelerate housing and commercial development had a high priority in the Strategic Economic Plan, in particular with a proposal to establish a recyclable land and property investment fund (SEFUND). However, there is no funding made available through the Growth Deal for SEFUND, and direct support for development is limited, despite a Government proposal to work with the LEP to 'bring forward' SEFUND (perhaps with some unallocated Growing Places Fund balances) over the next few months.
- 2.9. There are however some smaller commitments, which include:
  - The allocation of £4.78 million in loan funding to support the **Martello Lakes** housing development in Shepway. While this did not feature in the Strategic Economic Plan, it was subject to a direct application by the developers to the Local Growth Fund housing development loan scheme operated by the Homes and Communities Agency; and



- Government commitment to consider Ashford Borough Council's request for an increase in **Housing Revenue Account** borrowing to support the delivery of new affordable housing

### **3. Comparing the outcome for Kent and Medway**

- 3.1. Across England, some £6.38 billion has been allocated through Growth Deals with LEPs (including both actual commitments for projects starting in 2015/16 and indicative allocations for future years). The South East LEP's settlement of around £442 million roughly equates to the amount that the area would have received had the funding been distributed on a per-capita basis across the country.
- 3.2. In Kent and Medway, the Growth Deal provides funding for around 35% of our request in the Strategic Economic Plan. This is consistent with the earlier suggestion that the fund was 'three to four times oversubscribed', and on the whole, the transport allocation appears to be in line with expectations. When non-transport projects are taken into account, our overall 'success rate' falls to around 29%, although nationally, the Local Growth Fund was heavily transport-oriented.

### **4. Flexibility and additional funding**

- 4.1. The Growth Deal specifically allocates funding to identified schemes – it is not a fully flexible pot, and while there is scope for changes to projects, these will need to be agreed with Government on a quarterly basis. However, the Government has indicated that there may be scope for greater latitude in the future, depending on delivery.
- 4.2. For 2015/16, the Government has fully allocated the £2 billion Local Growth Fund pot. Across the full six year programme, there is about £5.6 billion notionally unallocated, although this is mostly in later years, and is obviously subject to future Government spending decisions. However, the Government has indicated that it is willing to maintain discussions on potential projects for future allocations and there is the possibility that there may be an opportunity to secure funding for a limited number of additional projects in November.

### **5. Next steps**

- 5.1. Although we have been given our Growth Deal allocation, there is much that remains to be clarified, in particular regarding the form of the grant offer(s) associated with the Growth Deal. However, for those transport projects scheduled to start in 2015/16, there will clearly need to be extensive business

development work undertaken in this financial year. Work is underway within KCC to develop business cases for the Kent projects at the same time as we seek greater clarity from Government.

## **6. Recommendations**

6.1. The Cabinet Committee is recommended to note this report and the outcomes of the Local Growth Fund allocation.

### **1. Contact details**

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28 August 2014

**By:** Mark Dance, Cabinet Member for Economic Development  
Mike Austerberry, Interim Corporate Director Growth,  
Environment & Transport

**To:** Growth, Economic Development and Communities Cabinet  
Committee – 16 September 2014

**Subject:** Ebbsfleet Garden City UDC

**Classification:** Unrestricted

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

**Electoral Divisions:** Dartford & Gravesham

**Summary:**

This report provides an update regarding the proposed Ebbsfleet Garden City and Urban Development Corporation. The report principally covers the appointment of the Chairman and the consultation launched by Government in August as well as providing an update on the interim governance arrangements.

**Recommendations:**

Members of the Growth, Economic Development & Communities Cabinet Committee are asked to: **CONSIDER** the report; and to **NOTE** the progress to date and the immediate next steps and to **COMMENT** on the Ebbsfleet Development Corporation consultation.

**1. Introduction****1.1 Background**

A report was presented to this Cabinet Committee at its meeting of 8<sup>th</sup> July 2014 which covered the announcement made by Chancellor of the Exchequer in March regarding the Ebbsfleet Garden City and the proposal to set up an Urban Development Corporation (UDC). The report provided Members with information on the vision and objectives being considered for Garden City/UDC; the interim governance arrangements that have been put in place; the location and scale of development; the planning framework and the planning powers that were being considered for the UDC.

**1.2** This report provides an update on the progress of the Ebbsfleet Garden City and UDC focusing principally on the appointment of the Chairman Designate and the Government's consultation on the UDC. It should be noted that a report to Environment and Transport Cabinet Committee on

17<sup>th</sup> September 2014 will also invite comments to the Cabinet Member for Environment and Transport to inform his views in the formation of KCC's formal response to the consultation.

## **2. Chairman Designate**

- 2.1** On 11 August, the Rt. Hon. Eric Pickles, Secretary of State for Communities & Local Government announced the appointment of Michael Cassidy CBE as the Chairman Designate of the Ebbsfleet Development Corporation. Mr Cassidy has extensive experience in a range of roles across the business and industry sectors. He is currently Chairman of the City of London Corporation's Property Investment Board and is on the Board of Directors of Crossrail. Mr Cassidy's role as the Chairman Designate will be to steer the Development Corporation providing the focus and direction needed to deliver the ambitious development plans for the Ebbsfleet Garden City.
- 2.2** The Chairman Designate has had an early meeting with the Leader since his appointment and arrangements are being made for him to attend a Members briefing currently being proposed for the 9<sup>th</sup> October.

## **3. Consultation on Ebbsfleet Development Corporation**

- 3.1** At the same time as the Chairman Designate was announced a consultation was launched by DCLG on the Ebbsfleet Development Corporation. The purpose of the consultation is to seek views on: -
- the creation of the Ebbsfleet Development Corporation as a new statutory body to drive forward development at Ebbsfleet;
  - the geographical area in which the Development Corporation will operate;
  - the planning powers to be granted to the Development Corporation; and
  - the composition of the Development Corporation Board.

A list of the key questions covered by the consultation is shown in **Appendix A** of this report.

### Principle of Development Corporation

- 3.2** The consultation recognises that the area around Ebbsfleet station has been identified as the location for large scale mixed development for some time and the idea of major development in the area is not new. As previously reported much of the development is already consented and could provide up to 11,100 homes, up to 753,000m<sup>2</sup> of employment floorspace and over 10,000 jobs. An important principle that has been established with the consented developments is the balance between residential and employment which will make it more sustainable in the long term and bring economic benefits to the wider area. Notwithstanding the

opportunities created by the proposed London Paramount leisure park this principle should be maintained.

- 3.3** The Ebbsfleet Development Corporation is seen by Government as a response to the slow progress of development in the area in part due to market conditions and the complexity of large scale development requiring significant co-ordination, expertise and at times funding for key infrastructure that can unlock development. The Development Corporation is to be created to respond to the unique needs of the area working closely with the local authorities to provide the direction, focus, expertise and resources to deliver the planned development.
- 3.4** Whilst the creation of a Development Corporation and associated funding is broadly welcomed, particularly as a vehicle to assist the delivery of housing, jobs and economic growth, there are a number of issues that will need to be addressed. The Development Corporation will need to ensure that it accelerates the delivery of development rather than delay it. It will also need to ensure that any investment strategy is clearly linked to the delivery of infrastructure needed to support growth and the creation of a truly sustainable community for the future where people want to live and work. It is imperative that the pace and acceleration of development does not compromise the funding of essential infrastructure provision e.g. schools and transport.

#### Area of Development Corporation

- 3.5** The proposed area for the Development Corporation is shown in **Appendix B** to this report. The area largely covers the major development sites of Ebbsfleet, Eastern Quarry, Northfleet Embankment, Northfleet West Sub-Station and the proposed London Paramount on Swanscombe Peninsula. The proposed area does not include the existing residential communities of Swanscombe, Greenhithe and Northfleet and also excludes areas such as Northfleet Industrial Estate and Springhead Enterprise Park where there is existing commercial development and multiple land ownership.
- 3.6** Through the Senior Delivery Board and Officer Working Group established by the Department for Communities & Local Government (DCLG) as part of the interim governance structure, the County Council has provided advice regarding the area of the Development Corporation. Whilst there is broad agreement on the area, particular concerns have been raised regarding the safeguarding of Robins Creek and Red Lion Wharf. A significant proportion of minerals come into the County through wharves along the Swanscombe and Northfleet riverside. The safeguarding of these two wharves has significant implications for the County's emerging Minerals & Waste Local Plan (the statutory development plan for minerals and waste planning) and the consequences of the County Council's planning functions with regards to minerals and waste applications will need to be fully addressed.

## Establishment & Powers of the Development Corporation

- 3.7** The Development Corporation will be created by a Statutory Instrument that is to be laid before Parliament. It is the current intention of Government, subject to Parliamentary approval, that this process will be completed and the Development Corporation will be operational by early 2015. There is no fixed timespan for the proposed Development Corporation but it is proposed that it is subject to a review 5 years from its establishment.
- 3.8** The statutory objectives and powers of a Development Corporation are set out under Section 136 of the Local Government, Planning & Land Act 1980. Broadly speaking all of the powers of a Development Corporation are those that are already available to local authorities. The benefits of a Development Corporation are that it can focus on taking forward the regeneration and development of a particular area and devote substantial resources including funding towards that objective, without its focus being diverted by the broad range of activities that a local authority needs to manage on a day-to-day basis. It is anticipated that the Ebbsfleet Development Corporation will work closely with the local authorities and landowners to act as a catalyst for the creation of the Garden City.
- 3.9** It is proposed that the Ebbsfleet Development Corporation should be given comprehensive and consistent powers within its boundary area. The Development Corporation would not have plan making powers but would have powers to determine planning applications. In determining planning applications the Development Corporation must have regard to the provisions of existing local authority development plans so far as they are material to the application.
- 3.10** Essentially this means that the Development Corporation will determine all planning applications within its area, including minerals and waste applications that would normally be determined by the County Council. The Development Corporation would, however, be bound by the policies and development framework set out in the Local Plans produced by Dartford and Gravesham Borough Councils and by the Minerals & Waste Local Plan produced by the County Council.
- 3.11** It is intended that a Memorandum of Understanding (MoU) would be agreed between the local authorities and the Development Corporation. The aim of the MoU would be to agree the processes on how matters would be handled including transitional arrangements, consultation with the local authorities, how local democracy will be represented and local authorities might be engaged in any decision making processes etc. Whilst the MoU would not be legally binding it provides the opportunity for the local authorities to agree with the Development Corporation a wide range of matters relating to the delivery of development and infrastructure in the Ebbsfleet Garden City.

## Development Corporation Board

- 3.12** The Development Corporation's Board will be responsible for: -
- ensuring that the Development Corporation discharges its functions effectively and efficiently;
  - that it fulfils the overall aims, objectives and priorities set out in its corporate plan; and
  - that it complies with all statutory or administrative requirements relating to the use of public funds.
- 3.13** The Board is appointed by the Secretary of State that consists of a Chairman, a Deputy Chairman and between 5 and 11 other members. For the Ebbsfleet Development Corporation it is proposed that the Board would have 11 members (including the Chairman and Deputy Chairman) and that the three local authorities (KCC, DBC and GBC) will each be represented on the Board.

## Consultation Process

- 3.14** The public consultation on the Ebbsfleet Development Corporation will run from **11<sup>th</sup> August to 6<sup>th</sup> October 2014**. To meet this timescale the following course of action is proposed: -
- **the formal response to the consultation will be prepared by the Director of Planning, Environment & Enforcement,**
  - **the formal response to the consultation will be agreed by the Cabinet Member for Environment & Transport, in consultation with the Cabinet Member for Economic Development and as appropriate the Chairmen of the Planning Applications and Regulation Committees.**
- 3.15** In drafting the County Council's response to the consultation it needs to be borne in mind that the Development Corporation will be established under existing legislation, which is quite explicit. As outlined above, it is clear that the Development Corporation will have planning powers to determine all planning applications within its defined area but will not have plan making powers.
- 3.16** In discussions with the Department for Communities & Local Government it has been made clear that the County Council and the Borough Councils will retain the ability to grant itself planning permission for community facilities. Again, as outlined above, there has also been a clear commitment, which is confirmed in the consultation document, that the County Council would be represented on the Development Corporation Board.
- 3.17** The statutory process to establish the Development Corporation still has to run its course and whilst the area has been broadly defined in the consultation document there is still the opportunity to amend it through

the consultation process. Similarly, the planning powers of the Development Corporation are defined by existing legislation but there remains the opportunity of reaching agreement with the Development Corporation regarding how the local authorities, local elected members and the local community are consulted and engaged in the process of executing these powers.

#### **4. Next Steps**

**4.1** The immediate next steps regarding the UDC include:

- Formal response to the Government's consultation on the Ebbsfleet Development Corporation.
- Member's briefing with the Chairman Designate - scheduled for 9<sup>th</sup> October.
- The requisite Statutory Instruments to be laid before Parliament.
- Premises for the UDC identified and staffing resources secured.

#### **5. Conclusions**

**5.1** Since the announcement of the Garden City in March, good progress has been made regarding the interim governance and establishment of the Development Corporation. The appointment of Mr Michael Cassidy as the Chairman Designate is welcomed as this should benefit the direction and focus of the Development Corporation during this interim period whilst the statutory instruments for its establishment are proceeding.

**5.2** The Government's consultation on the Development Corporation is also welcomed. Whilst the principle of a Development Corporation for the Ebbsfleet area as a vehicle to accelerate the delivery of housing, jobs and economic growth is broadly accepted the consultation affords the opportunity for the County Council to raise a number of issues that will need to be addressed and form the basis for ongoing dialogue. These include a range of matters, which are to be included in the report to Environment and Transport Cabinet Committee on 17<sup>th</sup> September, that members may wish to consider: -

- Governance, engagement and consultation – there is an obvious need for a protocol to be developed around how the UDC will engage with the County and Borough authorities and to clearly establish the role/s that respective elected members will have in the process of decision making;
- Community Engagement – the UDC will need to develop proactive positive engagement and consultation processes as the development of Ebbsfleet is progressed under the UDC model;
- Making best use of County and Borough expertise – there is extensive expertise amongst County and Borough members and officers in relation to the Ebbsfleet UDC area – in many cases KCC



officers have been involved in various aspects of the Ebbsfleet development(s) for many years and KCC holds specialist planning and technical knowledge (in matters such as minerals and waste, heritage, biodiversity etc);

- Respecting existing work and progress – KCC and other authorities have invested in progressing development schemes in the Ebbsfleet locality over the past decade. There are a number of schemes with both housing and employment aspects which already have planning consent and are subject to Section 106 agreements.
- An appropriate strategy for infrastructure delivery – the UDC will need to ensure that any investment strategy is clearly linked to the delivery of infrastructure needed to support growth.
- Relationship with the Paramount proposal – the consultation notes that the London Paramount proposal will be taken forward via the National Strategic Infrastructure Project route. However, London Paramount is a significant proposal with wide reaching implications and there will be obvious synergies/impacts with the infrastructure and development proposed in the wider UDC area.
- Longer term responsibilities – there are particular areas, relating to the longer term management and ongoing maintenance/adoption of buildings and infrastructure, that may have potential implications for KCC.
- A Memorandum of Understanding is proposed between the UDC and County/Borough authorities. This is the logical mechanism for agreeing appropriate engagement and consultation protocols, as well as setting out the mechanism of ensuring appropriate engagement of elected members and the community in the decision making process.

**5.3** KCC will 1) continue to actively support the establishment of the Development Corporation through representation on the relevant groups that have been formed as part of the interim governance arrangements and the UDC board and 2) contribute to the substantial work that is still required regarding infrastructure provision and the details of the planning powers whilst fully protecting our interests in respect of infrastructure delivery and service provision.

## **6. Recommendations**

Members of the Growth, Economic Development & Cabinet Committee are asked to: -

- a) CONSIDER the report and to NOTE the progress to date and the immediate next steps; and
- b) COMMENT on the Ebbsfleet Development Corporation consultation.

