

**GROWTH ECONOMIC DEVELOPMENT AND
COMMUNITIES CABINET COMMITTEE**

Wednesday, 12th October, 2016

10.00 am

**Darent Room, Sessions House, County Hall,
Maidstone**



AGENDA

GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Wednesday, 12 October 2016 at 10.00 am
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: **Christine Singh**
Telephone: **03000 416687**

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 A H T Bowles, Mr D L Brazier, 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 19 July 2016 (Pages 7 - 16)

To consider and approve the minutes as a correct record

A5 Verbal updates by the Cabinet Members

To receive verbal updates from the Cabinet Member for Economic Development and the Cabinet Member for Community Services

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

B1 Partnership Agreement Kent Film Office and Shepway District Council (Pages 17 - 22)

To receive a report by the Cabinet Member for Economic Development and the Corporate Director of Growth, Environment and Transport about a proposed decision to enter into a partnership agreement between Shepway District Council and Kent County Council's Kent Film Office

B2 Recycling the Regional Growth Fund: The Kent and Medway Business Fund (Pages 23 - 30)

To receive a report from the Cabinet Member for Economic Development and the Corporate Director of Growth, Environment and Transport on a proposed decision to launch a scheme to invest recycled Regional Growth Fund loan repayments

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

C1 Developing Stronger Partnerships with Kent Universities (Pages 31 - 34)

To receive a report from the Cabinet Member for Economic Development and the Corporate Director of Growth, Environment and Transport which sets out a number of areas in which KCC could work more closely with the county's universities

C2 Final Report on Kent 2012 Legacy (Pages 35 - 44)

To receive a report of the Cabinet Member for Community Services and the Corporate Director of Growth, Environment and Transport which sets out the achievements of the Kent 2012 Campaign in delivering on its legacy commitments i.e. those commitments to make an impact after the London 2012 Games

C3 Apprenticeship Levy (Pages 45 - 48)

To receive a report by the Cabinet Member for Economic Development and the Corporate Director of Growth, Environment and Transport about the new apprenticeship levy

C4 Work Programme 2016/17 (Pages 49 - 56)

To receive a report by the General Counsel (Interim) that gives details of the

proposed work programme for the Growth, Economic Development and Communities Cabinet Committee

D - Monitoring of Performance

D1 Visit Kent Contract Performance Review (Pages 57 - 64)

To receive a report by the Cabinet Member for Economic Development and the Corporate Director of Growth, Environment and Transport which covers activity undertaken by Visit Kent since April 2014 against the requirements set out in the contract

D2 Performance Dashboard (Pages 65 - 76)

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

D3 Annual Equality and Diversity Report (Pages 77 - 92)

To receive a report that sets out a position statement for services within the Growth, Environment and Transport Directorate regarding equality and diversity work and subsequent progress on KCC equality and diversity objectives for 2015/16

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Benjamin Watts
General Counsel (Interim)
03000 416814

Tuesday, 4 October 2016

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

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, 19 July 2016.

PRESENT: Mr M A Wickham (Chairman), Mr S Holden (Vice-Chairman), Mr M Baldock, Mr A H T Bowles, Mr B E Clark, Mr J A Kite, MBE, Mr G Lymer, Mr S C Manion (Substitute for Miss S J Carey), Mr R A Marsh (Substitute for Mr D L Brazier), 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: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr R Gill (Economic Policy and Strategy Manager), Ms J Ward (Regional Growth Fund Programme Manager), Mr Jarvis (Kent Downs and Marshes Leader Manager), Mr R Moys (Head of International Affairs), Mrs S Nurden (Kent and Medway Economic Partnership's Strategic Programme Manager) and Ms C A Singh (Democratic Services Officer)

UNRESTRICTED ITEMS

164. Apologies and Substitutes

(Item A2)

Apologies were received from Mr Brazier substituted by Mr Marsh and Miss Carey substituted by Mr Manion.

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

(Item A3)

Mr Bowles made a declaration of interest during Item C2 as he sat on the Kent Downs and Marshes Local Action Group Executive, a non KCC appointment.

166. Minutes of the meeting held on 17 May 2016

(Item A4)

RESOLVED that the Minutes of the meeting held on 17 May 2016 were correctly recorded subject to page 13 paragraph 158 2(b) bullet point six in the second sentence the words "ought to" be added after the words "Local Plan", and in 2(c) bullet point five the words "in his opinion" being added after the words "reflected that" and that they be signed by the Chairman.

167. Verbal updates by Cabinet Members and Corporate Director

(Item A5)

1. The Cabinet Members, Mr Dance and Mr Hill were invited to give their verbal updates.

2. Mr Hill advised on four items as follows:

- *The Turner Contemporary Gallery Trust*

Mr Clive Stephens had been newly appointed Chairman of the Trust.

- *Kent School Games Finals*

This had been the biggest year for the Kent School Games with 7000 young people taking part. Tracey Crouch, Minister for Sport and the Olympics attended the event with her new baby.

- *Kent County Show*

The Kent County Council Stand won 1st prize "The Geering Trophy - Best Large Trade stand". This was a tribute to all the hard work undertaken by Officers.

- *Kent History Centre Medieval Kent*

On the 11 July the final launch of the Kent History Centre Medieval Kent took place. This started in 1989 and had been a long running history project with the 10th volume finally being produced.

3. Mr Dance advised on the following:

- *Broadband*

A Broadband Member Briefing was held when Members were advised that 95.7% Broadband coverage would be achieved by the end of 2018. Another Member briefing would be arranged early next year.

- *Kentish Flats Extension*

Mr Dance attended the Kentish Flats Extension, on the off shore windfarm to Vattenfall. He advised that off shore windfarms were being placed in shallow water reducing the cost of erecting the wind energy platforms, He advised that they were also looking at an Extension off Margate. The Kent coast was home to 25% of the country's off shore wind power.

- *KEiBA Awards*

This was an award scheme staged and produced by Kent County Council and the KM Media Group to reward excellence in businesses in Kent and Medway. An evening event attended by over 600 people was held in June at the Kent County Showground when a variety of Kent companies received their awards.

- *Nord-Pas-de-Calais*

Mr Dance advised that he had visited Nord-Pas-de-Calais following the UK vote to leave the EU. Discussions had been held with Nord-Pas-de-Calais at the opening of the replica of the Globe Theatre. Mr Dance had also visited the region of the Nord-Pas-de-Calais et Picardie where he had discussed Interreg funding with officials. They managed three Interreg funds and were keen for Kent to put in new bids. Members would have the opportunity to discuss this further at item C3 later on this agenda.

- *Manston*

Mr Dance advised that outside the boundary of Manston Airport, KCC owned land with Thanet Borough Council called East Kent Opportunities (EKO). Commercial

property would be built on this land and 400 jobs would be created in a roll out of 60 start-up industrial units with an aim to establish 90 units in total.