**Report author:**

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**Background Documents:**

Ebbsfleet Development Corporation Consultation, Department for Communities & Local Government, August 2014:

<https://www.gov.uk/government/consultations/ebbsfleet-development>

**Appendix A:** Key Questions from Consultation on Ebbsfleet Development Corporation

**Appendix B:** Proposed Area for Ebbsfleet Development Corporation

**Key Questions from Consultation on Ebbsfleet Development Corporation**

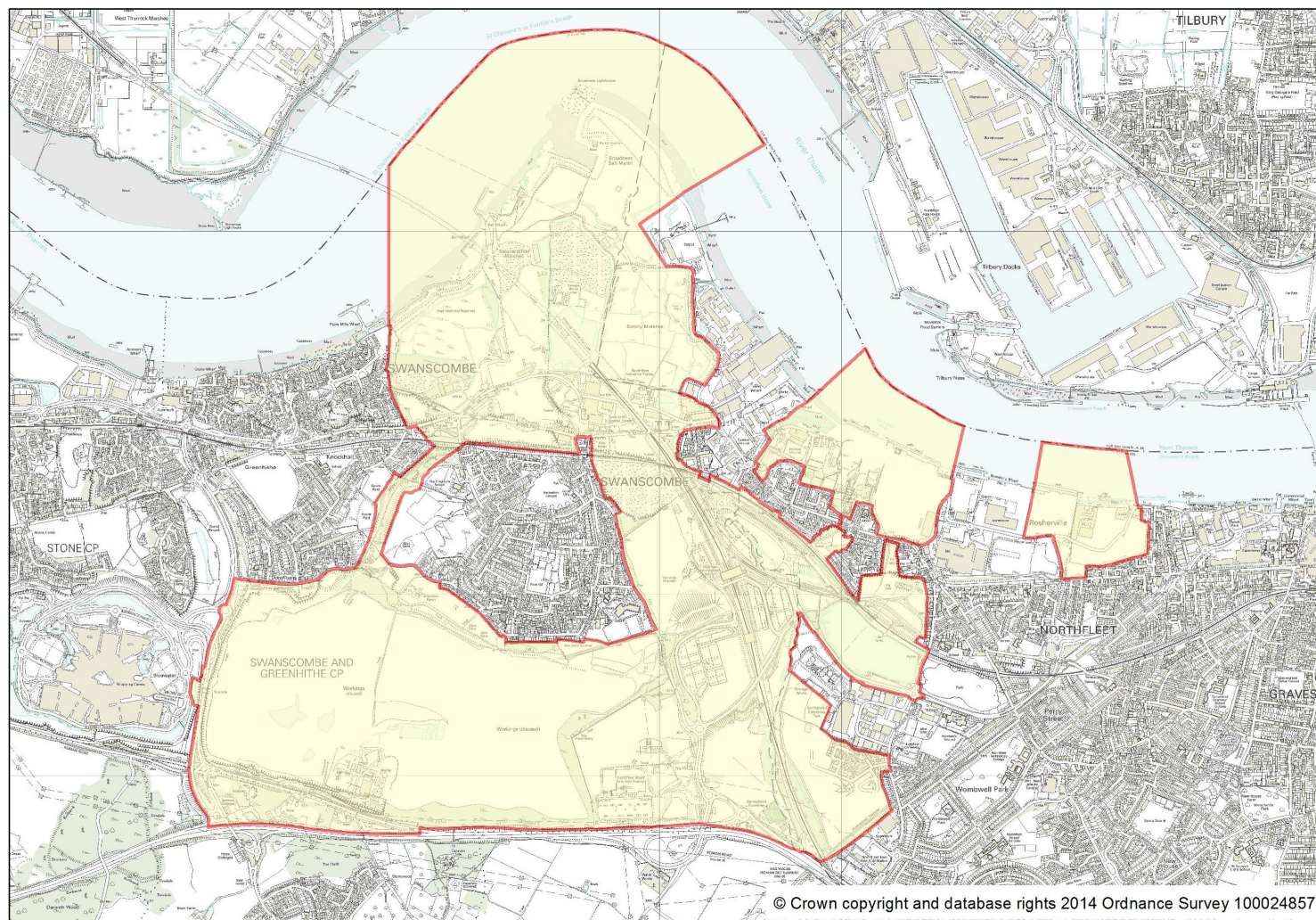
1. Do you agree with the proposal to create a Development Corporation at Ebbsfleet, Kent?
2. Are you satisfied with the proposed boundary of the Ebbsfleet Development Corporation as set out in Appendix A?

[Note: Appendix A of the consultation document shows the proposed area of the Ebbsfleet Development Corporation. This has been copied and is attached as Appendix B of this report.]

3. Do you think there are any areas which should be added into the area of the Ebbsfleet Development Corporation?
4. Do you think there are any areas which should be taken out of the Ebbsfleet Development Corporation?
5. Do you agree with the proposal to give the Ebbsfleet Development Corporation the planning powers as set out in the consultation document?
6. Do you agree with the proposal for the Ebbsfleet Development Corporation to have 11 Board Members?

The consultation asks a number of additional questions but these are all related to information about the respondents.

Proposed Area of the Ebbsfleet Development Corporation



From: **Mark Dance, Cabinet Member for Economic Development,  
Mike Hill, Cabinet Member for Community Services and  
Mike Austerberry, Interim Corporate Director, Growth,  
Environment & Transport**

To: **Growth, Economic Development & Communities Cabinet  
Committee – 16 September 2014**

Subject: **Risk Management - Strategic Risks**

Classification: **Unrestricted**

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

**Electoral Division:** All

**Summary:**

This paper gives an overview of the strategic risks of relevance to the Growth, Economic Development & Communities Cabinet Committee. The paper also explains the management process for review of key risks.

**Recommendation:**

Members of the Growth, Economic Development and Communities Cabinet Committee are asked to **CONSIDER** and **COMMENT** on the risks presented.

**1. Introduction**

- 1.1 Directorate business plans (known as Strategic Priorities Statements) were reported to Cabinet Committees in March / April as part of the new business planning process introduced for 2014/15. The Strategic Priorities Statement included a high-level section relating to key directorate risks. The risks of relevance to this committee are set out in more detail in this paper.
- 1.2 Risk management is a key element of the Council's Internal Control Framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled. The process of developing the registers is therefore important in underpinning business planning, performance management and service procedures. Risks outlined in risk registers are taken into account in the development of the Internal Audit programme for the year.
- 1.3 Strategic risks are reported to Cabinet Committees annually, and contain high-level or cross-cutting risks that potentially affect several functions across each directorate, and often have wider potential interdependencies with other services across the Council and external parties.
- 1.4 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register.

1.5 For information and awareness, the corporate risk profile as at end of August 2014 is outlined below.

	Low = 1-6	Medium = 8-15	High =16-25	
Risk No. 1*	Risk Title		Current Risk Rating	Target Risk Rating
CRR 1	Data and Information Management		9	9
CRR 2	Safeguarding		15	10
CRR 3	Access to resources to aid economic growth and enabling infrastructure		12	8
CRR 4	Civil Contingencies and Resilience		12	8
CRR 7	Governance & Internal Control		12	8
CRR 9	Health & Social Care integration (Better Care Fund)		12	8
CRR 10(a)	Management of Adult Social Care Demand		20	12
CRR 10(b)	Management of Demand – Specialist Children’s Services		20	12
CRR 12	Welfare Reform changes		12	9
CRR 13	Delivery of 2014/15 savings		12	4
CRR 14	Procurement		9	6
CRR 17	Future operating environment for local government		20	10
CRR 18	Public Services Network – compliance with Code of Connection security standards		8	4
CRR 19	Implementation of the Care Act 2014		15	6

1.6 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly the current level of risk is assessed, taking into account any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a ‘target’ risk level is set and further mitigating actions introduced with the aim of reducing the risk to a tolerable and realistic level.

1.7 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the KNet intranet site.

## 2. Financial Implications

2.1 Many of the strategic risks outlined have financial consequences, which highlight the importance of effective identification, assessment, evaluation and management of risk to ensure optimum value for money.

## 3. Strategic Priorities and Policy Framework

3.1 Risks highlighted in the risk registers relate to strategic priorities of the *Facing the Challenge* KCC transformation agenda, as well as the delivery of statutory responsibilities.

<sup>1</sup> \*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Corporate Register. Therefore there will be some ‘gaps’ between risk IDs.

3.2 The presentation of risk registers to Cabinet Committees is a requirement of the County Council's Risk Management Policy.

#### 4. Risks relating to the Growth, Economic Development & Communities Committee

##### 4.1 Corporate

The corporate risk CRR 3 relating to access to resources to aid economic growth and enabling infrastructure is of particular relevance to this committee and is attached at appendix 1. Specific actions for Economic Development Unit are:

- Development of proposed Growth Deal via Strategic Economic Plan (SEP) to secure future government funding and
- Maintain coordinated dialogue with developers, Districts and KCC service directorates

4.2 The SEP was submitted to Government on 31 March 2014. This contained a proposed Kent and Medway Growth Deal setting out a request for £1.1m over six years for funding from the Government's Local Growth Fund and other measures to support economic growth. On 7 July, the Government announced a Growth Deal allocation of £442m across Kent, Medway, Essex and East Sussex. In Kent and Medway, £127m has been secured for transport schemes, £6m for a Kent and Medway Growth Hub and across the LEP £22m is committed to a Skills Capital Programme.

4.3 In January 2014, new arrangements for internal KCC collaboration were formalised by the Strategic Planning and Investment Cabinet Sub-Group. The new arrangements will ensure a consolidated approach to working both within KCC and with each District towards a coordinated approach to infrastructure provision to support growth. Regular discussions are taking place with all Districts to develop joint KCC-District Infrastructure Delivery Plans. These plans will inform how development contributions might be allocated to support growth, the potential role of different delivery organisations in bringing forward infrastructure and where there is a need to seek gap funding support to deliver infrastructure.

##### 4.4 Directorate

There are no specific economic development & community services risks listed at directorate level, although several risks on the Growth, Environment & Transport directorate risk register are of direct relevance, particularly the challenges of meeting budget targets and ensuring partner organisations / providers offer required service levels. For information and awareness, the GET directorate-level risks are listed below:

##### Growth, Environment & Transport directorate summary risk profile

	Low = 1-6	Medium = 8-15	High =16-25	
Risk No.	Risk Title		Current Risk Rating	Target Risk Rating
GET 01	Delivery of budget targets		15	10
GET 02	Health & Safety considerations		10	10
GET 03	Partner organisations/contractors not offering the required service		6	6
GET 04	Ash Dieback		12	9
GET 05	Severe weather		8	8

#### 4.5 Divisional

Directorate risk registers are underpinned by divisional or service level registers. Divisional / Service level risks relating to this committee are outlined below. Mitigations are in place for all risks, to either contain them at current level or to reduce them, as signified by the 'target' risk levels.

#### Economic Development divisional risk profile

	Low = 1-6	Medium = 8-15	High =16-25		
Risk No.	Risk Title			Current Risk Rating	Target Risk Rating
ESD 01	Failure of key partners to deliver intended intervention activity or performance targets			9	9
ESD 02	Insufficient resources to deliver projects outlined in business plan			12	12
ESD 03	Weak economic outlook impacts on ability to deliver economic growth			12	8
ESD 04	Low number of bids for Big Society Fund			6	4

4.6 These risks are mitigated in a number of ways. Risk ESD 01 (failure of key partners) is being mitigated via partner governance arrangements and regular performance monitoring against targets by KCC senior managers and partners. There is also periodic reviews and market testing of key partnerships and service delivery arrangements. In 2013/14 three external contracts were tendered. The developer contribution negotiations contract, for small sites (up to 500 units), was brought in-house saving 41% for the same level of service. The Visitor economy and Inward Investment contracts were procured under competition. The current service providers were successful in delivering 17% savings on existing contracts and giving KCC greater control over performance targets which are more focused on jobs growth, business support, raising standards and access to finance

4.7 Risk ESD 02 (insufficient resources to deliver projects) is being mitigated through business planning processes to ensure that work activity is focused on areas with the greatest capacity to deliver the objectives in "Unlocking the Potential." Project managers are responsible for monitoring and reviewing their projects. Progress against business plan targets are reported to Divisional SMT and discussed at 121 meetings with line managers. Highest risk projects, for example, BDUK and RGF programmes, are regularly reviewed by Divisional SMT and progress is also regularly reported to the Regeneration Board and this Cabinet Committee.

4.8 The Division utilises a range of information sources to track and monitor economic trends for risk ESD 03 and directs project activity towards supporting Kent businesses through a sector-based approach of engagement and intervention alongside marketing, promotion and lobbying activity with clear objectives /actions set out in the Divisional business plan. The Division also seeks opportunities to explore alternative funding streams to support work activity including the South East LEP Growth Deal. The development of this plan was strengthened by the integration of the International Affairs Group with Economic Development Unit. The jointly prepared European Structural and Investment Fund Strategy for use of the SELEP EU funding allocation has been linked to the outline priorities in Unlocking the Potential thereby maximising the benefits of EU funding to support our economic growth objectives.



4.9 Risk ESD 04 (relating to the Big Society Fund) is being mitigated by monitoring activity and sustained marketing campaigns. The Investment Panel is using its powers to offer business development grants and bespoke loan packages where appropriate as well as developing a bank of case studies from successful applicants about the impact of the fund in growing their enterprise for marketing purposes.

4.10 The Libraries, Registration & Archives service has been involved in phase one of the 'Facing the Challenge' service review and market testing process. Risks and benefits associated with the proposed establishment of a charitable trust to deliver Kent County Council's Libraries, Registration and Archive services are outlined in the agenda item being presented to this Committee on 16<sup>th</sup> September.

4.11 It is likely that directorate and divisional risk profiles will continue to evolve during the coming months as KCC's transformation agenda progresses.

4.12 Inclusion of risks on risk registers does not necessarily mean there is a problem. On the contrary, it can give reassurance that they have been properly identified and are being managed proactively.

4.13 Monitoring & Review – risk registers should be regarded as 'living' documents to reflect the dynamic nature of risk management. Directorate and Divisional Management Teams formally review their risks, including progress against mitigating actions, on a quarterly basis as a minimum, although individual risks can be identified and added to the register at any time. Key questions to be asked when reviewing risks are:

- Are the key risks still relevant?
- Have some risks become issues?
- Has anything occurred which could impact upon them?
- Have the risk appetite or tolerance levels changed?
- Are any related performance / early warning indicators appropriate?
- Are the controls in place effective?
- Has the current risk level changed and if so is it decreasing or increasing?
- Has the "target" level of risk been achieved?
- If risk profiles are increasing what further actions might be needed?
- If risk profiles are decreasing can controls be relaxed?
- Are there risks that need to be discussed with or communicated to other functions across the Council or with other stakeholders?

## 5. Recommendation

### **Recommendation:**

Members of the Growth, Economic Development & Communities Cabinet Committee are asked to **CONSIDER** and **COMMENT** on the risks presented.

## 6. Background Documents

6.1 KCC Risk Management Policy on KNet intranet site.

## 7. Contact details

### Report Authors

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# **KCC Corporate Risk Register**

**CORPORATE RISKS OF RELEVANCE TO THE GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES  
CABINET COMMITTEE**

**SEPTEMBER 2014**



## Corporate Risks related to the Growth, Economic Development and Communities Cabinet Committee Summary Risk Profile

Low = 1-6
Medium = 8-15
High =16-25

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating
CRR 3	Access to resources to aid economic growth and enabling infrastructure	12	8

\*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Corporate Register. Therefore there will be some ‘gaps’ between risk IDs.

NB: Current & Target risk ratings: The ‘current’ risk rating refers to the current level of risk taking into account any mitigating controls already in place. The ‘target residual’ rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
<b>Likelihood</b>	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
<b>Impact</b>	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID CRR3	Risk Title	Access to resources to aid economic growth and enabling infrastructure				
<b>Source / Cause of Risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
<p>The Council seeks access to resources to develop the enabling infrastructure for economic growth and regeneration.</p> <p>However, in parts of Kent, there is a significant gap between the costs of the infrastructure required to support growth and the Council's ability to secure sufficient funds through s106 contributions, Community Infrastructure Levy and other growth levers to pay for it. This is especially the case in the east of the county.</p> <p>At the same time, Government funding for infrastructure (for example via the new Local Growth Fund) is limited and competitive and increasingly linked with the delivery of housing and employment outputs. Several local transport schemes proposed will require preparatory work without knowledge of funding allocation in order to deliver on time.</p>	<p>Inability to secure sufficient contributions from development to support growth.</p> <p>Failure to attract sufficient funding via the Local Growth Fund and other public funds to both support the cost of infrastructure and aid economic growth and regeneration.</p>	<p>Key opportunities for growth missed.</p> <p>The Council finds it increasingly difficult to fund KCC services across Kent and deal with the impact of growth on communities.</p> <p>Kent becomes a less attractive location for inward investment and business</p> <p>Without growth the county residents will have less disposable income, face increased levels of unemployment and deprivation which could lead to heightened social and community tensions</p> <p>Our ability to deliver an enabling infrastructure becomes constrained</p>	<p>Mike Austerberry, Interim Corporate Director Growth, Environment and Transport</p> <p><b>Responsible Cabinet Member(s):</b></p> <p>Mark Dance, Economic Development</p>	<p>Possible (3)</p> <p><b>Target Residual Likelihood</b></p> <p>Unlikely (2)</p>	<p>Serious (4)</p> <p><b>Target Residual Impact</b></p> <p>Serious (4)</p>	
<b>Control Title</b>			<b>Control Owner</b>			
<p><i>Unlocking the Potential</i> being prepared as Kent and Medway growth strategy to secure future Government infrastructure funds</p>			<p>Barbara Cooper, Director Economic Development</p>			
<p>KCC's 20 year transport delivery plan, <i>Growth without Gridlock</i> sets out the key transport drivers for change which will help to facilitate and stimulate economic growth in the County. Implementation plan in place and regularly monitored.</p>			<p>Paul Crick, Director Environment Planning &amp; Enforcement</p>			
<p>Key infrastructure is identified and planned for as part of District Local Plans and Infrastructure Delivery Plans.</p>			<p>Paul Crick, Director Environment Planning &amp; Enforcement</p>			
<p>Environment Planning &amp; Enforcement and Economic Development teams working with each individual District on composition of infrastructure plans including priorities for the CIL and Section 106 contributions, from which gaps can</p>			<p>Barbara Cooper, Director Economic Development / Paul Crick, Director</p>			

be identified	Environment Planning & Enforcement
Coordinated approach in place between Development Investment Team and service directorates	Barbara Cooper, Director Economic Development
Dedicated team in Economic Development in place to lead on major sites across Kent.	Barbara Cooper, Director Economic Development
Economic Development SMT review of "critical" programmes/projects and review of KPIs to ensure continued appropriateness and relevance	Barbara Cooper, Director Economic Development
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer' Group	Barbara Cooper, Director Economic Development
Growth Deal allocation announced July 2014, allocating funds for specific identified schemes in Kent & Medway	Barbara Cooper, Director Economic Development
<b>Action Title</b>	<b>Action Owner</b>
Maintain coordinated dialogue with developers, Districts and KCC service directorates	Nigel Smith, Head of Development
Development of programme of transport interventions to deliver growth	Ann Carruthers, Transport Strategy Delivery Manager

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**From:** Mark Dance, Cabinet Member for Economic Development  
Mike Hill, Cabinet Member for Community Services  
Mike Austerberry, Interim Corporate Director for Growth,  
Environment and Transport

**To:** Growth, Economic Development and Communities Cabinet  
Committee – 16 September 2014

**Subject:** Performance Dashboard

**Classification:** Unrestricted

**Summary:**

The Growth, Economic Development and Communities Performance Dashboard shows progress made against targets set for Key Performance Indicators.

**Recommendation(s):**

The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE the report.

**1. Introduction**

- 1.1. Part of the role of the Committee is to review the performance of services which the Committee has oversight.
- 1.2. Performance Dashboards are regularly reported to the Cabinet Committee throughout the year, and the current report includes data up to the end of June 2014.

**2. Performance Dashboard**

- 2.1. The Growth, Economic Development and Communities Performance Dashboard is attached at Appendix 1.
- 2.2. The Dashboard provides a progress report on performance against target up to the end of June 2014 for the Key Performance Indicators (KPIs) included in this year's Strategic Priority Statement.
- 2.3. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.
- 2.4. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

2.5. The Dashboard now includes for the first time user satisfaction measures for Libraries, Registration and Archives.

**3. Recommendation(s):**

The Growth, Economic Development and Communities Cabinet Committee is asked to Note this report.

**4. Background Documents**

The Council's Strategic Priority Statements

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/strategic-priority-statements>

**5. Contact details**

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

## **Financial Year 2014/15**

### **June 2014**

Page 67

**Produced by Business Intelligence**

**Publication Date: 22 August 2014**



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## Guidance Notes

### RAG RATINGS

<b>GREEN</b>	Performance has met or exceeded the current target
<b>AMBER</b>	Performance is below the target but above the floor standard
<b>RED</b>	Performance is below the floor standard

Floor standards are pre-defined minimum standards set in Strategic Priority Statements and represent levels of performance where management action should be taken.

### DOT (Direction of Travel)

↑	Performance has improved in the latest month/quarter
↓	Performance has fallen in the latest month/quarter
↔	Performance is unchanged this month/quarter

### Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether they are in expected range or not. Results can either be in expected range (**Yes**) or they could be **High** or **Low**.

Division	Director	Cabinet Member
Economic Development	Barbara Cooper	Mark Dance

Loan approval in the quarter to June 2014 was high for Expansion East Kent at £5.0 million, with the scheme well on target to approve sufficient loans to fully utilise the fund within the scheme lifetime. Loans approved for Tiger and Escalate at £2.5m in the quarter, although encouraging was insufficient to bring the scheme into the target trajectory to utilise all of the funds by the scheme end date of March 2015. However with over £5m of pipeline applications for Tiger and Escalate, the forecast is that the scheme will be back on trajectory for the quarter to September 2014.

Ref	Performance Indicators	YTD	YTD RAG	YTD Target	YTD Floor	Pr. Yr. YTD
ED01	Number of jobs committed to be created/safeguarded through RGF and KCC projects	1,461	GREEN	600	500	1,243
ED02	Expansion East Kent - percentage of funds with Board approval to progress to full contract (cumulative)	68%	GREEN	60%	55%	N/a
ED03	TIGER and Escalate - percentage of funds with Board approval to progress to full contract (cumulative)	47%	AMBER	50%	40%	N/a

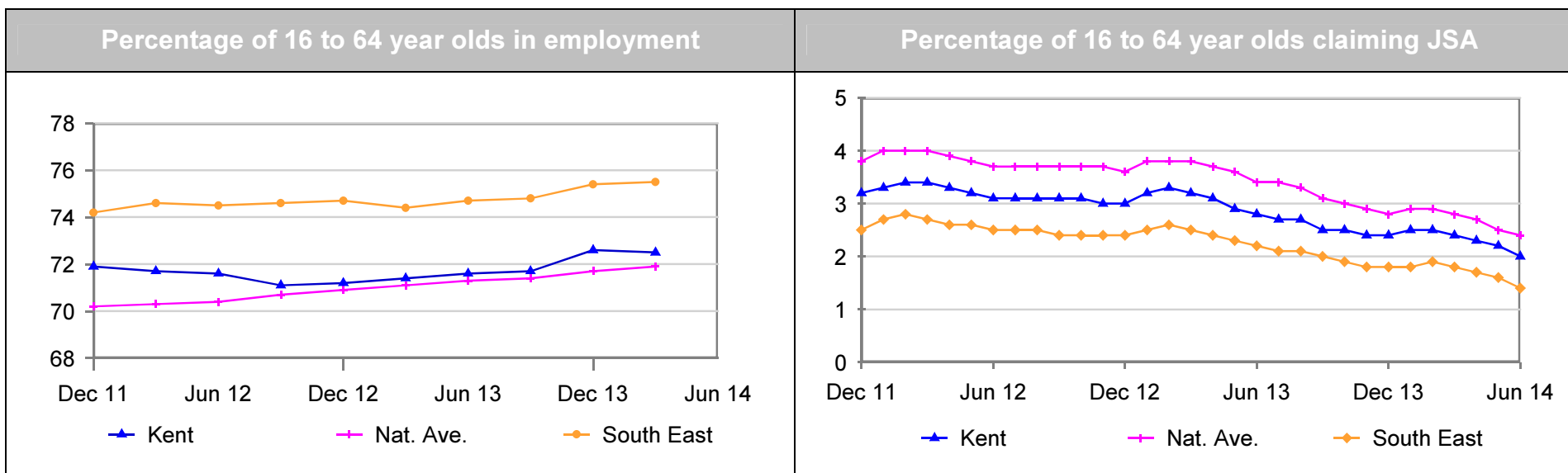
Data for all indicators are cumulative positions. ED01 is cumulative for the financial year and ED02 and ED03 are cumulative since the beginning of the schemes.

ED01 represents committed jobs based on loans provided and projects supported, including Regional Growth Fund schemes, Escalate, Marsh Million and the activity of Locate In Kent. Monitoring of delivery of these committed jobs for RGF will follow in future reports.

The Targets for ED02 and ED03 are from BIS. Achievement of the targets is dependent on receipt of good quality and robust applications.

Division	Director	Cabinet Member
Economic Development	Barbara Cooper	Mark Dance

The general state of the Kent economy continues to show good improvement with JSA claimant rates now down to levels not seen since 2008. The percentage of 16 to 64 years old claiming JSA is now at the lowest level seen since September 2008.



Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	Cath Anley	Mike Hill

We have recently launched new customer satisfaction surveys in for all areas of our service and the first results for the quarter to June 2014 are included in the table below. In May this year we achieved our best ever result when we were reassessed for the Customer Service Excellence Award on behalf of the Cabinet Office.

Ref	Performance Indicators	Latest Quarter	Quarter RAG	DOT	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
LRA03	Average number of e-books issued per day	300	GREEN	↑	300	GREEN	242	212	213
LRA04	Average number of daily online contacts to the service	2,744	RED	↓	2,744	RED	3,500	3,000	3,678
LRA05	Number of ceremonies conducted by KCC officers	616	GREEN	↑	1,777	GREEN	1,400	1,200	1,616
LRA06	Customer satisfaction with Birth and Death Registrations	97%	GREEN		97%	GREEN	95%	90%	New Indicator
LRA07	Customer satisfaction with ceremonies	100%	GREEN		100%	GREEN	98%	90%	New Indicator
LRA08	Customer satisfaction with Libraries and Archives	92%	AMBER		92%	AMBER	93%	90%	New Indicator

LRA04 - The average number of daily online contacts to Libraries, Registration and Archives was low in the quarter. This indicator is an accumulation of a number of indicators, some of which have not declined e.g. access to our online reference sources. The principal decline is in access to kent.gov which we believe is as a result of changes to the website. Before the launch Libraries, Registration and Archives had 952 pages, we now have 33. What is unclear is whether the reduction in web hits is because customers are finding what they want more quickly, or because they cannot find what they want. We have seen no increase in customer complaints on this subject. There has been a significant increase in the percentage of on-line Registration bookings from 39% in April to 57% in June.



Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	Cath Anley	Mike Hill

The slow but relatively steady transfer from traditional library usage (physical visits and issues) to use of our online services continues. The new kent.gov website has improved customer journeys and although activity on our area of the site has dropped in the quarter to June 2014 we believe that this is because it can be used more effectively.

Ref	Activity Indicators	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
LRA01	Number of visits to libraries per day (includes mobile libraries)	19,365	LOW	21,490	19,860	20,655
LRA02	Number of books issued per day (includes audio- and e-books)	17,301	LOW	19,600	18,100	18,756

As part of New Ways of Working, during the first quarter of the year we moved part of our business support activity from Kings Hill, Gibson Drive, to new much smaller and more cost effective premises. Delays meant that we were required to vacate the old premises but were not able to transfer all teams into the new premises immediately. This meant we were unable to send new books to our branches throughout quarter 1 and we believe this has reduced our volume of issues and visits. Teams were installed in the new premises at the start of the quarter 2, so we hope to see better issues and pick improve in the quarter to September.

As well as traditional library use, we provide a range of other uses for library buildings, many which involve volunteers from the community. Examples of this included in the quarter to June 2014, volunteers delivered Children's Storytime, and other similar events to 16,939 adults and children and Talk Time (a drop in coffee and chat session for 50+) to 6,087 attendees. These are just some of the additional community usage of library facilities which are currently provided.

Service Area	Head of Service	Cabinet Member																																																																			
Libraries, Registrations and Archives	Cath Anley	Mike Hill																																																																			
LRA01 - Number of visits to libraries per day		LRA03 - Average number of e-books issued per day																																																																			
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Division	Director	Cabinet Member
Sports	Paul Crick	Mike Hill

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE09	Sports – Income levered into Kent (£000s)	1,924	GREEN	625	375	635

Division	Director	Cabinet Member
Arts Development	Barbara Cooper	Mike Hill

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
ED04	Funding levered into Arts and Culture (£000's)	516	GREEN	326	272	316

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From: **Mark Dance, Cabinet Member for Economic Development**

**Mike Hill, Cabinet Member for Community Services**

**Mike Austerberry, Interim Corporate Director for Growth  
Environment and Transport**

To: **Growth, Economic Development and Communities  
Cabinet Committee – 16 September 2014**

Subject: **Annual Equality and Diversity Report**

Classification: **Unrestricted**

**Past Pathway of Paper:**

**Future Pathway of Paper: Environment and Transport Cabinet Committee**

**Electoral Division:** All divisions

**Summary:** This report sets out a position statement for services within the Growth, Environment and Transport (GET) Directorate regarding equality and diversity work and progress on KCC Equality objectives for 2013/14.

**Recommendations:** The Growth, Economic Development and Communities Cabinet Committee is asked to:

- i) Note current performance
- ii) Continue to ensure that equality governance is observed in relation to decision making
- iii) Note the proposed changes to Equality Objectives and agree to receive revised objectives
- iv) Agree to receive this report annually in order to comply with the Public Sector Equality Duty (PSED).

## **1. Introduction**

1.1 Publication of equality information is compulsory in England for all public authorities. Proactive publication of equality information ensures not only compliance with the legal requirements, but also greater understanding by the public of the difficult decisions an authority faces, and why it takes those decisions. Gathering equality information and using it to inform decision-making can also enable authorities to achieve greater value for money in the services they deliver through better targeting of services.

## **2. Financial Implications**

2.1 There are no financial implications in producing an annual report.

## **3. Bold Steps for Kent and Policy Framework**

- 3.1 Advancing equality and reducing socio-economic inequalities in Kent contributes towards Council's Medium Term Plan, 'Bold Steps'. The Equality Objectives were developed drawing on the council's. As such the objectives correspond with existing council priorities and the objectives support the aims of, helping the Kent economy to grow, putting the citizen in control and tackling disadvantage.
- 3.2 The council published its equality objectives in 2011/12. Each service was asked to provide equality information and to demonstrate how they complied with equality legislation between 1 April 2013 – 31 March 2014, and what performance measures they have in place to achieve the KCC Equality Objectives.

## **4. Key Achievements**

- 4.1 The GET Directorate has a good equality record with Equality Impact Assessments (EqIAs) and is used as good practice examples across the authority.
- 4.2 The Household Waste Recycling Centre (HWRC) service has asked contractors to deliver a 'meet and greet' service, with assistance available to customers for the lifting and carrying of waste. Contractors running the HWRCs are also required to comply with the access scheme for customers. In addition, service information is made accessible to customers through a range of formats for example Easyread, Braille, alternative languages when requested.
- 4.3 Over the last year adults with learning disabilities have made 1,529 visits to Libraries to attend activities. A key aim of the service is to ensure that they feel comfortable and secure in attending regular library activities. For example they attend events such as Talk Times, author events, Knit and Natter sessions, Time2Give volunteering, IT session and the Six Book Challenge - over 80 adults with learning disabilities received a certificate after completing the challenge (50 adults in 2012-2013.)
- 4.4 Meet and Practice English Conversation groups are held in 7 libraries for people who English is not their first language. People meet up once a week to practise English in an informal and relaxed setting. The marriage script has been rewritten to be totally inclusive of all couples. In the Jewish and Muslim faiths, burial has to take place within 24 hours of death. A duty registrar is available 24 hours a day to register the death to issue appropriate paperwork for a funeral to take place.
- 4.5 Economic Development identified and evidenced spatial inequalities across the county to inform the distribution of economic development activities. Examples of this in 2013/14 include the preparation of the Kent and Medway

Economic Review, which provided the basis for Kent's contribution to the Strategic Economic Plan. This evidence has helped KCC to identify areas where investment is required to overcome economic disparities at sub-county level, and to ensure that KCC enables growth in locations where the market will not deliver alone. In practical terms, this means a particular focus on East Kent and North Kent.

- 4.6 Kent Highways work closely with Highway contractor Amey to run an apprenticeship scheme which encourages greater numbers of young people into work. Working with Kent Police KCC ensures that our Driver Diversion Courses are accessible with reasonable adjustments made on request.
- 4.7 In Environment Planning and Enforcement the Country Parks service maintains easy access paths and provides *trampers* at several of its sites to allow greater physical access in the parks. It also provides engagement activities for schools which are accessible for all children including those with Special Educational Needs. In Thanet partnership work with the District Council delivered the "Footprints in the Sand" Project. This project focused on encouraging disadvantaged children to use and understand the beach. Again partnership with Tonbridge and Malling Borough Council and contractors work was undertaken to enlarge and improve the Coldharbour Caravan Site. This has resulted in a site that been welcomed by residents and the Gypsy and Traveller communities. A key feature of the development was to ensure disability access in utility blocks and communal spaces.
- 4.8 A report on what has been achieved in 2013/14 can be seen in Appendix 1.