4. Comments and questions by Members were answered by Mr Dance as follows:
 - Kent had a target for 95% Broadband coverage but due to officers good work they were able to stretch that to 95.7%. The roll out of 4G was still unknown and the online Ofcom map did not relate to signal strength. Mr Dance assured Members that Kent was doing better than many other areas of the country.
 - Mr Dance said that the government phased the finances for wind power projects. As the costs came down the subsidies to the offshore wind industry were reduced. Bringing the power ashore in Kent was costly.
 - Mr Dance said that the interaction with the Nord-Pas-de-Calais would continue. The plan was for French schools to continue to meet with Kent primary school children.
 - A comment was made that KCC should push forward for what it wanted despite the uncertainty since the UK voted to leave the EU.
 - It was suggested that without Broadband rural areas would be isolated.
5. RESOLVED that the comments and responses to questions by Members and the information in the verbal updates be noted.

168. Presentation on Ebbsfleet Garden City *(Item A6)*

1. The Chief Executive of the Ebbsfleet Development Corporation, Mr Spooner, was welcomed by the Chairman and invited to give his presentation on the master plan for Ebbsfleet Garden City.

2. Mr Spooner said Ebbsfleet was the first Garden City for 400 years and that it would be delivered in collaboration with stakeholders and the private sector. Mr Spooner advised that the Ebbsfleet Development Corporation was the planning authority and was developing a master plan for the area and his role was to accelerate the delivery of the Garden City. He outlined the achievements to date and outlined the proposals for 2016/17 as follows:

- Post UK European referendum – housebuilders remain confident
- 5 house builders on-site, Countryside Homes building the first new homes in Springhead Park for four years.
- On target for over 600 starts on site in 2016/17.
- Draft Garden City master plan ready for final agreement in September.
- 1,400 homes consented since October 2015 and a new primary school consented and agreed with KCC.
- New bridge linking Springhead Park with Ebbsfleet International approved – delivery by KCC.
- Core utility strategy in place and procurement of network and additional capacity agreed with providers

3. Concerns and questions by Members were responded to by Mr Spooner and Mr Dance as follows:

- A comment was made that this was a template for a new community that would be here for 100 years plus and the need for quality development was key.
- There was a plea for Dartford Borough Council to ensure the delivery of the necessary infrastructure.
- Mr Spooner advised that a decision on a low carbon emissions target was yet to be made. There were ten key performance indicators and air quality was one of them. The key performance indicators would be reviewed each year.
- A Transport Strategy including bus routes was being developed with KCC. The Strategy would also include the design of haulage routes.
- Mr Spooner assured Members that they would be working with the developers to achieve the highest standards.
- Mr Spooner agreed that there was a moral duty to provide opportunities of employment within the local community, as well as the opportunity for self-builds. He assured Members that developers were providing green space/community space within the project.
- A comment was made that much improvement made to the access roads was required to enable the proposed London Paramount site to be developed.
- A Member said that they did not like the strapline "*Where London meets the Garden of England*".
- The following suggestions were made for consideration:
 - More affordable housing for local people and residential caravan parks.
 - Riverside transport
 - Elderly Care homes
 - Housing provision for single people

4. Mr Spooner agreed with the spirit of the points raised by Members.

5. RESOLVED that the comments and responses to questions by Members and the information given in the presentation by Mr Spooner be noted.

169. Local Growth Fund Round 3 and Large Local Major Schemes (Item C1)

1. The Kent and Medway Economic Partnership's Strategic Programme Manager, Mrs Nurden, introduced a report on the government launch of two new calls for project proposals that would help unlock economic growth in local areas of Kent.

2. In the first call, Local Enterprise Partnerships (LEPs) were invited to bid for a share of the third tranche of the Local Growth Fund, worth £1.8 billion across England. Mrs Nurden advised that the Kent and Medway Economic Partnership had endorsed the business cases for 21 Schemes. The total value of the 21 schemes was in the region of £75 million. One of the 21 business cases had subsequently been withdrawn by the applicant (East Kent Spatial Development Company).

3. In the second call, LEPs were invited to bid for a share of the Large Local Major Schemes (LLMS) funding, worth £475m across England. To bid for LLMS,

LEPs were required to submit large scale transport business cases to the DfT, which were compliant with the Department's business case methodology (known as WebTAG). There were very few large scale projects with a WebTAG-compliant business case already developed, due to the high cost of undertaking this type of project development work and none at present in Kent and Medway. The DfT was, therefore, allocating some of the £475m to support LEPs in developing new WebTAG-compliant business cases. The Cabinet Committee noted that the Kent and Medway Economic Partnership (KMEP), at its meeting on 14 June, had endorsed the submission of a LLMS bid to develop a WebTAG-complaint business case for Junction J7 of the M2 (known locally as Brenley Corner).

4. The Cabinet Committee was asked to endorse the proposed record of decision. This decision stated that Kent County Council would endorse the bid submission, act as the accountable body for projects within its geographical boundaries and delegate authority to the Section 151 Officer to sign a grant offer letter or equivalent.

5. The Corporate Director, Mrs Cooper, explained the work carried out to produce a list in rank order of the projects and the government had the last word in choosing which projects to support.

6. On concerns raised and questions asked; Mrs Cooper, Mrs Nurden and Mr Gill made the following responses:

- Mrs Cooper said the LEP was bidding was to a different ministerial team. KCC had referred to growth in the strongest narrative possible and each bid was accompanied by a supporting business case.
- Mr Bowles made a plea for M2 Junction 7 which would have a wider benefit for Thanet, Dover etc. This would open up housing possibilities. He expressed frustration with the different rankings on various lists produced by different entities.
- Mr Baldock considered that the process was messy and uncertain. He referred to the priority given to Junction 7 of the M2 and had concerns about other junctions that were suffering peak hour congestion including Goudhurst and Bobbing. He suggested that the list was not comprehensive. Mr Ratcliffe said that projects for the Large Local Means Fund had to have a minimum cost of £75 million and that improvements to the Junctions on the A249 would not come to £75 million. He also said local authorities were precluded from grouping projects.
- Mr Trulove referred to the Lower Road in Sheppey stating that half of the Isle of Sheppey spent their travel time in traffic queues.
- Mr Kite said that KMEP and its closest partners and colleagues across the county had been helpful and had worked well together. He considered that the Committee could not support both KMEP and SELEP as the assessments of projects were not compatible. He suggested that the recommendation in the report at the first bullet point be altered by removing the words "& the South East Local Enterprise Partnership".
- Mrs Cooper advised that the report was submitted to Cabinet yesterday, 18 July and it was agreed that the report would only be agreed by the Leader if SELEP agreed the KMEP list.