## **5. Governance**

- 5.1 In 2012 governance arrangements were agreed to ensure compliance with the Public Sector Equality Duty (PSED) following an internal audit. Governance is based on decisions having an EqlA at both Departmental Management Team and Member levels. If decisions are taken without full equality analysis the authority is open to potential Judicial Review
- 5.2 KCC continues to use EqlAs to capture and evidence our analysis on the impact of our decisions and policies on the People of Kent. The Equality Act abolished the need for EqlAs but is clear on the need to undertake equality analysis in order to demonstrate that due regard has been paid to our Equality duties and KCC evidences this by way of an EqlA. EqlAs assess the impacts and or needs of policies, procedures and services on staff, Members and customers.
- 5.3 It has also been noted that there is no process in place regarding Officer decisions under delegated authority to ensure that Officers making decisions can evidence compliance with the Equality Act and the PSED. Arrangements are now being reviewed to ensure that all decisions have the outcomes of an equality analysis as part of the reports

## **6 Future reporting**

- 6.1 It is proposed that KCC revises and consults on its equality objectives during 2014/2015. The objectives will be incorporated in to the new Strategic

Commissioning Plan and the accompanying Outcomes Framework so that KCC can embed equality monitoring in to the core performance framework.

6.2 This will result in greater compliance in relation to the delivery of organisational priorities and core services. Critically outcomes will be monitored through core performance management frameworks which will result in greater efficiency and accountability in relation to the delivery and outcomes of the objectives and services to customers. Performance monitoring is to be reported to the relevant Committees and this will meet the statutory duty under the Equality Act 2010.

6.3 Duplication will be reduced through streamlining KCC's equality duty by including public information within other published reports.

## **7 Legal Implications and Risk Management.**

7.1 The Public Sector Equality Duty (Section 149 of the Equality Act 2010) requires the Council to publish its Equality Annual Report each year.

## **8 Equality Impact Assessment**

8.1 There is no requirement to undertake an Equality Impact Assessment because this paper reports performance monitoring on the previous year's work and internal governance arrangements.

## **9. Conclusion**

The annual report has been able to identify progress on the relevant equality objectives. The Directorate can demonstrate that it provides accessible and usable services but it needs to continue to improve its governance arrangements and review how it communicates and provides information with service users.

## **10. Recommendations**

### **Recommendations**

The Growth, Economic Development and Communities Cabinet Committee is asked to:

i) Note current performance

ii) Continue to ensure that equality governance is observed in relation to decision making

iii) Note the proposed changes to Equality Objectives and agree to receive revised objectives

iv) Agree to receive this report annually in order to comply with the Public Sector Equality Duty (PSED).



## **11. Background Documents**

### 11.1 Kent County Council Equality Objectives.

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/equality-and-diversity/equality-and-diversity-objectives>

## **12. Contact details**

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### Highways & Transportation Equality Review for 2013-14

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1. What evidence do we have of working with key partners to jointly address areas of inequality?

We work closely with our main Highway contractor Amey to run an apprenticeship scheme which encourages greater numbers of young people into our organisations. We work with Kent Police to ensure that our Driver Diversion Courses are available to everyone regardless of any disabilities or specific needs.

2. How have we improved the collecting of /used the 'About You' service information?

We collect postcodes from all customers reporting highway faults so that we can run Mosaic reports to understand our customer demographics.

Our Vehicle Crossover team collect information about any customer's disabilities and this information is used to see if any additional requirements need to be considered in the design.

As part of our annual highway tracker survey which gathers the views of 1,000 Kent residents, County and District Members, we collect and report some demographic characteristics to ensure a representative sample of the community.

3. Information and data on access to services and/or participation rates for people with different protected characteristics

We use enquiry information and mosaic reports to understand access to service information at a district level and this is reported twice per year to help us understand under or over represented districts and groups.

H&T have their own online fault reporting tool and we have worked extensively with the Digital Services, Communications and Equalities Teams to ensure that it is fit for purpose and accessible by all Kent Residents by offering improved mapping, customer friendly typeface and alternatives (such as no map based location searches) for the visually impaired.

We have fed in to the changes to the KCC website to ensure that the site is accessible to all but also that we offer non digital access to our services as well (e.g. Phone, Face to Face via the gateways and service information being made available to customers through a range of formats such as braille and in alternative languages).

4. Performance information (by any relevant protected characteristics) for functions which are relevant to the aims of the general equality duty, especially around service outcomes (e.g. education attainment, recovery rates, apprentices)

The Amey contracts have a 3% requirement for apprenticeships and this is reported on a monthly basis and has a commercial risk associated with it.

5. Any gaps in the above information required for 2, 3, & 4 and what we are doing about it?

None that we are aware of.

6. Complaints from service users about discrimination and other prohibited conduct

## Appendix A

We started recording complaints about potential discrimination in our quarterly monitoring reports from 2013.

7. Details and feedback of engagement with service users including a breakdown of consultees by any relevant protected characteristics

All formal consultation and satisfaction surveys are commissioned through the appropriate corporate team. Reporting of these surveys takes place at cabinet committee with documents published on the KCC website e.g. highway tracker survey. Most of our consultations and surveys are Kent wide and go to a wide range of residents (such as the Safe and Sensible Streetlighting Project) however some surveys have a targeted audience based on user profile (So 11-16 year olds for the Freedom Pass changes).

8. Any quantitative and qualitative research with service users including a breakdown by any relevant protected characteristics

Only the highway tracker survey.

9. Evidence of equality information being used in contracting, commissioning or procurement where relevant

We included standard equality and diversity stipulations in our contracts with Amey and the company was required to provide evidence of their work in this area, before they were considered during the tender process.

10. Records of how KCC have had 'due regard' to the aims of the duty in decision-making with regard to service provision, including how many assessments of impact on equality, any evidence used and actions we have put in place to mitigate any disadvantage?

All major projects that require a key decision or DivMT agreement have to have an EqIA carried out or else they will not be considered. These are captured on the H&T Project Register.

11. % of decisions with an EqIA before decision was made?

100%

12. Details of policies and programmes that have been put into place to address equality concerns raised by service users

All new highway improvement schemes are subject to a stage one EqIA assessment and where necessary further advice is sought from the Equality Team if any impacts are highlighted. We are working with the Corporate Equality Team to review this process in early 2014.

All new guidance and policy documentation is also subject to an EqIA assessment.

In our new H, T & W Strategic Priorities Statement, all projects involving significant customer involvement or impacts are highlighted and further equality work will be part of the project implementation plan.

### **Waste Management Equality Review for 2013-14**

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1. What evidence do we have of working with key partners to jointly address areas of inequality?

We work with the Waste Collection Authorities to provide a variety of options for householders to dispose of their waste - including specialist collections ('assisted collections' for elderly residents or those with a physical disability) and disposal services (e.g. clinical waste collections).

The Household Waste Recycling Centre (HWRC) service places a requirement upon the contractor to deliver a 'meet and greet' service, with assistance available to customers for the lifting and carrying of waste e.g. pregnant women, mobility impairments. Contractors running the HWRCs are also required to comply with the access scheme for customers requiring access in a vehicle adapted for a disability which would otherwise have been excluded from the HWRCs. *Please also refer to point 9 regarding equality information/ requirements included as part of Waste Management procurements.*

### 2. How have we improved the collecting of / used the 'About You' service information?

During the HWRC public consultation 2011/12 respondents completing questionnaires online were asked a series of 'about you' questions concerning Protected Characteristics. The evaluation highlighted the need to review the 'about you' questions with greater insight into the need and use of particular data sets. For example, data about customer's sexuality has no use or impact upon the HWRC service provision. The Waste Management team has gained a much greater understanding of appropriate data to inform policies and procedures during this piece of work.

In 2012/13, face to face customer satisfaction surveys were carried out at each HWRC by KCC staff. Waste Management will shortly be procuring a surveying company to undertake satisfaction surveys on behalf of the Council in late summer/ Autumn 2014 and on a yearly basis thereafter. The following Protected Characteristic information will be gathered from customers who wish to disclose:

- Age
- Gender
- Ethnicity
- Disability

We will not ask about the following, as they are not considered pertinent to the provision of HWRC services.

- Gender Identity
- Religion or belief
- Pregnancy and Maternity
- Sexual orientation

The customer satisfaction survey will also collect respondents' postcodes. This data is not externally published. Customers are told that they cannot be identified and will not be contacted based on this information. Postcode data is used to gain a better understanding of our customers through Mosaic software analysis to support intelligent audience segmentation.

## Appendix A

3. Information and data on access to services and/ or participation rates for people with Protected Characteristics.

KCC Waste Management delivers one main public facing service through the statutory obligation to provide a Household Waste Recycling Centre (HWRC). This service is open to all householders in Kent albeit access to a vehicle is required to use this particular waste disposal route. The district councils as the statutory Waste Collection Authority provide kerbside collection services including 'bulk' waste collections.

KCC recognises customers visiting HWRCs have differing needs and some may require physical assistance to lift and carry waste safely for disposal, which is a requirement of the KCC contractors (*please also refer to response in point one*). In addition, service information is made accessible to customers through a range of formats e.g. Easyread, Braille, alternative languages.

4. Performance information (by any relevant protected characteristics) for functions which are relevant to the aims of the general equality duty, especially around service outcomes (e.g. education attainment, recovery rates, apprentices).

In line with KCC's aim to promote and support apprenticeship take up within the County, as part of recent procurement for the operation of a number of KCC's HWRCs, providers were asked to provide a strategy detailing any activities they undertake to support apprenticeships and trainees. They were also asked to propose what mechanisms they have to develop and implement this strategy at the HWRCs. Providers will be required to report performance for the authority to monitor.

5. Any gaps in the above information required for 2, 3, & 4 and what we are doing about it?

Experiential learning through customer engagement such as public consultation and satisfaction analysis has provided valuable insight into the value of particular data sets. To this end, Waste Management took a decision to exclude particular 'about you' questions (e.g. sexuality) which were deemed irrelevant to service delivery and unnecessary for people to disclose.

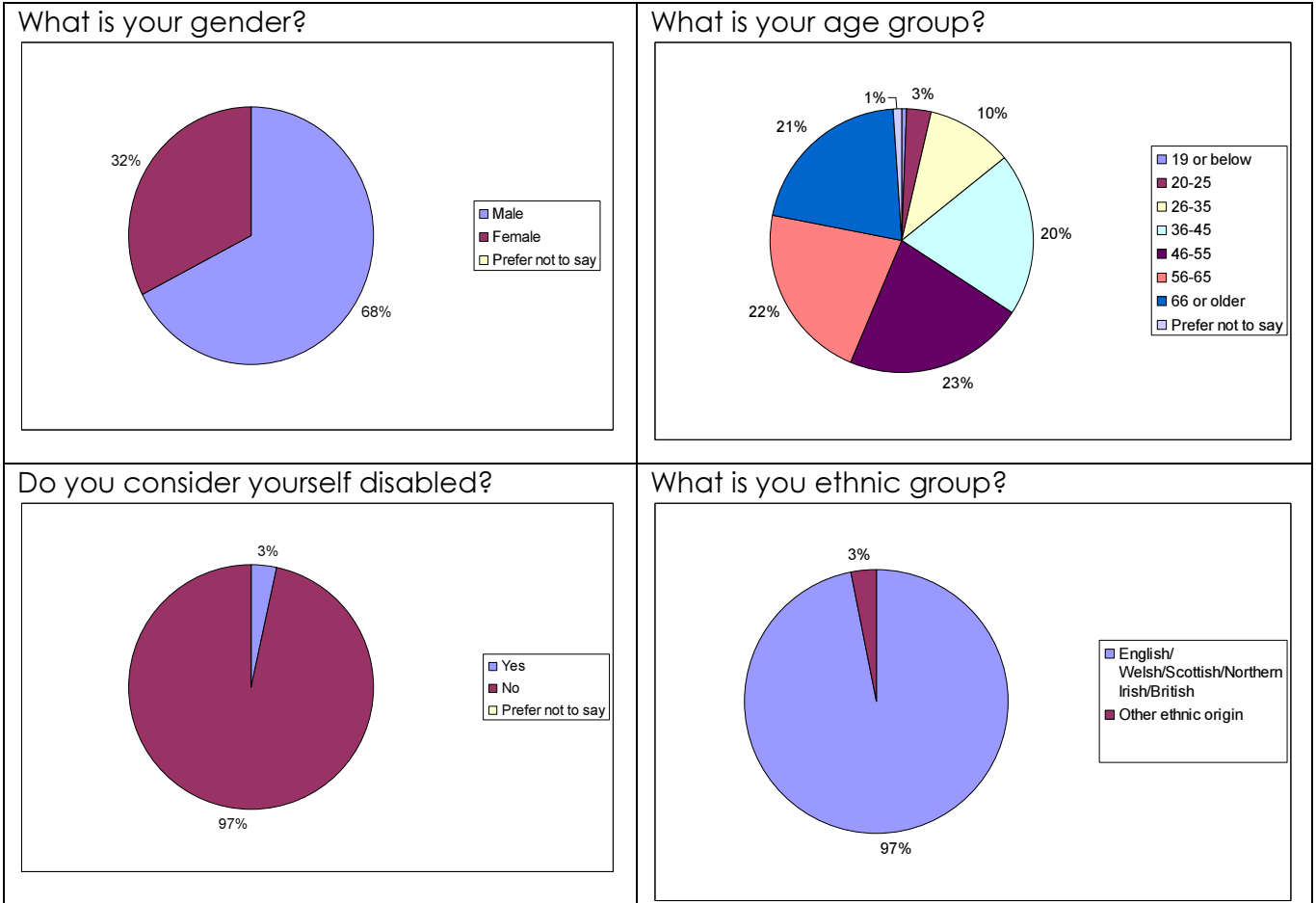
6. Complaints from service users about discrimination and other prohibited conduct During an implementation period (1<sup>st</sup> September 2012 to 31<sup>st</sup> March 2013) for new HWRC operating policies, 26 customers perceived to be discriminated against in relation to the vehicle they owned. These complaints were not upheld. It is recognised that some customers require particular types of vehicles due to a disability and an access scheme is in place to meet their needs – *please refer to information in point 11 for further details.*

All claims of discrimination are investigated with formal advice from the Council's legal team taken if required. Procedures and policies are reviewed as part of each investigation and amended accordingly.

7. Details and feedback of engagement with service users including a breakdown of consultees by any relevant protected characteristics

**Customer satisfaction data**

HWRC Customer Satisfaction data November 2012 – March 2013 provides us with the following information which is used to inform future customer engagement (audience segmentation) methods and channels. This is the most up to date data currently held by Waste Management, however, as explained in point two, we will be undertaking more satisfaction surveys later this year (2014).