- Mrs Nurden confirmed that the letter on page 23 set out the criteria. Mrs Cooper added that the four criteria in paragraph 2.4 shaped KMEP's prioritisation.
- Mr Gill advised that the Kent and Medway Edge Hub, was sponsored by Canterbury Christ Church University and would support investment in engineering and technology businesses. Members noted that the university was providing match funding. The A2 off slip at Wincheap, Canterbury was important to this scheme.
- Mr Marsh supported the changes to the recommendation proposed by Mr Kite.

7. The Chairman asked Members if they supported the changes to the recommendation as proposed by Mr Kite. Members agreed to remove the words "& the South East Local Enterprise Partnership" in the first bullet point in the recommendation.

8. RESOLVED that:-

- (a) the comments and responses to questions by Members be noted;
- (b) the Cabinet Committee noted the proposed decision to be taken by the Leader of the Council, for Kent County Council to:
 - Endorse the Local Growth Fund Round 3 (LGF3) and Large Local Major Scheme (LLMS) bid submissions to Government proposed by the Kent & Medway Economic Partnership. *(Removing the wording "& the South East Local Enterprise Partnership")*
 - Act as the accountable body for projects within Kent County Council's geographical boundaries that are selected by the Government to receive LGF3 and LLMS funding.
 - Delegate to the Section 151 Officer, the authority to sign on KCC's behalf a grant offer letter or equivalent, where this is required to draw down funds following business case approval.

170. East Kent and Kent Downs and Marshes LEADER Programmes (2014-2020)

(Item C2)

(Mr Bowles made a declaration of interest as he sat on the Kent Downs and Marshes Local Action Group Executive, a non KCC appointment)

1. The LEADER Programme Manager, Mr Jarvis, introduced a report that asked Members to note how the Kent Downs and Marshes; and the East Kent programmes were put together by KCC with support from the respective district councils and local rural organisations since autumn 2014, what the outputs were and how they would be delivered during the period to 2020.

2. The Kent Downs and Marshes LEADER Programme had been awarded £1.886 million for the period of 2020; and the East Kent LEADER £1.586 million for projects that contributed to rural economic growth in their respective areas.

3. Mr Jarvis advised that the LEADER Programmes in Kent had a slow start but were now rapidly gaining momentum. East Kent in particular had been slower as it was a new programme area. A Local Action Group Executive of 11 for each LEADER area had been established to assess and the projects to be funded.

4. Mr Jarvis responded to questions by Members as follows:

- This was a rural funding programme and any area classed as urban would not be eligible for grant funding. Quex House Estate was on the border of the East Kent LEADER area and Mr Jarvis would be writing to DEFRA to request that the boundary area be redesigned. East Kent LEADER would be looking at locations on the edge of its area to see if these could be added. The Boundaries had been drawn up in conjunction with the local authorities involved and they could be reviewed in the future.
- Mr Jarvis agreed to include information on performance in future reports so that Members are able to measure targets year on year.

5. RESOLVED that:-

- (a) the comments and responses to questions by Members be noted;
- (b) information on the performance of the LEADER Programme be included in future reports;
- (c) the report be noted.

171. Impact of the EU Referendum on European Funding *(Item C3)*

1. The Head of International Affairs, Mr Moys, introduced a report that highlighted the important contribution of EU funding to the delivery of corporate outcomes since 'Interreg 1A' in 1991 and considered the implications of the 'Brexit' on KCC's current programmes. Mr Moys considered that it was 'business as usual'. Recent successes included eight KCC and Kent projects securing £2.3 million in grants. This would assist with tourism, health and wellbeing, a new model for childcare and flood management in Kent.

2. Mr Moys and Mr Smith noted comments and responded to questions by Members as follows:

- A comment was made that before EU referendum Members had been assured that the existing arrangements would continue.
- It was suggested that the authority should be cautious about committing to any long term projects which appeared to be contrary to the government's approach.
- Mr Moys assured Members that any EU funding secured was linked to KCC's priorities.

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

172. Devolution in Kent and Medway

(Item C4)

1. The Chairman said that Members of the County Council had discussed devolution at the last County Council meeting and that the programme of devolution remained problematic.

2. The Head of Economic Strategy and Partnerships, Mr Gill, explained the current proposals of the Kent and Medway Leaders for devolution, how they might progress and the potential next steps. He said that given the uncertainty of the current policy at national level, the Kent and Medway Leaders had unanimously agreed at their meeting on 27 June 2016 not to submit a devolution bid to the Government but to take forward many of the actions within existing governance arrangements.

3. Mr Gill and Mrs Cooper noted comments and responded to questions by Members as follows:

- A suggestion was made that there was a lot of good thinking in the Kent and Medway Leaders' draft document.
- A plea was made for there to be fewer acronyms in the draft document.
- The following points were made including:
 - The need to be more forceful when expressing KCC's position in the document;
 - The need for 158,500 new homes referred to in page 82 was questioned;
 - The need to ask "why there was more expansion".
 - The need for KCC to argue for sustainability in relation to transport;
- A comment was made that there may not be as much harmony in the districts as the paper suggested.
- Mrs Cooper said the County would not be divided into three. East Kent, was looking at how the five district/borough councils might come together to share and collaborate more to minimise duplication.

4. Mr Baldock asked that his objections to the report and rejection of the recommendation be noted.

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

173. Work Programme 2016/17

(Item C5)

1. The Cabinet Committee considered its Work Programme for 2016/17 and suggested a report on the "Thames Estuary Programme" be submitted to a future meeting.

2. RESOLVED that the Work Programme for 2016/17 be agreed subject to the topic "Thames Estuary Programme" being added.

174. RGF Programmes and Framework for Monitoring Report

(Item D1)

1. The Growth Fund Programme Manager, Mrs Ward, introduced a report that provided Members with an update on the allocation of funds from the Expansion East Kent, Tiger, and Escalate schemes to companies in the format agreed by the Cabinet Committee.

2. Mrs Ward said bad debt had increased as a result of one company that had gone into administration. Members noted that the monitoring was one quarter behind and the process had been simplified which the businesses had welcomed.

3. Mrs Ward noted comments and responded to questions by Members as follows:

- Mrs Ward explained that there had now been four years' experience of the three funds, Expansion East Kent, Tiger, and Escalate. She said there were thresholds within the Red Amber Green [RAG] ratings and that a tolerance level may be introduced in programmes in the future.
- A comment was made that if KCC was a private company investing in those companies it would not be happy with the results detailed in the report. KCC should be expecting some social value from the investment.
- A request was made for more feedback on the social value of the loans and more information on repayments. Mrs Ward advised that the social value could be measured by the number of jobs created and the growth in the economy. She also said that that indirect employment, arising from the use of suppliers in the local area used by the business was now measured.
- With regard to repayments, targets and variations, some businesses repaid slightly earlier and some paid in full amount as one payment. To allow variation of the contract the performance of the business would be monitored over three months and the projection of the next three months. This would highlight any issues the business was having i.e. potential cash flow issues, sales forecast that was not met or an order that did not come through.
- A Member commented that he welcomed the RGF Programme and disagreed with the earlier comment "if KCC were a private company..." as these funds were set up to address the lack of funds to finance high risk companies.
- A further comment was made that it would be interesting to know how KCC compared in terms of funding and social value.
- It was suggested that KCC should be proud of these schemes and their achievements.
- Mrs Ward said that the criteria did not specify the number of jobs to be created. She agreed to forward information on the cost per job created to Members outside the meeting.
- A Member considered that there should be more positivity regarding the social value, price per contract/value to community and gave the example of a company in Dover that had gone from strength to strength employing local people. Mr Dance reminded Members that when the money was repaid that money was reinvested in other companies.

4. RESOLVED that:-

- (a) Mrs Ward would forward information regarding the cost per job created by those companies in receipt of funding from the three schemes;
- (b) the comments and responses to questions by Members and the report be noted.

By: Mark Dance, Cabinet Member for Economic Development
Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee -
12 October 2016

Subject: **Partnership Agreement: Kent Film Office and Shepway District Council** (Decision Number 16/00106)

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: Cabinet Member Decision

Electoral Division: All Shepway Wards

Summary:

Shepway District Council agreed a policy framework for supporting filming and photography shoots across Shepway which sets out defined procedures for supporting film and television companies, including a charging schedule for a range of different services.

The policy framework is underpinned by a proposed Partnership Agreement between SDC and Kent County Council's Kent Film Office, which sets out the functions and services that each will provide in a joint working relationship. The Partnership Agreement will be reviewed annually by Shepway District Council and Kent Film Office.

Recommendation:

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on his proposed decision to authorise the Director for Economic Development as shown at Appendix A to:

- (a) sign, on behalf of Kent County Council, the Partnership Agreement between the Kent Film Office and Shepway District Council for the period 2016-17, and
- (b) implement the financial and governance arrangements set out in section 2 therein.

1. Background

- 1.1 Last financial year, filming activity generated £4.8 million of direct spend into the Kent economy which made it a record year for the Kent Film Office. This was achieved through 1045.5 filming days and included projects such as Churchill's Secrets, Wonderwoman, The Tunnel series 2, Jekyll and Hyde, Eastenders and Cadbury's, Rugby World Cup and Ford commercials, as well as photoshoots for Marie Claire, Vogue, Tatler and Mazda.
- 1.2 The Kent Film Office already has a signed film partnership with all districts and Medway Council.
- 1.3 The Kent Film Office is in a good position to offer an extended filming service to its district partners to administer, contract and invoice for filming.
- 1.4 In recent years fewer resources have been available from partner organisations to support Kent Film Office's aim to increase economic benefit to Kent through filming.
- 1.5 When Kent Police authorised Kent Film Office to issue low impact permits on their behalf in February 2014, the effect was a substantial saving in staff time for both partners and the policy has been a successful working practice since then.
- 1.6 The next step was an automated permit system in partnership with Thanet District Council, which resulted in similar savings.

2. Proposed agreement with Shepway District Council

- 2.1 Most districts do not charge for filming on their land, because they find that the burden of administering this is not cost effective for them.
- 2.2 Advantages to Kent Film Office managing filming for districts would be:
 - Facilitation of the permit process for production companies and savings of Kent Film Office and District staff time
 - More money into Kent economy due to more districts charging for filming
 - Kent Film Office income of 10% of any income generated on district land
- 2.3 Kent Film Office was approached in early 2015 by Shepway District Council film contact to assist in the development of a policy framework for supporting filming and photography shoots across the district and proposed a partnership with the Kent Film Office:
- 2.4 Under the terms of its Partnership Agreement with Shepway District Council, the Kent Film Office will:
 - Seek to maximise inward investment in the Shepway economy from film and television production.

- Promote the district through filming and photography to encourage visitors and boost tourism.
- Seek to ensure that filming and photography is conducted safely and that adequate public health liability insurances and risk assessments are in place as set out in the Kent Filming Guidelines.
- Seek to minimise any disruptive effect that filming and photography may have on others.
- The Kent Film Office will collect payment on behalf of Shepway District Council in line with the agreed Film Charging Schedule as set out in Section 12 of Shepway District Council's Filming and Photography Policy.
- Kent Film Office will hold all payments accruing to Shepway District Council and Shepway District Council will invoice once a year (during March) for the charges that have been made, less 10% being the agreed management fee for Kent Film Office.

3. Financial implications

- 3.1 Since March 2014, the Kent Film Office has raised £12.5K through highways permits and support for filming and television companies across Kent for Kent County Council Highways, Kent Film Office and various parish councils. In the current financial year it is anticipated that the proposed joint working arrangements with Shepway District Council could raise several thousand pounds from charging, of which 10% would be retained by the Kent Film Office.

4. Legal implications

- 4.1 There are no legal implications.

5. Equalities implications

- 5.1 There are no equalities implications.

6. Recommendation

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on his proposed decision to authorise the Director for Economic Development as shown at Appendix A to

- (a) sign, on behalf of Kent County Council, the Partnership Agreement between the Kent Film Office and Shepway District Council for the period 2016-17, and
- (b) implement the financial and governance arrangements set out in section 2.

Contact Details

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Relevant director: David Smith
Director of Economic Development
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Gabrielle Lindemann, Kent Film Officer Telephone number: 03000 422000 Email: filmoffice@kent.gov.uk	
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Further Information:

1. Filming and Photography Policy, Shepway District Council, June 2016 - <https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=Film%20and%20Photography%20Policy%20-%20June%202016&ID=4835&RPID=11258646>
2. [Kent Filming Partnership](#)

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION To be TAKEN BY

Mark Dance Cabinet Member for Economic Development

DECISION NO:

16/00106

For publication

Key decision*

No –

Subject: Partnership Agreement Kent Film Office and Shepway District Council

Decision:

As Cabinet Member for Economic Development, I agree to authorise the Director for Economic Development to

- (a) to sign, on behalf of Kent County Council, the Partnership Agreement between the Kent Film Office and Shepway District Council for the period 2016-17, and
- (b) to implement the financial and governance arrangements therein.

Reason(s) for decision:

Shepway District Council agreed a policy framework for supporting filming and photography shoots across Shepway which sets out defined procedures for supporting film and television companies, including a charging schedule for a range of different services.