97% of respondents stated that they were English/ Welsh/ Scottish/ Northern Irish/ British. Of the remaining 3%, respondents stated that their ethnic group was as follows:

Ethnic group	Number of respondents
<b>Any other white background</b>	<b>14</b>
<b>Irish</b>	<b>10</b>
<b>Mixed white and Asian</b>	<b>8</b>
<b>Do not wish to declare</b>	<b>7</b>
<b>Any other Asian or Asian-British background</b>	<b>5</b>
<b>Black African</b>	<b>4</b>
<b>Black Caribbean</b>	<b>3</b>

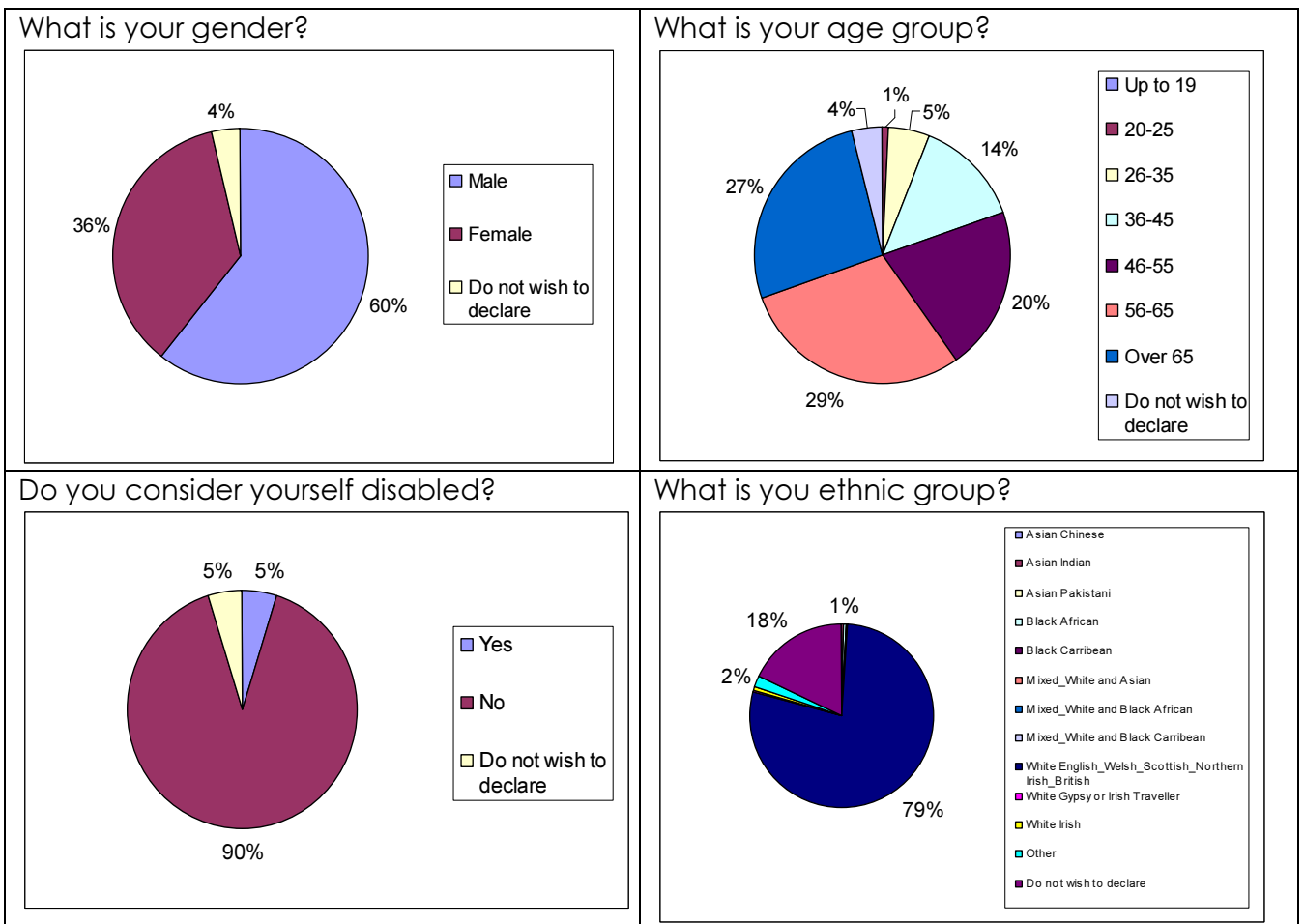
## Appendix A

Bangladeshi/ Chinese	2
Any other ethnic group	2
Any other mixed/ multiple ethnic group	2
Indian	1
Any other Black/African/ Caribbean/ Black-British ethnic group	1

### Public consultation data

As part of the HWRC public consultation, KCC Waste Management sent a letter and/ or email to over 150 equalities groups across the county to give them the opportunity to engage and respond to the public consultation. These groups included age groups, BME groups, disability groups and gender groups. Furthermore, consultation questionnaires were provided to influential members of the Gypsy and Irish Traveller communities to disseminate amongst their communities. The KCC staff groups were also sent information with the consultation information.

The relevant 'about you' questions asked as part of the HWRC public consultation provides us with the following information which is used to inform future customer engagement (audience segmentation) methods and channels.



### Focus Groups



## Appendix A

In late 2013, Waste Management commissioned some focus groups with customers of our HWRCs in order to gather feedback with regards to their experiences at site, their customer service expectations and service improvements. As part of these focus groups, letters were also sent from KCC to disability access card holders, which resulted in the completion of a 30 minute telephone call with 3 customers with access cards. The telephone feedback aimed to understand whether the access scheme, from application process through to using the card at the HWRC, was effective and appropriate. Customers welcomed the service improvements which have alleviated previous service shortcomings and has supported equitable access.

### 8. Any quantitative and qualitative research with service users including breakdown by any relevant protected characteristics

In addition to the response to question 7, Waste Management has sought to engage directly with a number of organisations in Kent representing residents with Protected Characteristics. An example of this is HiKent (Kent's hearing impairment charity) who has provided valuable insight into the considerations and needs of their clients to support future HWRC service provision. This approach is being replicated with other organisations to widen the knowledge and understanding of Protected Characteristics of our customers.

During the next year, Waste Management intend to engage with customers and equality and diversity groups in Kent to help inform future HWRC site design and service delivery to explore needs and requirements of customers.

### 9. Evidence of equality information being used in contracting, commissioning or procurement where relevant.

Waste Management has undertaken/ is in the process of undertaking, a number of procurements in the last 12 months. EqlAs were undertaken prior to all procurements to help inform the process. The majority (with the exception of procurement for the management of a number of KCC's HWRCs) were not public facing services and therefore no negative or positive impact was identified for any protected characteristic.

In line with Corporate procurement procedure, a diversity section was included in all tender documents to ensure that KCC contractors are compliant with all statutory requirements but also that they demonstrate an ongoing commitment that ensures fairness of treatment is being applied and improved by the contractor through the life of the contract. For example, tenderers are asked about their Equal Opportunities policies and the promotion of equalities/ fairness in employment and training.

Furthermore, as part of the tender documents for the operation of the management of the HWRCs, a number of mandatory requirements were included relating to equality including:

- Ensuring that each facility has a staff member designated to be a 'Champion' for customer care. A key feature of this role is to take the lead on all equality issues, ensuring that Staff are trained to deal with all types of customer.
- Ensuring that site signage is clear and appropriate for those for whom written English is not 'accessible'.

## Appendix A

- Ensuring that all HWRCs are managed and operated in line with Waste Management's operating policies to include the Disability Access Scheme, ensuring all Customers have equal access to the HWRCs.

The Tender document also required potential providers to answer a number of scored 'qualities of service' questions. This included a requirement for providers to detail their approach to offering assistance to customers in a consistent and equitable way. Here they were asked to highlight any specific approaches to supporting customers with disabilities.

10. Records of how KCC have had 'due regard' to the aims of the duty in decision-making with regard to service provision, including how many assessments of impact on equality, any evidence used and actions we have put in place to mitigate any disadvantage?  
Percentage of decisions with an EqlA before decision was made?

Waste Management has an EqlA log to identify all relevant policy, procedures and service areas requiring assessment to inform the decision making process. All decisions taken have been informed by an EqlA approved by the Corporate Director. The log allocates a discreet reference number for the EqlA with 8 assessments made during 2013 – May 2014. Associated action plans have been implemented to mitigate disadvantages e.g. information regarding the closure of Hawkinge HWRC being available in a range of formats.

11. Details of policies and programmes that have been put into place to address equality concerns raised by service users

An HWRC access scheme for customers was implemented in February 2013 to ensure that all individuals with a disability are given equal or better access to HWRCs. Previously customers were required to contact KCC to gain access or site staff felt compelled to allow entry if customers mentioned a disability issue or were in possession of a Blue Badge. In part this was due to lack of insight into disabilities and the subject viewed as taboo. This was identified as an area for improvement requiring a cultural change to support open and frank discussions. This led to greater appreciation and understanding of the needs of customers with disabilities. The EqlA for the HWRC procurement reflects this with robust contract specification to provide equitable service for customers with disabilities.

Waste Management redeveloped Ashford HWRC with the new site opening in July 2013. The site was designed to ensure that the HWRC was easily accessible e.g. waste disposed of over a retaining wall rather than steps up to containers. A buzzer was also fitted at the entrance to the site to alert site staff to any customers with a disability access card where their vehicle could not fit under the height barrier and who required assistance to gain entry.

WASTE MANAGEMENT EQUALITY OBJECTIVES 2013		
Objective	Protected Characteristic	Achievements
<p>1. To ensure differing customer needs are catered for at the Household Waste Recycling Centres (HWRCs) e.g. some customers may require physical assistance to lift and carry waste safely for disposal.</p> <p>Page 91</p>	<p>Disability</p> <p>Age</p>	<ul style="list-style-type: none"> <li>• The Household Waste Recycling Centre (HWRC) service places a requirement upon the contractor to deliver a 'meet and greet' service, with assistance available to customers for the lifting and carrying of waste e.g. pregnant women, mobility impairments. Contractors running the HWRCs are also required to comply with the access scheme for customers requiring access in a vehicle adapted for a disability which would otherwise have been excluded from the HWRCs.</li> <li>• As part of the tender documents (published in March 2014) for the operation of the management of the HWRCs, a number of mandatory requirements were included relating to equality including: <ul style="list-style-type: none"> <li>○ Ensuring that each facility has a staff member designated to be a 'Champion' for customer care. A key feature of this role is to take the lead on all equality issues, ensuring that Staff are trained to deal with all types of customer.</li> <li>○ Ensuring that site signage is clear and appropriate for</li> </ul> </li> </ul>

## Appendix A

		<p>those for whom written English is not 'accessible'.</p> <ul style="list-style-type: none"> <li>○ Ensuring that all HWRCs are managed and operated in line with Waste Management's operating policies to include the Disability Access Scheme, ensuring all Customers have equal access to the HWRCs.</li> <li>● The Tender document also required potential providers to answer a number of scored 'qualities of service' questions. This included a requirement for providers to detail their approach to offering assistance to customers in a consistent and equitable way. Here they were asked to highlight any specific approaches to supporting customers with disabilities.</li> </ul>
<p>2. Use Household Waste Recycling Centre customer data combined with audience segmentation information held by Kent County Council to understand the customer profiles for each HWRC to help address potential equality issues and to improve services.</p>	<p>Age</p> <p>Disability</p> <p>Gender</p> <p>Race</p>	<p>This has been achieved and is applied to all customer engagement interventions and will be used to inform future decisions relating to service delivery.</p>
<p>3. To ensure that service information is made accessible to customers through a range of formats e.g. EasyRead, Braille, alternative languages on demand.</p>	<p>Disability</p> <p>Age</p> <p>Race</p>	<p>Yes.</p>

<p>4. A review of existing sites is being undertaken to ensure ease of access for people with disabilities. To ensure that all future designs of HWRCs is accessible to customers with disabilities, within the boundaries of the service.</p>	<p>Disability Age</p>	<p>Review completed to establish current accessibility status of each facility. Action plan currently being implemented.</p>
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1) What evidence do we have of working with key partners to jointly address areas of inequality?

Kent Libraries Registration and Archives are committed to making their services accessible, appropriate and welcoming to all members of Kent's diverse communities. By using the expertise and advice of key partners both at a national, county and local level throughout all that we do enables us to work towards addressing areas of inequality. Examples of partnership working include:

- Gypsy Roma Traveller History Month June 2013. Romany Roots Traveller collections are now held in 10 libraries. Titles were chosen in consultation with the traveller community and Kent Minority Communities Achievement Service (MCAS). Locations of collections were identified by the proximity to traveller sites or housed traveller communities. Libraries took the opportunity during June to showcase the stock. The % increase of the issues of Romany Roots collections compared to the same time the previous year = 126.7% increase.
- Working in Partnership with MCAS (Minority Communities Achievement Service) Family Liaison Officers, Traveller Awareness Displays were placed in libraries across the county.
- Advisory Teacher Gypsy Roma Traveller Achievement delivered an awareness training session at Eden Centre for LR&A staff. Aims of training were to develop a greater awareness and understanding of Gypsy, Roma and Traveller history and culture, develop strategies for engagement and inclusion of Gypsy, Roma and Irish Traveller communities and to develop a greater understanding of the Equality duty.
- Feedback very positive, attendees scored the session good - excellent. Comments included:  
*"The sweep of history-including the recent shocking episodes from Czech & Slovak history –helps to build my awareness"*  
*"Need to find ways of including Gypsy Roma Traveller families in regular library activities like Rhyme times, Summer reading challenges....."*
- Black History Month October 2013. Throughout October, working with local community groups libraries across the county took the opportunity to display Black History Month collections highlighting achievements and culture of Black and Minority Ethnic Communities in Kent.
  - Maidstone Alliance for People of African Heritage (MAPAH) created an exhibition at the Kent History & Library Centre celebrating their African culture with displays of fabric, artwork and musical instruments. MAPAH invited local schools to KHLC for Poetry workshops.
  - Still Rising, a community Group in Gravesend who promote black history and culture in Kent, held an exhibition in Gravesend Library consisting of musical instruments, paintings, sculptures and artefacts, some up to 400 years old. The exhibits were placed around the library so that library users could wander round and see, feel and touch the pieces displayed. Vice Chairman of Still Rising pointed out the importance of the exhibition in relation to the growth of the African and Caribbean population in Gravesend...*"it's important to know the history of that community. If we don't start developing understanding we won't create an atmosphere that is trusting in the future"*.
- In total over 100 people attended activities across the county but this does not include visitors to the exhibition in Gravesend. As the exhibits were

placed around the library they were in full view of all visitors. Footfall for Gravesend during October so potential audience was 17,731

- LGBT History Month February 2014
- Rainbow Reads Collections of books which are written by the LGBT community, and of interest to everyone were made available in the main town centre libraries across the county. Titles were recommended by LGBT specialist book suppliers and members of the KCC Rainbow Forum. 2013-2014 shows a 44% increase in Rainbow Reads issues compared to the previous year. Issues 01/01/2014 – 24/03/2014 =392 (272 previous year.)
- Highlights of LGBT History Month 2014 include:
  - University of Creative Arts in partnership with Kent History & Library Centre held *Cross-Dressing Through the Ages* exhibition highlighting the archives of Tessa Boffin, a lesbian photographer and lecturer at UCA before her death.
  - Programme of events at Folkestone Library included partnership working with youth services and local artist Kamilla Szyber to deliver the *Proud of Who You Are* art workshop at Shepway Youth Hub Five to a group of Young People which was then exhibited in the Sassoon Gallery at Folkestone Library. “A good exhibition showing what people can do when allowed to express themselves as they are”.
- Partnership working with health practitioners
- Reading Well Books on Prescription - a key element of the library national health offer in England. The initiative provides self-help reading for adults based on cognitive behavioural therapy for a range of common mental health conditions including anxiety, depression, phobias and eating disorders. The scheme supports people to self-manage by signposting to expert-endorsed book-based therapy available for free from public libraries, either as a stand-alone treatment or alongside other approaches such as talking therapies or medication. In Kent there are 45 collections of 30 books available across the county – issue figures 4,982 1/04/2013 - 30/04/2014
- In partnership with the Alzheimer’s Society, Dementia UK Age Concern LR&A offer Read Aloud and Pictures to Share sessions across Kent which involves using books and pictures, stories and poetry to stimulate memories, enjoyment and build connections between the people living with dementia and their carers or family members.