The policy framework is underpinned by a proposed Partnership Agreement between SDC and Kent County Council's Kent Film Office, which sets out the functions and services that each will provide in a joint working relationship. The Partnership Agreement will be reviewed annually by Shepway District Council and Kent Film Office.

Cabinet Committee recommendations and other consultation:

The decision does not require public consultation. The matter will be considered by the Growth, Economic Development and Communities Cabinet Committee on 12 October 2016 and its comments will be taken into account when the decision is made

Any alternatives considered:

This is a new partnership agreement approach

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

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By: Mark Dance, Cabinet Member for Economic Development
Barbara Cooper, Corporate Director – Growth Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee - 12 October 2016

Subject: Recycling the Regional Growth Fund: The Kent and Medway Business Fund

Decision Number 16/00107

Classification: Unrestricted

Past pathway of paper: None

Future pathway of paper: Cabinet Member Decision

Electoral Division: All

Summary

Since 2011, Kent and Medway has benefited from Government investment of £55 million from the Regional Growth Fund. This has supported the Expansion East Kent, TIGER and Escalate business loan schemes.

All of the original RGF funding has now been defrayed. However, as loans are repaid, it is estimated that £5-7 million will be available to reinvest each year in businesses with the potential for growth.

This paper sets out a proposal for the reinvestment of this funding. This is based on the launch of a 'Kent and Medway Business Fund' which will replace the existing schemes. The paper outlines how the Fund will operate and the timetable for delivery.

Recommendations

The Growth, Economic Development and Communities Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision:

- a) To delegate to the Director of Economic Development the authority to launch a new scheme on behalf of KCC to invest recycled RGF loan repayments to eligible organisations in the Kent & Medway area;
- b) That the governance arrangements for the RGF schemes (Expansion East Kent, Tiger and Escalate) allow officer sign off of all investments up to £1 million

That the governance arrangements for the RGF schemes allow for the Leader to take decisions in line with the legislative requirements for key decisions for all investments over £1 million are carried forward.

1. Introduction: The Regional Growth Fund

1.1. Since 2011, £55 million has been allocated to Kent County Council from the Regional Growth Fund. This enabled the delivery of three direct business finance schemes which offered loans, equity investment and in a small number of cases, grants:

- Expansion East Kent £35 million
- TIGER £14.5 million
- Escalate £5.5 million

1.2. The three schemes were similar, and were managed by the same KCC team. However, they operated to slightly different criteria, and each had a separate advisory board responsible for making recommendations to the Accountable Body (Kent County Council) for project approval or rejection.

1.3. All three schemes have now closed, and regular reports on performance are provided to the Cabinet Committee. However, as loans are repaid and there is a return on equity investment, KCC is able to recycle the funding to invest in businesses with the appetite and capacity for growth. It is currently estimated that around £39.5 million will be repaid by 2021, which will mean that there will be up to £5-7 million per year to reinvest.

2. Proposed new fund

Principles

2.1. Following an assessment of the three previous schemes, consideration has been given to the design of a new, successor scheme. This scheme will need to take into account:

- a) *Sustainability*: The administration costs of the three previous schemes were covered by KCC (and the other participating local authorities in the case of TIGER). However, this will not be viable in the future, and a new scheme will need to recover costs.
- b) *Capital availability*: While £5-7 million per year is a significant sum, it is less than the sums available over a short period of time in the earlier schemes. The design of a new scheme will need to reflect this lower amount of capital.

- c) *Market demand and experience*: The original schemes were set up at a time of recession and significant credit constraints. A review of demand has been carried out to assess current need.
- d) *Government grant conditions and regulations*: Recycled funds will continue to be subject to Government monitoring and regulation. This includes the state aid rules, with which any new Fund must comply.

Design

- 2.2. Based on these considerations, it is proposed that a new **Kent and Medway Business Fund (KMBF)** should be created. This will provide loans for small and medium-sized enterprises to support new jobs and business growth and to stimulate innovation and improve productivity. As loans are repaid, they will be recycled into the KMBF. The funds recycled from the original Expansion East Kent (East Kent), TIGER (North Kent) and ESCALATE (West Kent) Schemes will again be allocated for projects in those three areas.
- 2.3. It is envisaged that the new scheme will be broadly similar to the former RGF programmes and the South East LEP-funded Innovation Investment Initiative (i3) launched earlier this year. The KMBF will not seek to replace commercial sources of finance, but will seek to unlock and work alongside other forms of investment. Applicants must have a viable business case and be able to demonstrate that commercial finance is not available to cover the full value of the investment. The scheme will normally provide finance for up to 50% of total eligible costs, with the balance funded through private sources, including bank lending. Wherever possible security for the loans will be obtained.
- 2.4. As with the previous RGF schemes, loans will generally be offered interest-free, within the state aid rules. However, to cover administrative costs, arrangement charges will be levied.

Governance

- 2.5. Recognising the lower amount of funding available each year, it is envisaged that the KMBF will operate as a single scheme, across Kent and Medway, using a single application form and decision-making process.
- 2.6. KCC will be the accountable body for the new scheme, as part of its existing contract with Government. KCC will therefore continue to manage the application, appraisal, decision-making processes. KCC will also be responsible for issuing loan agreements, payments and monitoring of the loans, as well as reporting performance to the Department for Business, Energy and Industrial Strategy (BEIS).

2.7 All applications for the new scheme will be subject to independent appraisal. Following this appraisal, lending decisions will be made by KCC on advice from an independent investment advisory board. It is envisaged that the membership of this board will be drawn from the advisory panels established for the former RGF schemes. To ensure all current elected members retain the option to support the companies from their areas, they will be able to accompany applicants to the panel meeting should they wish to do so. Information will also be sought from officers of host local authorities on each application for consideration by the independent investment advisory board.

2.8 As with the three RGF schemes, it is anticipated that regular reports on performance will be provided to the Cabinet Committee, as well as to the independent investment advisory board established for the KMBF. Additionally, specific items may be reported to KCC Governance and Audit Committee when requested.

3. Risks

3.1. The main risks are:

- **Insufficient number of high quality applications.** This will be mitigated through the a strong pipeline of bids, marketing and work with offices and members of local Districts and Boroughs and local partners and business support agencies using the experience gained in managing the three former RGF schemes.
- **Loan failure (bad debt).** This will be mitigated by seeking security for loans, robust appraisal and an effective monitoring process, drawing on experience to date.
- **Unsustainable administrative costs to KCC.** Costs will be recovered as far as possible through arrangement fees. At this stage, it is not anticipated that the scheme will need to charge interest to recover costs. However, this will be kept under review.

4. Next steps

4.1. It is anticipated that the new scheme will be launched in December 2016, with a view to initial loans being agreed by the end of March 2017. Ahead of this, work is underway to develop detailed scheme guidance, appoint an independent investment advisory board and develop, with local partners, an appropriate marketing strategy.

4.2. In addition, it should be noted that the original RGF schemes also covered Thurrock and part of East Sussex. Discussions are underway with the local authorities in these areas and with BEIS to determine how repaid funds may be used.

5. Recommendations

5.1 The Growth, Economic Development and Communities Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision:

- a) To delegate to the Director of Economic Development the authority to launch a new scheme on behalf of KCC to invest recycled RGF loan repayments to eligible organisations in the Kent & Medway area;
- b) That the governance arrangements for the RGF schemes (Expansion East Kent, Tiger and Escalate) allow officer sign off of all investments up to £1 million
- c) That the governance arrangements for the RGF schemes allow for the Leader to take decisions in line with the legislative requirements for key decisions for all investments over £1 million are carried forward.

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

Mark Dance Cabinet Member for Economic Development

DECISION NO:

16/00107

For publication

Key decision*

Expenditure over £1m

Subject: Recycled Regional Growth Fund: The Kent and Medway Business Fund

Decision:

As Cabinet Member for Economic Development, I agree that Kent County Council shall:

- Delegate to the Director of Economic Development the authority to launch a new scheme on behalf of KCC to invest recycled RGF loan repayments to eligible organisations in the Kent & Medway area;
- That the governance arrangements for the RGF schemes (Expansion East Kent, Tiger and Escalate) allow officer sign off of all investments up to £1 million
- That the governance arrangements for the RGF schemes allow for the Leader to take decisions in line with the legislative requirements for key decisions for all investments over £1 million are carried forward.

Reason(s) for decision:

The decision is required so that funding currently being recovered from RGF loan recipients may be used to finance new investments at supporting new jobs, business growth, stimulate innovation and to improve productivity.

Cabinet Committee recommendations and other consultation:

Any alternatives considered:

Two alternatives have been explored:

- a) To use recycled RGF loan repayments to finance new grant schemes. This would be viable. However, there would be no opportunity to recycle funding and there is no evidence that grants would be more effective in achieving our outcomes.
- b) Widen the scope of the new scheme beyond the Kent and Medway area. This could assist our ability to lever additional investment (i.e. EU Funds). However, it would increase complexity, take additional time and could reduce the amount of funding for Kent and Medway.

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

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signed

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date

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By: Mark Dance, Cabinet Member for Economic Development
 Barbara Cooper, Corporate Director – Growth Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee - 12 October 2016

Subject: Developing stronger partnerships with Kent's universities

Classification: Unrestricted

Past pathway of paper: None

Future pathway of paper: None

Electoral Division: All

Summary

Earlier this year, the Cabinet Committee considered a report which set out a number of areas in which KCC could work more closely with the county's universities. Following discussion at the Committee, this report highlights some current areas where there is potential to link the universities' knowledge base with business opportunity.

Recommendations

The Growth, Economic Development and Communities Cabinet Committee is recommended to NOTE this report and to comment on the potential for a closer working relationship with Kent's universities.

1. Background: Building stronger links with Kent's universities

- 1.1. Earlier this year, the Growth, Economic Development and Communities Cabinet Committee considered a report on the opportunity to build stronger links between the County Council and Kent's four universities. This followed a series of presentations by the universities to the Cabinet Committee, in which each university set out how it contributes to the county's economy and where it saw the opportunities for further development.
- 1.2. The report noted the scale of the university presence in Kent: with 45,000 students across four institutions, the higher education sector is an important driver of growth, especially in Canterbury and to a lesser extent in Medway. However, while relationships are positive, there is not at present a clear shared strategy between KCC (or Kent and Medway Economic Partnership) and the universities. This potentially places Kent at a disadvantage compared with

some other areas – particularly the metropolitan city regions – which have developed effective university – local authority partnerships.

- 1.3. The report highlighted some areas in which KCC and the universities could work more closely together – in particular, in better communicating the business support products on offer; helping to ensure that the universities respond to local economic need; and showing that their research strengths can benefit the local economy. However, it was recognised that stronger joint working should be based in practical project activity.

2. Recent progress

- 2.1. Over the past year, the universities' presence on Kent and Medway Economic Partnership has been strengthened, with the vice-chancellor of Canterbury Christ Church University, Professor Rama Thirunamachandran, now a member of KMEP's Board. In addition, recent progress includes:

Strengthening the employer voice in higher education

- 2.2. For over a year, KCC has been working closely with Canterbury Christ Church University to support the University's plans for the new **EDGE Hub**, an engineering facility focused on offering degree-level and higher qualifications through courses developed with the advice of local manufacturing and engineering employers in Kent with a significant work-based component. Based in Canterbury as part of the planned expansion of the University's main campus, it is envisaged that the Hub will also have a dispersed presence elsewhere in Kent and will also build links with local schools, particularly in East Kent.
- 2.3. In developing the EDGE Hub, KCC contributed to the development of the business case and the identification of employers' needs, building on the Workforce Skills Evidence Base reported to the Cabinet Committee in 2015, with Paul Carter chairing the project's high-level stakeholder group. Following this, KMEP endorsed a proposal to the Local Growth Fund for capital funding, the outcome of which should be known later in the autumn.

Linking business and the research base

- 2.4. Successful university – local authority partnerships also involve increasing the availability of university research and research facilities to business, as well as expanding the skills base. In parallel with its merger with NIAB (a Cambridge-based agricultural research body), KCC has supported **East Malling Research** (now NIAB EMR) in developing its business plan and securing additional funding that will help it to commercialise its research. This recognises the fact that while NIAB EMR is relatively small in terms of the number of researchers it

employs, it plays a key role as a leading specialist horticultural research institution. It also has very close links with Kent's nationally-significant horticulture sector, which could be developed further.

- 2.5. Together with Tonbridge and Malling Borough Council, KCC has supported a capital grant from the Local Growth Fund; as with the EDGE Hub project, the outcome of this is awaited.

Understanding research strengths

- 2.6. In September, the University of Kent, with the support of the other Kent universities and KCC, and in conjunction with other universities in the South, submitted a proposal to Government to prepare a **Science and Innovation Audit**. If successful, this could provide us with a strengthened knowledge base regarding the research specialisms of Kent's universities and the potential for their local commercialisation. A decision by Government is awaited, but even if the proposal is unsuccessful, it may be useful to progress further work to understand the research base in any case.
- 2.7. Alongside this, KCC is working with Canterbury Christ Church University and the University of Kent to take advantage of the universities' research expertise to understand the potential impacts, challenges and opportunities for Kent arising from Brexit. A report is currently being prepared, for completion later in the autumn.