## 2) How have we improved the collecting of/used the ‘About You’ service information?

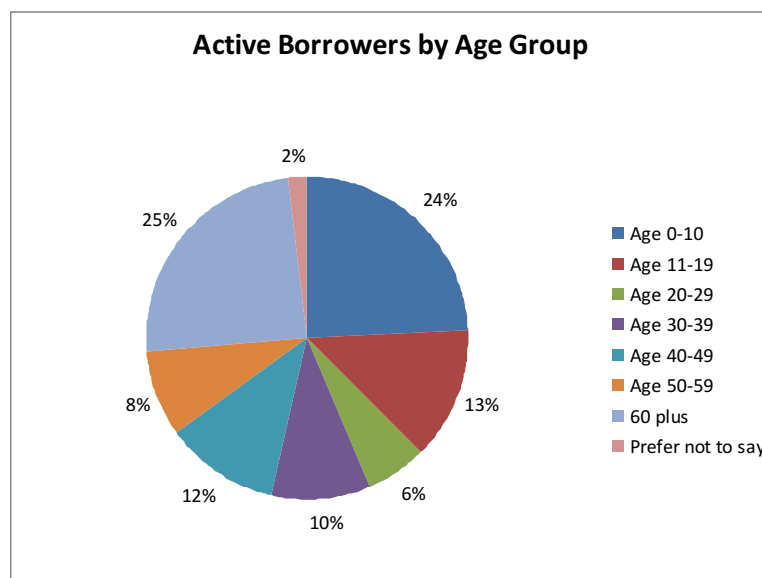
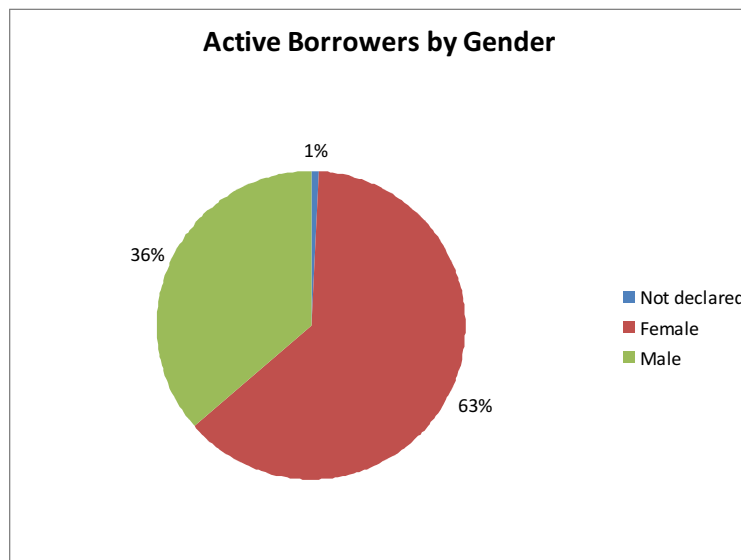
- We have implemented a new library database where we capture information on our customers attending events organised/supported by library and archives staff.
  - Gender
  - Adult child
  - Learning disabilities
  - Mental Health
- Data collected when customer joins Libraries and Archives
  - DOB
  - Gender
  - Ethnicity
  - Disability

- Language Spoke
- Data collected when

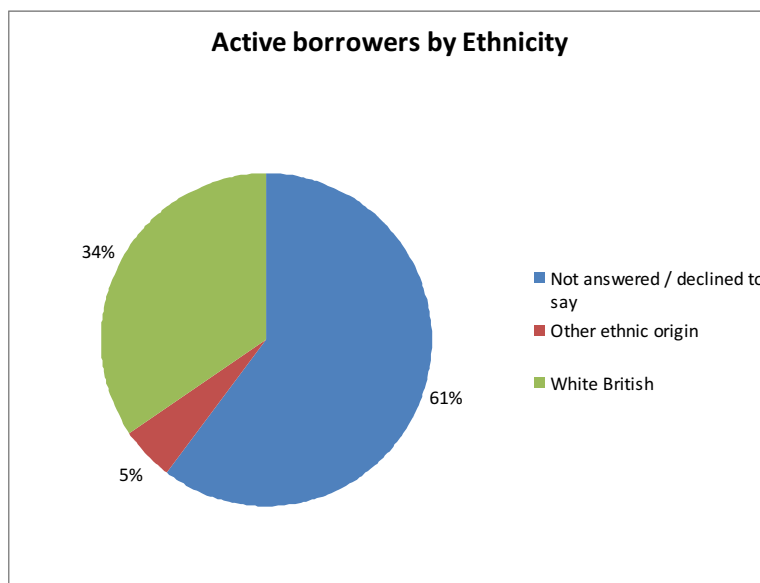
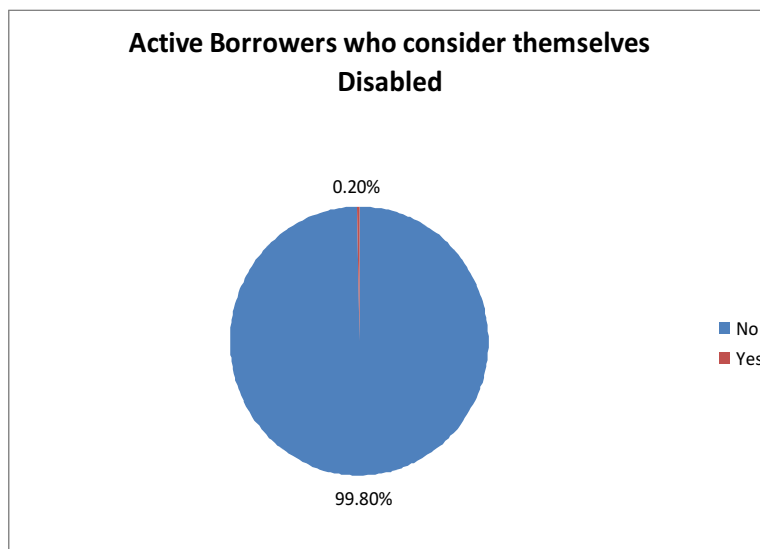
- Data collected about our Time2Give Volunteers

- Gender
- Age
- Disability
- Ethnicity

3) Information and data on access to services and/or participation rates for people with different protected characteristics







- Adults attending events in libraries 2013-14
  - **94,447 adults without or not declared disability**
  - **1,529 adults declared learning disability**
  - **136 adults declared mental health problems**
  - **274 adults declared mobility problems**
  - **584 adults with sensory problems**
  
- Data about our Time2Give Volunteers 2013-2014

Gender:	<b>27% Male</b>
	<b>65% Female</b>
	<b>8% Not declared</b>
Age:	<b>5% Under16</b>
	<b>14% 16-24</b>
	<b>3% 25-30</b>
	<b>5% 31-40</b>
	<b>10% 41-50</b>
	<b>13% 51-60</b>
	<b>41% Over 60</b>
	<b>8% Not declared</b>
Disability:	<b>8% Yes</b>

	<b>73%</b>	<b>No</b>
	<b>20%</b>	<b>Not declared</b>
Ethnicity:	<b>77%</b>	<b>White British</b>
	<b>3%</b>	<b>Other White</b>
	<b>8%</b>	<b>BME</b>
	<b>12%</b>	<b>Not declared</b>

4) Performance information (by any relevant protected characteristics) for functions which are relevant to the aims of the general equality duty, especially around service outcomes (e.g. education attainment, recovery rates, apprentices)

- Making services accessible to people with a physical disability
- Home Library Service serves 1,979 customers (2012-13 1,880). They include people who are homebound by ill health, disability or caring responsibilities. 133,085 loans were made in 2013-2014 (130,377 in 2012-2013).
- Tunbridge Wells access improvement works completed in 2013. This involved the fitting of a lift to the Library, Museum and Art Gallery building as well as disabled toilets and a baby-change facility. This was in direct response to customer comments and advocacy from the local access group. Until the lift was fitted customers unable to walk upstairs were unable to access the information and local studies library at all. Now the whole building is accessible to all users.
- Services for people who are blind or partially sighted;
- Kent Libraries Registration and Archives are committed to the national Six Steps pledge to ensure that services are accessible to the blind and partially sighted.
- Postal loan service. Our *Talking Book* service has 1,242 blind and partially sighted customers in Kent and Medway (2012-13 1,190) and made 48,999 loans (2012-13 48,920).
- Over the year 2013-2014 there have been 584 (2012-2013 492) visits by blind and partially people to events held in libraries across the county.
- 8 audio book groups for blind and visually impaired people across the county, supported by 3 subscriptions from Calibre, attend the library on a monthly basis.
- LRA Celebrated Make a Noise in Libraries fortnight, an annual campaign to bring public libraries and blind and partially sighted people together to improve access to books and information. During this time contact was made with local blind and partially sighted groups and Kent Association for the Blind Centres. Our Best Practice and Offers for Services to Blind and Partially Sighted were promoted. In Kent over 160 members of the public attended 10 MANIL events organised by LRA across the county. 90 of the people attending were blind and partially sighted (2012-2013 91).
- Services for people who are deaf or hard of hearing;
- Offer and Best Practice for services to people who are deaf or hard of hearing developed.
- To ensure that our services are appropriate and welcoming for people who are deaf or hearing impaired Action for Hearing Loss carried out a Benchmarking exercise on the new Kent History & Library Centre and our services for the Deaf or Hard of Hearing in general. Kent History & Library Centre has now been accredited with the Louder than Words Charter.
- In partnership with Kent Hi Centre Page 198 Libraries hold regular Hearing Clinics.

- Services for Adults with learning disabilities;
- During the past year adults with learning disabilities have made 1,529 visits to Libraries to attend activities (2012-2013 1,530). One of our aims is to ensure that adults with learning disabilities feel comfortable and secure in attending regular library activities. For example adults with learning disabilities attend Talk Times, author events, Knit and Natter sessions, Time2Give volunteering, IT session and the Six Book Challenge -over 80 adults with learning disabilities received a certificate after completing the challenge (50 adults in 2012-2013.)
- We also provided tailor made activities for adults with learning disabilities to help them gain confidence when visiting their local library and also to help them make the most of all our services including:
- Beyond Words Book Groups, enabling over 60 adults with learning disabilities with little or no literacy skills to become involved in a book group. Book groups are now held in 9 libraries. *"Many thought that libraries were not for them because of their lack of reading and writing skills. However they became very involved with the books and loved the ideas of cliff hangers.....and felt very sad when they had finished Falling in love a great favourite. Were keen to discuss what happened next"*
- Bag Book story sharing activities. Regular story sharing activities using Bag Books held in Hythe for 11 adults with profound and multiple disabilities. Bag Book activities were also held in Birchington Library and Ashford Gateway.

### **Protected Characteristics- not already covered elsewhere**

#### Age.

- LR&A provide age appropriate stock and services at all service points. Activities include Baby Rhyme Times, Storytimes, Summer Reading Challenges and Homework Clubs for children and Talk Times, Knit and Knatter and Reading Groups for older members of the community. Highlights for 2013-2014 include:
- Talk Times aimed at any age group but much appreciated by older communities in Kent 19,796 visits to 2,817 sessions April 2013 - Feb 2014. (2012-2013 over 5,000 visits to 1,165 sessions).

#### Ethnicity.

- LR&A provide collections of stock in community languages across the county. Main languages are available in town centre libraries and all libraries are able to request stock in languages to satisfy local community needs. Stock is also available to support students learning English, including online learning software for IELTS students. Highlights include
- Russian Baby Rhyme Times in Folkestone Library-special Rhyme Times where songs are sung in Russian and led by a Time2Give volunteer who is a member of the local Russian community. Polish Rhyme Time in Dover recently launched
- Meet and Practice English Conversation groups held in 7 libraries where English is not their first language. People meet up once a week to practise English in an informal and relaxed setting.

#### Sexuality.

- Same sex weddings introduced and the marriage script has been rewritten to make it totally inclusive for all couples.

Religion or Belief.

- We recognise that in the Jewish and Muslim faiths, burial has to take place within 24 hours of death or 'before the sun sets a second time' in the case of Orthodox Jews. We ensure that a duty registrar is available 24 hours a day to register the death and issue appropriate paperwork for a funeral to take place.

5) Any gaps in the above information required for 2, 3, & 4 and what we are doing about it?

6) Complaints from service users about discrimination and other prohibited conduct

LR&A welcome and encourage feedback from their customers through Customer Comments Cards, letters, email and phone.

- We were awarded the Customer Service Excellence Award (CSE) in 2013. This year is the first time that it included the whole service with Registration being assessed for the first time. Not only did we achieve the award again, but we gained an additional Compliance Plus standard for the criterion: *"We learn from any mistakes we make by identifying patterns in formal and informal complaints and comments from customers and use this information to improve services and publicise action taken."*
- All complaints addressing discrimination from service users 2013-2014 were acted upon and satisfied.
- 16 complaints identified. The largest proportion of problems concerning physical access to our buildings and services. Examples included

Complaint	Resolved
The Manager of a Gravesend day centre for adults with learning disabilities would like to know what the ongoing issues are with the lift. People who need to use the lifts would like to enjoy the full access to the library	Chased engineers who are replacing a part-told they will on site the next day to complete the job.
As a disabled person I find it difficult, due to mobility problems to get up the sloped entrance. Due to the nature of them one has to walk further than the steps. Suggest chair or seating could be provided after first automatic doors for those in need of recovery.	Now placed a table and chairs just after the second automatic doors for customers to relax at before using services
The low height of the change slot (on the self service) machine is very difficult for me to get to with my back problem and must also be very difficult for the elderly. Must be possible to design one that is user friendly	Issue with height of coin dispenser raised as part of self service evaluation process and passed to machine manufacturer. Staff can assist customer

- **Other complaints because customers and sometimes staff not fully aware of our services**

Registered birth of first child, but nowhere to breastfeed, only area offered was the toilet-not sanitary. Suggest an area is screened off in quiet part of the library.	Customer was telephoned and received an apology. Staff reminded that women can breastfeed anywhere in the building, and there are seats the other side of the registration pod that are more secluded if they wish for quiet area.
Abilitynet software for people with dyslexia, what does it offer, no one	Provided list of all applications loaded on public PCs including facilities available

seems to know and could not get it to work. 10/8/13 used Abilitynet but as an aid is virtually useless due to deepfreeze clean at the end of each session-suggests breaches Equality Act	as part of their ASuite. Added document to Taktix and reminder in Staff Briefing
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7) Details and feedback of engagement with service users including a breakdown of consultees by any relevant protected characteristics

- We have consulted with adults with learning disabilities and ensure that we involve them in the planning and development our services by:
- Involving them in user groups to ensure that our libraries are relevant and welcoming. 2013-2014 6 adults with learning disabilities have been trained as Mystery Shoppers to Mystery Shop in all the libraries in the Maidstone District. We are waiting for their feedback
- Swanley Library refurbishment. Consulted with community groups across Swanley including the Dementia Friendly Communities Group and West Kent Housing (vulnerable and older people.) Feedback from these groups concerned access and signage.

8) Any quantitative and qualitative research with service users including a breakdown by any relevant protected characteristics

Launched an online survey methodology for Ceremonies, and for Birth & Death Registrations 2013. We ask customers for their email addresses and permission to contact them for feedback at the time of the registration. Surveys are not sent out till a few week after the event.

Registration Breakdown of Diversity data to March 2014

Ceremonies 197 replies	%
Overall satisfaction – all replies	<b>98</b>
<b>Of these</b>	
Ethnic Minorities* (20)	<b>100</b>
Disability (7)	<b>100</b>
Religion – <b>all those that declared a religion (48)</b>	<b>98</b>
Sexuality – <b>all those that declared their sexuality as other than heterosexual (7)</b>	<b>100</b>
Gender	
<b>Male</b>	<b>98</b>
<b>Female</b>	<b>99</b>
Births and Deaths 245 replies	%
Overall satisfaction – all replies	<b>95</b>
<b>Of these</b>	
Ethnic minorities* (16)	<b>100</b>
Disability (8)	<b>100</b>
Religion – <b>all those that declared a religion (79)</b>	<b>94</b>
Sexuality – <b>all those that declared their sexuality as other than heterosexual (7)</b>	<b>89</b>
Gender	
<b>Male</b>	<b>94</b>
<b>Female</b>	<b>93</b>

**\*Those who declared their ethnicity as other than White British or White English**

- We need to obtain a larger number of responses for ceremonies and birth & death registration to obtain a 'statistically significant sample size'
- Launched Library and Archive Service customer satisfaction online survey March 2014 using the email addresses customers give us when they become members.
- Sent out 10,000 email asking customers to complete a survey. We will be sending out a further 55,000 in the near future.
- To date we have received 1,577 replies. This has given us a lot of diversity data which has not been analysed yet and we should have a lot more when we send out the next tranche of emails.

**9) Evidence of equality information being used in contracting, commissioning or procurement where relevant.**

- We strive to make all our buildings accessible, welcoming and safe for all sections of the community. Any new builds or upgrades comply with Document M - which includes layout of changing places and public toilets, colour contrasts followed through with furniture layout guiding etc.
- When we are considering engaging with new partners on a project, one of the questions asked in the Partnership proposal pro forma ***“Does your organisation have an Equalities Policy? If so please give weblink”***.

10) Records of how KCC have had 'due regard' to the aims of the duty in decision-making with regard to service provision, including how many assessments of impact on equality, any evidence used and actions we have put in place to mitigate any disadvantage?