Developing new provision

- 2.8. Finally, work is underway to explore the potential for new provision at the universities at Canterbury. This includes scope for a **new medical facility** linked with local hospitals, which is currently being investigated by Canterbury Christ Church University and University of Kent. Such a facility could have relevance to the growth of the pharmaceutical and biosciences sector in Kent, and could also, by increasing access to specialist expertise, help to drive improved health outcomes in Kent. As part of the Thames Estuary Growth Commission's early work, Lord Heseltine recently visited Canterbury and discussed these proposals.
- 2.9. It should be noted that there are several proposals for additional medical facilities with educational and innovation elements, reflecting demand driven by a growing and ageing population. These include the Kent Institute of Medicine and Surgery at Maidstone and emerging proposals at Ebbsfleet. Further work needs to be done to consider the support that KCC can provide to ensure that these different proposals are compatible.

3. Moving forward

- 3.1. The identification of concrete projects in which KCC and the universities have shared interests is a positive starting point for the development of a stronger strategic relationship. It is worth noting that work is progressing with a number of institutions and that in some cases – such as the proposed medical centre at Canterbury – two universities are involved.
- 3.2. Building on these initiatives, it may be possible to develop a joint ‘strategic agenda’ between KCC and the universities. Early discussions have already taken place with the universities and these will be progressed over the coming months.

4. Recommendations

- 4.1 The Growth, Economic Development and Communities Cabinet Committee is recommended to NOTE this report and to comment on the potential for a closer working relationship with Kent’s universities

Contact details

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From: Mike Hill, Cabinet Member for Community Services
Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee, 12th October 2016

Subject: Final report on Kent 2012 Legacy

Non-Key decision

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Summary:

This paper sets out the achievements of the Kent 2012 Campaign in delivering on its legacy commitments ie those commitments to make an impact after the London 2012 Games. This paper is timed to mark the conclusion of the 2016 Rio Olympic and Paralympic Games, and it is not intended, subject to Member agreement, to continue to formally or further capture Kent Olympic and Paralympic Legacy beyond these 2016 Games.

Recommendation(s):

The Committee is asked to note this report

1. Introduction

- 1.1. The Kent 2012 Campaign was established in February 2005 by Kent County Council as a multi-agency partnership to ensure that Kent secured maximum benefit and a lasting legacy from the London 2012 Olympic and Paralympic Games. The partnership was led by the then Sport, Leisure and Olympic Service for KCC (now the Sport and Physical Activity Service).
- 1.2. Kent partners were clear from the outset that the focus of the Campaign was to ensure that the 2012 Games provided a long lasting positive impact for the county. The work from 2005 until around January 2011 (i.e. 18 months prior to the Games) very much concentrated on identifying and securing that legacy. As the UK passed the 500 Days-to-Go marker (15 March 2011), the focus was increasingly on ensuring that Kent was prepared for Games-time (including securing the Torch Relay route and activating communities along that route, finalising the County's Look (Olympic dressing by way of official London 2012 branded street banners) and Feel (the Kent volunteer 'welcome' programme),

and managing the Paralympic Road Cycling event staged at Brands Hatch and on surrounding roads.

1.3. In recognition of the Kent 2012 Campaign's rigorous approach, Kent County Council was awarded Beacon Status by the Government in 2009 for 'Securing Legacy off the back of the London 2012 Games'. The award was at the highest level of Outstanding, and Kent was the only authority in the country to be recognised at this highest level.

1.4. Key achievements of the Campaign were captured in the 2012 'Review of Kent 2012' and brief highlights included:

- Securing and hosting the four day sell-out Paralympic Road Cycling events of the Games, attended by over 20, 000 members of the public. This four day event is the largest cycling discipline of both the Olympic and Paralympic Games
- 2.5% growth in number of adults regularly taking part in sport in 2012 compared to before London was awarded the Games, in 2005. (2005 – 2012, Active People Survey)
- Developing the Kent School Games model, adopted by the Government to continue to be delivered in every county in England
- Establishing the Kent Greeters tourism welcome programme , the first of its kind in Europe, which continues to this day
- The highest engagement with the London 2012 'Get Set' Education Programme (measured both in number of schools, and as a % of schools within a Local Education Authority administered area), through a bespoke Kent schools' programme titled PRIDE. The International Olympic Committee has been so impressed by Kent's bespoke efforts around using the Olympic Games to inspire young people that in 2016 it has encompassed the 'Kent 2012 PRIDE Values Award Programme' within its own Olympic Values Education Programme
- Staging an Olympic Global Camp with over 250 young people from across 14 countries
- Hosting the Olympic Torch Relay for more days than any other county in the UK, reaching 38 communities in Kent
- Introducing the concept and rigour of Safety Advisory Groups (SAG) to a number of districts where they had not previously existed, providing training for districts unfamiliar with how to establish and utilise a SAG
- 4, 000 of the London 2012 Games Makers (the successful volunteer programme, now utilised by every major international sports event) were Kent residents

1.5. This report seeks to report on the principal Legacy impact of the 2012 Games on Kent in terms of three priority areas: sports participation; inspiring young people; and visitor economy.

2. Kent's Sporting Legacy

- 1.2. Adult participation in sport has two nationally agreed measures: 30 minutes of moderate intensity participation per week (1*30); and 3 times 30 minutes of moderate intensity participation per week (3*30).
- 1.3. Kent has delivered a 'statistically significant' growth in 1*30 participation of 1.7% in Kent and Medway (2.7% in the KCC administered area), when measured from October 2005 (just after London was awarded the 2012 Games) to March 2016.
- 1.4. There has also been a statistically significant growth in 3*30 adult participation in sport and active recreation. On this measure participation has increased by 2.7% across the whole county (including Medway) or by 3.6% in the KCC administered area, between October 2005 and March 2016. This makes Kent the eighth best performer in the country in increasing participation at 3*30 minutes since 2005-6.
- 1.5. The Sport and Physical Activity Service achieved these outcomes through a range of initiatives set out below:

A - Sport England funded schemes secured and maximised by the Kent County Sport Partnership as part of the KCC Sport and Physical Activity Service

- 1.6. These include 6, 444 new runners registered with running groups since 2012 as part of our Run Kent programme; our second year of The Workplace Challenge reaching 1, 872 employees across 276 workplaces with 28.6% registered as inactive when they signed up to this initiative; 55 newly created and marketed Kent cycling routes, and 203 trained ride leaders and Breeze leaders (Breeze is a women's cycling programme) developed since 2012; and 14, 400 young people aged 14 – 25 completing a six week Sportivate programme in a sport of their choice since 2012.