- Completing an EqIA as part of the LR&A business planning process. This year we have completed or in the process of completing 10 EqIAs. A log is kept of all of these.
- Touch a New World - project to ensure that our Home Library Service users are in no way excluded from our commitment to support members of the community to develop their IT skills. Touch a New World resulted from an EqIA carried out on Race Online which identified sections of the community being excluded from IT access - including residents who received our Home Library Service. Through Touch a New World Home Library Service users are offered the opportunity to borrow an iPad, together with training and support from one of our IT Buddies in their own home. In 2013-2014 Time2Give volunteers have enabled 18 Home Library Service users to take up this offer. *Mr B who completed the training said I entered the pilot with fear and trepidation ... before I was useless ... I am more confident than I was before. My sons can't believe it! And Mrs H stated I am no longer spending so much time looking – I am now doing!*

11) Details of policies and programmes that have been put into place to address equality concerns raised by service users

Surprised to find that there is no baby changing facilities for public use, although a changing mat is provided on request. Suggest a fold down baby changing unit in the existing toilet	In response to request we have ordered a wall mounted baby changing station
Mystery shopping carried out by Adults with learning disabilities at Tunbridge Wells	Tunbridge Wells upgrade includes fire escape lift and accessible toilets

Wells 2012 highlighted lack of lift and accessible public toilets	
2 KCC Members and member of public raised concern re lack of hearing loops and staff awareness in public libraries	<p>Audit of hearing loops across county and 60 new portable loops purchased.</p> <p>FAQs on induction loops placed on Taktix and deaf awareness training offered.</p> <p>Action for Hearing Loss awarded Kent History Library Centre Louder than Words Charter Mark</p>

## ***Economic Development***

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### **1. What evidence do we have of working with key partners to jointly address areas of inequality?**

Economic Development can demonstrate evidence of working with partners to address inequality on three levels.

- a) At **strategic** level, we identify and evidence spatial inequalities across the county to inform the distribution of economic development activities. Examples of this in 2013/14 include the preparation of the **Kent and Medway Economic Review**, which provided the basis for Kent's contribution to the **Strategic Economic Plan**, and collaboration with Medway and the Kent Districts in the preparation of evidence for the **North Kent Growth Plan**, the **East Kent Growth Plan** and **West Kent Priorities**, all of which were published in 2013.

This evidence has helped us to identify areas where investment is required to overcome economic disparities at sub-county level, and to ensure that we enable growth in locations where the market will not deliver alone. In practical terms, this means a particular focus on East Kent and North Kent.

In addition, the Strategic Economic Plan and the European Structural and Investment Funds Strategy (both prepared in 2013/14 by the South East Local Enterprise Partnership, of which KCC is a member) both set out commitments to enable the Partnership to meet the **2010 Equality Act**.

- b) At **project** level, we work directly with partners to ensure that specific inequalities are tackled, and we have reflected this in our approach to securing external funding. For example, the **No Use Empty** programme to bring empty homes back into use has disproportionate positive impacts in communities with distressed housing markets in coastal East Kent. Business support programmes such as **Expansion East Kent** and Thames Gateway Innovation, Growth and Enterprise (**TIGER**) also aim to maximise the social value of direct assistance to companies by actively promoting the take-up of apprenticeships and through joint work with Jobcentre Plus. We also work with **Arts Organisations** in Kent to engage wider audience/addressing specific needs. This includes working alongside organisations such as Turner Contemporary and the Quarterhouse. The **BDUK (Broadband Delivery UK)** project is about to submit an application for government funding to target support for female entrepreneurs working in the digital economy. If successful the project will work

alongside Business Support Kent. **Kent Foundation** has worked with The Enterprise Foundation to target the High Street Ward in Maidstone with an initiative to encourage unemployed people to self-employment.

- c) Within our role in securing **developer contributions** for KCC infrastructure to support new developments, we aim to work with District colleagues and service directorates to minimise the social risk associated with unequal or insufficient community infrastructure, and we aim to link new provision with the needs of existing communities.

Internally, we have worked with:

- a) *Human Resources (HR)* to develop a corporate policy for volunteer management which includes the equality duty. This was adopted by *Corporate Management Team (CMT)*. It will be for individual teams using volunteers to monitor this. When we last undertook a “health check” of in-house volunteering units (some years ago now) the findings were that most volunteering within KCC was a) successful in recruiting a range of volunteers from all backgrounds and b) that, in customer-facing services, this was enabling services to reach a wider customer base.
- b) KCC Public Health on a commissioning project which will address engagement and participation in Arts in order to improve the health of, and connections with, disadvantaged groups

KCC also makes a small annual grant to the Kent Equality Cohesion Council (formerly the Race Equality Council) from within the Economic Development budget. This organisation can help any KCC team undertaking consultations with access to ethnic minority communities.

## **2. How have we improved the collecting of /used the ‘About You’ service information?**

We stopped collecting About You customer information for complaints (around a year ago) as directed by our Corporate Team though the Arts team has recently redesigned its Application and Evaluation Forms to enable easier collection and monitoring of data from funded organisations which will include details of target groups.

## **3. Information and data on access to services and/or participation rates for people with different protected characteristics**

We do not systematically collect this data but the Arts team has just started to provide translations for all of its Interreg communications. These include reports, web platform communications, emails, interpreting and marketing information.

## **4. Performance information (by any relevant protected characteristics) for functions which are relevant to the aims of the general equality duty, especially around service outcomes (e.g. education attainment, recovery rates, apprentices)**

We do not collect this data although where Arts funded organisations’ projects include achievement outcomes this is monitored as part of the evaluation process.



As part of the *Regional Growth Fund* (RGF) Programme we encourage the take-up of apprentices but do not collect it as a performance information statistic.

**5. Any gaps in the above information required for 2, 3, & 4 and what we are doing about it?**

We do not have a systematic approach to data collection. This is an area we could review as equalities will impact on the prioritisation of work activity and funding of projects from Local Growth Fund programme. We could also discuss with KCC volunteer managers the data they collect/do not collect on access to volunteering.

**6. Complaints from service users about discrimination and other prohibited conduct**

None received.

**7. Details and feedback of engagement with service users including a breakdown of consultees by any relevant protected characteristics**

As part of the RGF contract meetings, feedback is requested from the companies on ways to improve the application process. The main feedback has been on the use of alternative formats, for hard copy rather than electronic application process. The Programme also offers an alternative option for submitting applications to those unable to complete the on-line application process due to a disability such as sight impairment. We have also used Big Society Fund to match-fund against RGF money to set up business advice hubs through the Fredericks Foundation. This is designed to help individuals furthest from the labour market.

Arts workshops evaluations request comments on specific strengths and weaknesses.

**8. Any quantitative and qualitative research with service users including a breakdown by any relevant protected characteristics**

None by the team though the SILK (*Social Innovation Lab Kent County Council*) Team will undertake research as part of service design but this would be reported via the commissioning team.

**9. Evidence of equality information being used in contracting, commissioning or procurement where relevant**

We include standard equality and diversity in our contracts including visitor economy, inward investment and business support. The commissioning of the Loan Appraisal tender included standard stipulations. The specification for Volunteer Centres will include equalities data.

**10. Records of how KCC have had 'due regard' to the aims of the duty in decision-making with regard to service provision, including how many assessments of impact on equality, any evidence used and actions we have put in place to mitigate any disadvantage?**

A full EqlA was undertaken when Big Society Fund was set up. No mitigations were required.

**11. % of decisions with an EqlA before decision was made?**

None

**12. Details of policies and programmes that have been put into place to address equality concerns raised by service users**

Kent Foundation's policy document contains a section on Equality and Diversity and Complaints. The SILK Team is currently working with colleagues in Social Care, Health and Well-Being on access to services for people with dementia and their carers

**Environment Planning and Enforcement**

**1. What evidence do we have of working with key partners to jointly address areas of inequality?**

Given the diversity of our services, we work with many partners on a variety of projects and seek as part of those projects, any opportunities to jointly address areas of inequality. Some partnerships this year included:

- In Coastal Communities 2150 (CC2150), we worked closely with Thanet District Council and their "Footprints in the Sand" Project. This project focused on getting disadvantaged children to use and understand the beach and supported the CC2150 project in obtaining views across a range of residents. In addition, the project from the outset reviewed socio-demographics as key criteria for the project development and targeting which communities were engaged through the project.
- The Warm Homes project is run through the Kent and Medway Sustainable Energy Partnership, delivering retrofitting measures to reduce fuel poverty and energy costs to residents, improve health and save carbon. This project has focussed in particular on elderly residents to ensure that they are able to access free measures wherever possible. There have been multiple engagement routes including face to face (working with HIAs for example), phone, media and internet.
- We continued working with Tonbridge and Malling Borough Council and contractors to enlarge and improve the Coldharbour Caravan Site. This has produced a site that is already being welcomed by residents and others in the Gypsy and Traveller communities. A key aspect of the project was the applications and allocations process. Working with TMBC a process was agreed to assess applications and address areas of inequality. This has produced a mixed Gypsy and Traveller residency for the site. The site was also developed to ensure it was as fully accessible as possible, including utility blocks that are DDA compliant.
- Supported Kent Football Association (FA) with Equality Roadshows – LGBT, Women and Girls & Race Equality.
- Worked in partnership with Street Games to deliver two 'Engaging Women and Girls in Sport & Physical Activity' workshops for professionals and volunteers. (Linked to International Women's Day).
- Supported Kent FA at a Female Coaches evening. Event was open to coaches in all sports not just football.

**2. How have we improved the collecting of and/or used the 'About You' service information?**

- In the Sports unit, information has been shared via email on 'About You', the on-line Self Service arrangements and Disability Passport developed by Level Playing Field.
- We incorporated a subset into a form for CC2150 (paper and digital). However, it was difficult to ask people to complete this information in the forums in which we were working (e.g., community events) and we received very few back. Age information is requested through the Warm Homes programme to identify eligibility for free measures.

**3. How have we improved the information and data on access to services and/or participation rates for people with different protected characteristics?**

For our engagement work we look to ensure that residents have multiple routes of access e.g., for Warm Homes and CC2150, we have face to face contact, web, media and phone contacts to connect across routes (as well as options for translation, large print etc.).

**4. What performance information (by any relevant protected characteristics) do we collect for functions which are relevant to the aims of the general equality duty, especially around service outcomes (e.g. education attainment, recovery rates, apprentices)**

Within the Sports and Physical Activity team:

- Currently collecting data regarding: Kent School Games and Sainsbury's School Games participants and Sportivate funded projects.
- Free Access for National Sports Performers – We collect equality data from members (gender, age, ethnicity, disability)
- We collect monitoring information regarding individuals and organisations who have been awarded P&O Ferries funding (and the breakdown of participants who have been benefitted from the projects)

**5. Are there any gaps in the above information required for 2, 3, & 4 and what action are we taking to improve this?**

No gaps have been highlighted but we are continuing to review across projects as to relevance and requirements.

**6. How many complaints have we received from service users about discrimination and other prohibited conduct**

No complaints were received from service users about discrimination or prohibited conduct.

**7. Details and feedback of engagement with service users including a breakdown of consultees by any relevant protected characteristics**

We continue to work with the corporate communications and engagement staff to ensure that any surveys and feedback mechanisms are properly constructed and can breakdown this information into relevant protected characteristics.

**8. Any quantitative and qualitative research with service users including a breakdown by any relevant protected characteristics**

This is completed on a project by project basis as required.

**9. Evidence of equality information being used in contracting, commissioning or procurement where relevant**

We work with the corporate procurement team to ensure that we use the standard commissioning and contracting documents which state KCC's commitment to equalities and diversity.

**10. How has your service had ‘due regard’ to the aims of the duty in decision-making, including how many Equality impact assessments have we done, any evidence used and actions we have put in place to mitigate any disadvantage?**

All high and medium risk projects are required to consider whether it is appropriate or relevant for an EqlA to be carried out. These were captured on the divisional and directorate project registers. Some projects which have completed an EqlA this year include the Overnight Lorry Parking project, Thanet Parkway railway station and the *Growth without Gridlock in Kent and Medway* strategy document. The following actions were taken following the EqlAs:

- For the Growth without Gridlock document, the EqlA Action Plan included making the document available in alternative formats to ensure that it is accessible to all. This includes ensuring that the document is available as a hard copy, in Easy Read format or in an alternative language if required.
- For the Thanet Parkway Railway Station Project EqlA, the Action Plan included making any material relating to the public consultation and engagement to be available in suitable formats and through appropriate media to ensure that it is accessible to all.
- The EqlA assessments for Overnight Lorry Parking project have not yet been reviewed by the Equality and Diversity team, but are likely to include mitigation measures to ensure that information is available during the public consultation and engagement.

Working with the Equalities Team on the EqlA for the Minerals and Waste Local Plan helped the service team to improve the format of this document prior to it being put out for public consultation. The information about the document being available in other languages and the telephone number to ring if help was required were repositioned to the very front of the document - the inside of the front cover – to make it much more prominent.

An EqlA was undertaken for the Strategic Framework for Sport and Physical Activity in Kent and for the Kent Downs AONB Management Plan. In the early stages of the EqlA for the Kent Downs AONB the team identified that young people were less likely to be able to engage in the consultation process so a member of the team set up a mini project which engaged directly with young people’s groups (and to a lesser extent old people’s groups). They got some interesting and useful results which the team is turning into a HLF bid and project.

**11. % of decisions with an EqlA before decision was made?**

Not known.

**12. Details of policies and programmes that have been put into place to address equality concerns raised by service users**

Projects and actions which have been put into place have not necessarily been identified specifically by service users but are addressing areas which are potentially at a disadvantage. These include:

- Increased focus on delivery of equality workshops as part of the Connect:ed programme including Coaching deaf people in sport and Equity in your Coaching courses.
- Reviewed Kent Sport Equality Action Plan 2011-13 and produced final report.
- Produced a new Equality Action plan 2014 – 2016. Consultation on draft plan took place and included internal and external partners.
- Delivery of new Equality Action Plan commenced.

- Developed a Women's and Girls' webpage for Sport and Physical Activity. A profile of Millie Knight has been added to the Role Models section on the webpages.
- Kent Sports Group, Running Project, Project 500 and Sportivate: priority is given to projects targeting young people aged 17 and over, females and disabled young people. There was a specific themed round of Sportivate funding available for projects targeting women and girls linked to International Women's Day.
- The Planning Applications Group offer to make information about applications available in other languages, publish all information on the web so that it can be enlarged and put site notices at a height that is viewable from a wheel chair.
- The Country Parks service maintains easy access paths and provides trampers at several of its parks for less able visitors and undertakes engagement activities with special schools.

## Growth, Environment and Transport Directorate Equality Related Objectives

The GET Directorate did not exist in 2013-14 but the following has been extracted from the former E&E Directorate's objectives.

### Directorate Objectives

Please indicate any actions carried out which has assisted the Directorate in meeting its objectives:

Objective	Activity	Protected Characteristics to which this relates	Ownership	Actions
<p><b>Equality Impact Assessments (EqIAs) on changes to policy, procedures, procurement and projects and part of the decision making process.</b></p> <p>Page 110</p>	<p>Carry out and ensure the EqIA is maintained and updated.</p> <p>Findings of EqIAs included within decision reports</p>	<p>All</p>	<p>DMT</p>	<p>On Directorate Project Register there is a column to mark whether EqIAs have been completed and these are chased if not. EqIAs produced for key projects and strategies including Thanet Parkway project, Overnight Lorry Parking, Growth without Gridlock Strategy, Minerals and Waste Local Plan, the Strategic Framework for Sport and Physical Activity, and the Kent Downs AONB Management Plan.</p>
<p><b>Collect relevant equality information and use it to inform service priorities</b></p>	<p>'About You' Information collected and used to inform service priorities</p> <p>Consultation and satisfaction reported by relevant protected characteristic</p>	<p>All</p>	<p>DMT</p>	<p>In New Ways of Working moves, Equality leads in the Division (D Kapaj &amp; M Bishop) have actively contributed to the planning and roll out of the programme. As part of the Invicta House moves, staff disability and equality issues have been fully documented and individuals have been consulted on the proposals.</p>

### Divisional Objectives

## Environment, Planning and Enterprise 2013-14

The Environment, Planning and Enterprise division did not exist during 2013-14 and so this shows some of what the constituent parts (the former Planning and Environment division and parts of the former Customer and Communities Directorate) delivered during 2013-14.

Objective	Activity	Protected Characteristics to which this relates	Ownership	Update
Improving life-chances and living standards for Gypsies and Travellers	Helping to tackle disadvantage amongst the Gypsy and Traveller communities, continuing our planning of new sites and looking at how the changes in the benefit system might affect them.	Race (Gypsies and Travellers)	Gypsy & Traveller Unit	Site improvements and enhancements continued and the changes in the benefits system have not yet shown any additional adverse effect on the Gypsy and Traveller community
Moving Kent Residents out of Fuel Poverty 8 1 1 1	Engaging with residents to offer them energy efficiency advice and equipment to reduce their energy consumption and costs.	Age Disability	Sustainability and Climate Change	<p>968 properties have had measures installed through the Warm Homes project (to date).</p> <p>We have also worked with Public Health to deliver Winter Warmth programme.</p> <p>To qualify for the Winter warmth programme residents must be over 65 in a Cold home and with one of the following underlying medical conditions</p> <ul style="list-style-type: none"> <li>• Cardiovascular,</li> <li>• Circulatory</li> <li>• Respiratory</li> <li>• Mobility or disabled</li> </ul>

Objective	Activity	Protected Characteristics to which this relates	Ownership	Update
Protecting vulnerable communities from the extremes of weather and climate change  Page 112	<ul style="list-style-type: none"> <li>Supporting priority communities in adaptation activities through the Coastal Communities 2150 and Sustainable Sheppey programmes, targeting coastal communities, (often the most deprived and containing many vulnerable groups of people) most at risk from coastal flooding and rising sea levels, equipping them to assess their own risks and set their own priorities for action.</li> <li>As strategic lead authority on managing flood risk we are targeting our work on flood risk management in disadvantaged areas</li> </ul>	Age Disability	Sustainability and Climate Change  Flood Risk and Natural Environment	Action plans developed across the three communities.  Residents were engaged through a variety of mechanisms (see questions)  Around 2,500 residents were engaged through the project, however these are not broken down by protected characteristics.  Equalities monitoring for Sustainable Sheppey is undertaken by Swale Borough Council (project lead).
To promote all appropriate protected characteristics to reduce discrimination, tackle disadvantage and promote equality of	Ensure Legacy from London 2012 Olympic and Paralympic Games	All	KCC Olympic and Paralympic Legacy Plan steering Group	Significant growth in delivery of disability sport coaching Considerable funding secured from the national Places People Play legacy sport programme for Kent sport (including £1million for Cyclopark, just under £2 million for our community grassroots sports facilities, over 600 trained sports volunteers delivering in excess of 6000 hours of sport



Objective	Activity	Protected Characteristics to which this relates	Ownership	Update
<p>opportunity across all work strands of the Group</p> <p style="text-align: center;">Page 113</p>				<p>volunteering, and £800, 000 to support Kent residents to undertake 6 – 8 weeks of coaching training in a sport of their choice.) Working with Public Health on a number of pilots whilst developing a core relationship tackling Health Inequality.</p>
	Production of a Strategic Framework for Sport and Physical Activity in Kent	All	Kent and Medway Sports Board	<p>Strategic Framework for Sport and Physical Activity overseen by Kent &amp; Medway Sports Board. Equality Impact Screening undertaken during the development of the Framework and wide consultation undertaken in two stages.</p> <p>Monitoring information to include 'physically inactive adults' to aim to influence this group of people and support closing health inequalities gap.</p>
	Development of Equality and Access Manager role	All	Kent Sport & Physical Activity Group	Equality and Access Manager in post to lead on all issues and objectives related to Equalities across the Group
	Promote funding opportunities and support to under-represented community projects	Race / Ethnicity	Kent Sport & Physical Activity Group	Funding support from Arts Development Fund for Maidstone Mela 2013
	Secure additional funding to Kent to address	Age	County Sports	External funding brought into Kent esp

Objective	Activity	Protected Characteristics to which this relates	Ownership	Update
Page 114	Equality under-representation		Partnership	re. County Sports Partnership funding and programmes (e.g. Sportivate – targeting 14-25 year olds)
	Support elements of Sainsbury's UK School Games as run in Kent in 2013 and plan for Kent School Games 2014	Age Disability Gender	Kent Local Organising Committee	East & West Kent area School Games successfully held in 2013, with range of sports aimed at different age groups from 5-15 years old. Several events held for disabled young people
	Support Public Health Service Equality objectives	All	Kent Sport & Physical Activity Group and Kent Public Health service	<p>Case studies provided on disabled Paralympic athletes</p> <p>Launch of Healthy Club website (linked with Active Kent site) providing information on activities and other opportunities for Kent residents. Promoted widely, including to health trainers, local authorities and health professionals to use as an information resource.</p> <p>Smoking Cessation pilot project developed using physical activity incentive.</p> <p>Outdoor Gyms project being developed using mapping on obesity levels and participation levels (adults) to target</p>

Objective	Activity	Protected Characteristics to which this relates	Ownership	Update
				<p>work into local communities.</p> <p>Bids with Public Health for Activate programme funding to provide activities for older people in order increase activity levels and to reduce falls in later life and work Workplace Health funding to support physical activity work through workplaces.</p>
	Secure and advance the Equality Standard for Sport award level	All	Kent and Medway Sports Board	<p>Achieved Preliminary and Foundation level of Equality Standard for Sport. Equality Action Plan in place and being refreshed – Plan being used as an example of good practice nationally.</p> <p>Project 500 and Running Project are examples of projects which either specifically target women (Project 500) or are attracting women (Running project).</p>
	Promote coaching opportunities and carer development among women and girls	Gender	Kent Sport and Physical Activity Service	Details provided to Project 500 co-ordinator
	Secure major national and international disability sports events in Kent	Disability	Kent Sport and Physical Activity	<ul style="list-style-type: none"> <li>• Ran Kent International Sitting Volleyball Tournament</li> <li>• Ran Wheelchair Tennis</li> </ul>

Objective	Activity	Protected Characteristics to which this relates	Ownership	Update
			Service	Development Series Tournament <ul style="list-style-type: none"> <li>Promoted Wheelchair Rugby League World Cup</li> </ul>
	Being inclusive, involving volunteers, stakeholders and local people (Objective 6 of Strategy)	All	Kent Country Parks service	<ul style="list-style-type: none"> <li>New engagement with community groups to promote the “offer” at all Kent Country Parks</li> <li>Continuing partnership with K College and Brockhill for special needs students and long term volunteering opportunity for several people with learning difficulties</li> </ul>
Page 116	Achieve additional Green Flag awards	Disability	Kent Country Parks service	Green Flag award achieved for Lullingstone – this award includes requirements that there should be equal access for all members of the community and evidence of involvement with the local community.
Widely promote the health benefits of using Public Rights of Way	Work closely with health care professionals	<ul style="list-style-type: none"> <li>Age</li> <li>Disability</li> <li>Gender</li> <li>Race</li> </ul>	Public Rights of Way	Explore Kent has begun the development of a new website and is working in partnership with Public Health to understand customer needs and develop an offer and a website that will be accessible and attractive to all customers, in particular those that suffer health inequality.
Improve walking and cycling	Implement targets within the statutory Countryside and Coastal Access	<ul style="list-style-type: none"> <li>Age</li> <li>Race</li> </ul>	Public Rights of Way	Continued to implement an ongoing programme of improvements to the

Objective	Activity	Protected Characteristics to which this relates	Ownership	Update
provision in Kent, removing obstructions/barriers and addressing areas of inequality in provision.  Page 117	Improvement Plan			<p>PROW network for all users following extensive consultation. During 2013-14, a further 213 stiles have been removed from the PROW network making it more accessible to the elderly, ambulant disabled and those with young families.</p> <p>Countryside Access design standards are applied for improvements to the network ensuring that new and replacement infrastructure provides high quality access. For instance 99 sleeper bridges were replaced during the year, the new more accessible bridges being wider and having hand rails.</p>
Support school travel plans, and the Healthy Schools initiative.	Develop/improve traffic-free walking and cycling routes for journeys to school,	<ul style="list-style-type: none"> <li>• Age</li> <li>• Race</li> </ul>	Public Rights of Way	Continued to develop and deliver routes providing greater opportunities for cyclists and safer routes to school. In the last year these included the delivery of an off-road cycle route between Wye and Chilham and the creation of a safer route to school at Pound Lane Ashford.
Work with volunteers to	Operate and expand the inclusive volunteer wardens' scheme across all districts,	<ul style="list-style-type: none"> <li>• Age</li> <li>• Gender</li> </ul>	Public Rights of Way	Volunteer training and health and safety videos have been produced and

Objective	Activity	Protected Characteristics to which this relates	Ownership	Update
help maintain Kent's public rights of way and greenspace network	promoting the health benefits to the participants.	<ul style="list-style-type: none"> <li>• Race</li> </ul>		put online for volunteers. The online training videos will encourage a more diverse group of volunteers because they can be accessed at time to suit the individual, no travel is required, and potential volunteers who may be intimidated by groups of people will feel more inclined to sign up if they don't have to attend a formal training session with other volunteers.
Promote opportunities for all people to access the countryside and coast through high quality relevant information	<p>Continue to produce targeted <a href="#">Explore Kent</a> products and services, both online and in print.</p> <p>Encourage country park/greenspace partners to develop sites as gateways to explore the wider countryside</p>	<ul style="list-style-type: none"> <li>• Age</li> <li>• Disability</li> <li>• Gender</li> <li>• Race</li> </ul>	Regulatory Services	<p>The Explore Kent website has been improved to provide information about outdoors activities for all in a more accessible format. Wherever possible information (website, newsletters, social media, printed guides) is provided about the accessibility of routes and facilities available so people of all ages, abilities and race can make informed decisions.</p> <p>Explore Kent has produced and distributed town walking and cycling maps that have been distributed in the local areas to promote low cost, safe and healthy travel and free leisure opportunities.</p>

Objective	Activity	Protected Characteristics to which this relates	Ownership	Update
Page 119				<p>A walk / cycle guide to Kent has also been produced and distributed by partners across the county and the South East to promote walking and cycling for leisure. This guide is free and includes information about sustainable transport and accessibility of the routes.</p> <p>Explore Kent successfully secured EU funding to develop a parks app to allow customers to find and explore parks and greenspaces in Kent more easily. The app will also allow park providers to pro-actively promote their parks, services and events to a captive target audience for free.</p>
<p>Ensure that an effective 'Fair Trader' scheme operates in Kent to protect vulnerable consumers from employing rogue traders,</p>	<p>Continue to review the effectiveness of the <a href="#">Buy With Confidence</a> scheme and move to alternative providers if better outcomes can be achieved.</p>	<ul style="list-style-type: none"> <li>• Age (older people)</li> <li>• Race (especially people with little or no English)</li> </ul>	<p>Trading Standards</p>	<p>An in depth review of Buy With Confidence (KCC's fair trader scheme) was carried out. This involved countywide research with traders and consumers and a consultation with stakeholders to ensure the best possible protection of Kent's consumers. Following this review a new partnership has been formed with</p>

Objective	Activity	Protected Characteristics to which this relates	Ownership	Update
				Checktrade to protect consumers, particularly the vulnerable and stop rogue traders.
Protect vulnerable victims from Scams (phone and postal)  Page 120	Sign up to Scams Hub and deliver an effective education / support campaign to reduce the number of scam victims and the amount Kent consumers lose to scams	<ul style="list-style-type: none"> <li>• Age</li> <li>• Race</li> <li>• Disability</li> </ul>	Trading Standards	We signed up to Scams hub, analysed the data and carried out extensive customer insight work to produce effective education materials and a targeted campaign in partnership with Community Wardens and PCSO's. Over 100 visits to known victims in Canterbury and Thanet have been made and data and intelligence is being collected to help us better educate and protect future potential victims. The most chronic and vulnerable victims are also provided with ongoing support to combat their addiction to scams and prevent further losses. This campaign will be rolled out to the rest of Kent over the coming year.

**Further objectives and actions for 2014-15**

In the next section is a selection of actions from our team action plans for the coming year. Not all team plans have been finalised and therefore this is only a snapshot of the potential actions for the coming year.



Objective	Activity (from plan)	Protected Characteristics to which this relates	Ownership	
To increase the levels of participation in sport and physical activity amongst the population in Kent, with a focus on attracting new participants and encouraging the least active to become active	<ul style="list-style-type: none"> <li>Lead the sport and physical activity elements of the KCC Olympic and Paralympic Legacy Plan and co-ordinate Sport England Legacy programmes in the County, to ensure that Kent derives maximum benefit and long-term legacy from the London 2012 Olympic and Paralympic Games.</li> <li>Support and increase participation by adults and young people in sport and physical activity, in conjunction with Health and other partners.</li> <li>Manage the Kent School Games and the Sainsbury's School Games, this year to include possible event(s) for Change4Life Club participants at schools in order to widen access to the Kent School Games for less 'sporty' young people.</li> </ul>	<p>All</p> <p>Age Disability Gender</p> <p>Age Disability Gender</p>	Kent Sport and Physical Activity Service	
	Implement actions within Equality Action Plan and support Kent FA with Equality Roadshows in 2014	All		
	Adopt Kent Equalities and Accessibility Strategic Framework and work towards Intermediate standard of the Equality Standard for Sport	All		
	Promote funding opportunities to under-represented groups in Kent	All		Kent Sport and Physical Activity Service
	Develop Disability Sports pathways across a number of sports	Disability		
	Manage, co-ordinate and implement Year 4 of the Sportivate programme for 11-25 year olds	Age		

Objective	Activity (from plan)	Protected Characteristics to which this relates	Ownership
	Develop coaching and coach development opportunities in the county, including Project 500 aimed at involving more women in coaching and creating opportunities to support disability sport	Gender	
Ensure high quality facilities are provided, maintained and improved, and that where possible quality standards are independently verified	Apply for new Green Flag award at Pegwell Bay and retain existing Green Flags at annual inspection for Trosley, Brockhill, Lullingstone, Shorne and Manor Country Parks	All	Country Parks service
To provide a range of opportunities for countryside recreation and leisure visits, serving local and county-wide needs and extending the visitor base	Increase the range of 'access for all' facilities to a level appropriate to the physical conditions and the visitor profile of each site – this year, develop Brewers Wood in accordance with grant funding to widen access for all.	Disability	Country Parks service
Improving life-chances and living standards for Gypsies and Travellers	Helping to tackle disadvantage amongst the Gypsy and Traveller communities, continuing our planning of new sites and management of existing sites.	Race	Gypsy and Traveller Unit
Moving Kent Residents out of Fuel Poverty	Engaging with residents to offer them energy efficiency advice and equipment to reduce their energy consumption and costs.	ALL	Sustainability and Climate Change
Protecting vulnerable communities from the extremes of weather and climate change	Supporting priority communities in adaptation activities through the Coastal Communities 2150 and Sustainable Sheppey programmes, targeting coastal communities, (often the most deprived and containing many vulnerable groups of people) most at risk from coastal flooding and rising sea levels, equipping them to assess their own risks and set their own priorities for action.	ALL	Sustainability and Climate Change
	As strategic lead authority on managing flood risk we will continue to target flood risk management in disadvantaged	ALL	Flood Risk and Natural

Objective	Activity (from plan)	Protected Characteristics to which this relates	Ownership
	areas		Environment
Widely promote the health benefits of using Public Rights of Way	Work closely with health care professionals	<ul style="list-style-type: none"> <li>• Age</li> <li>• Disability</li> <li>• Gender</li> <li>• Race</li> </ul>	Public Rights of Way
Improve walking and cycling provision in Kent, removing obstructions/barriers and addressing areas of inequality in provision.	Implement targets within the statutory Countryside and Coastal Access Improvement Plan	<ul style="list-style-type: none"> <li>• Age</li> <li>• Race</li> </ul>	Public Rights of Way
Support school travel plans, and the Healthy Schools initiative.	Develop/improve traffic-free walking and cycling routes for journeys to school,	<ul style="list-style-type: none"> <li>• Age</li> <li>• Race</li> </ul>	Public Rights of Way
Work with volunteers to help maintain Kent's public rights of way and greenspace network	Operate and expand the inclusive volunteer wardens' scheme across all districts, promoting the health benefits to the participants.	<ul style="list-style-type: none"> <li>• Age</li> <li>• Gender</li> <li>• Race</li> </ul>	Public Rights of Way
Promote opportunities for all people to access the countryside and coast through high quality relevant information	<p>Continue to produce targeted <a href="#">Explore Kent</a> products and services, both online and in print.</p> <p>Encourage country park/greenspace partners to develop sites as gateways to explore the wider countryside</p>	<ul style="list-style-type: none"> <li>• Age</li> <li>• Disability</li> <li>• Gender</li> <li>• Race</li> </ul>	Regulatory Services
Ensure that an effective 'Fair Trader' scheme operates in Kent to protect vulnerable consumers from employing rogue traders,	Continue to review the effectiveness of the <a href="#">Buy With Confidence</a> scheme	<ul style="list-style-type: none"> <li>• Age (older people)</li> <li>• Race (especially people with little or no English)</li> </ul>	Trading Standards

Objective	Activity (from plan)	Protected Characteristics to which this relates	Ownership
Protect vulnerable victims from Scams (phone and postal)	The education / support campaign to reduce the number of scam victims and the amount Kent consumers lose to scams will be rolled out across Kent	<ul style="list-style-type: none"> <li>• Age</li> <li>• Race</li> <li>• Disability</li> </ul>	Trading Standards