B - The Kent School Games and Cultural Celebration

- 1.7. Designed to reintroduce competitive school sport, the Kent School Games were conceived in 2006, and first delivered in 2008. The Kent School Games 2016 involved 7, 000 Finalists, and 30, 000 children in the heats and trials that ran from September 2015 to June 2016. Heats and trials are run at level 1 (intra school), level 2 (inter school) and level 3 (intra District i.e. Kent School Games Finals).
- 1.8. 38 different sports were on offer in this latest Kent School Games cycle. All are chosen because they offer a 'pathway' into community and club sport, should

the young person's imagination and passion be sparked by their participation in the Kent School Games.

1.9. Since 2012, this Legacy programme has been strengthened by:

- a) Ending the staging of a separate Disability Kent School Games Sports Day Finals and integrating this fully within the Finals Programme
- b) Increasing the number of children with disabilities who are being educated in mainstream schools, participating in the Kent School Games.
- c) Introduction of elite level athlete mentors
- d) Introduction of a Young Volunteers programme
- e) The introduction of 'Change 4 Life' zones at Finals Days

1.10. In addition to the sporting element of the Kent School Games, there has also been an evolution of the Kent School Games Cultural Celebration, which reflects the strength and impact of the London 2012 Cultural Olympiad, itself a parallel world class arts festival alongside the London 2012 Games (and indeed any Games). The KSG Cultural Celebration has been delivered as part of the Kent School Games since 2010, and offers an opportunity for an even wider set of young people to participate and compete in a county level event.

1.11. For the 2016 Cultural Celebration, Kent County Council has worked with a professional West End producer and her team over many months with our young auditioning performers. The early auditions and heats are designed to identify and showcase the very best artistic young talent in our county, but also very deliberately to target young people at risk of becoming disaffected and disengaged, and re-engaging them through the Arts.

C - Investment in sports facilities and equipment

1.12. Since 2012, the County Council has invested just short of £400, 000, through the KCC Capital Grant Scheme for Sport, in sports facilities and equipment in the county, leveraging in a further £4.2m over this same period. Typical recipients have been Voluntary Sports Clubs, Schools, and Parish Councils, and sites managed by Leisure Trusts on behalf of District Councils. Recent examples of successful awards include:

- a) new outdoor cricket nets at Edenbridge Cricket Club which resulted in a 200% growth in usage measured by time in use;
- b) a tripling in participant numbers at Birchington Bowls Club through improving the warmth and accessibility of the club building
- c) changing facilities at a new pavilion in High Halden, which resulted in the local recreation ground's usage jump from 30 users to 1,000 users per week; and

- d) investment in fitness equipment, which helped a school that previously was unable to meet any local community need, to attract and accommodate 3,000 local residents using the sports facilities each week.

D - The Free Access for National Sportspeople Scheme

- 1.13. Kent County Council manages a Free Access for National Sportspeople scheme, which for a very small joining fee provides elite Kent athletes performing at a national level in their chosen sport access to discounted equipment, training and facilities. The scheme will very shortly welcome its 2000th member. Of the Rio 2016 competitors, five of those from Kent have benefitted from the scheme. Additionally, three of the Olympians previously took part in their chosen sports as part of the Kent School Games.
- 1.14. Of the Rio 2016 Olympian competitors, two of those from Kent have benefitted from the scheme, and indeed three of the Olympians took part in their chosen sports as part of the Kent School Games. Athletes with Kent connections (were born here, schooled here, or train in the county) won a total of six Golds and one Silver at the Rio 2016 Olympic Games.
- 1.15. Of the Rio 2016 Paralympian competitors, three of those from Kent have benefitted from the scheme. Athletes with Kent connections (were born here, schooled here, or train in the county) won a total of one Gold and two Bronze at the Rio 2016 Paralympic Games.

3. Inspiring Young People: Kent's Educational Legacy – INSPIRE

- 3.1 The right to host the 2012 Games was won by London arguably by the Organising Committee's commitment to inspire young people in London, in the UK, and right around the world. The London 2012 Organising Committee said that this inspiration *could* take place in a sports arena, but equally valid would be inspiration in educational, cultural, personal or community contexts, hence all of these contexts were writ large in the Education Programme of the London 2012 Games' Organising Committee.
- 3.2 INSPIRE was the Kent Schools' Education Olympics Legacy Programme developed to ensure that we maintained that 'inspire a generation' ethos from the London 2012 Games, and to maximise the clear benefits that this brought to education in the years following the Games. INSPIRE has been delivered in two phases: phase 1 led up to the Glasgow 2014 Commonwealth Games (delivered in schools April 2013 to July 2014) and phase 2 led up to the Rio 2016 Olympic and Paralympic Games (delivered in schools July 2015 to July 2016). INSPIRE was funded by the Kent Schools' Funding Forum (SFF), with KCC's contribution being staff time.

3.3 Although the impact of INSPIRE is difficult to evidence empirically, its premise was to support our schools in developing in our young people the character traits, attributes and behaviours that underpin school attainment and more broadly success in school and work. This impact was 'evidenced' to the SFF and to the Corporate Director for Education and Young People's Services on a half yearly basis across 2008 – 2016 through captured testimony from participating head teachers, staff, and children. "Lizzy Yarnold inspired me to never say can't, because I can" – Oliver, Year 6, INSPIRE participant 2015.

3.4 In phase 1 of the programme, the focus was on personal development and young leadership, as well as hosting the Glasgow 2014 Queen's Baton Relay. In this phase:

- over 200 Kent schools received a motivational visit from our team of inspirational Olympian and Paralympian role models;
- more than 1,000 young leaders in schools across the county ranging from 3 years old to 18 years old experienced working collaboratively with Kent's world class artists and cultural organisations to in turn inspire their peers to create high quality work in a range of art forms; and
- our bespoke Olympian and Paralympian led personal development programme 'INSPIRE to Achieve and Celebrate' was cited as good practice by Ofsted

3.5 Phase 2 - 'INSPIRED Ways to Rio' combined wellbeing, physical activity and sport, the arts, and personal development. Across the academic year 15/16, the programme

- engaged 47 schools in communities with significant health inequalities that have previously chosen to not engage with Public Health programmes;
- staged 70 InspiRecipes school workshops which achieved impact through school-site training for parents and their children together
- saw 69 schools selecting 269 'Ways to Rio' from a menu of Rio-inspired activity, including extra curricular Olympic or Paralympic sports clubs, 'Your Mind, Your Body, Your Emotions' workshops, and creative and chorographic workshops; and
- enabled 65 young artist led Carnival preparation workshops.

4. Kent's tourism legacy

4.1. The Kent 2012 Campaign target for visitor economy, led by Visit Kent, was to achieve a 2% GVA growth in the county's visitor economy from 2008 until 2016, building on the additional profile a London Games could build for domestic and international visitors alike.

- 4.2. Visit Kent undertook this as part of its core business development, and key elements linked to the Games have been Visit Kent's participation and profile within Visit Britain's GREAT Campaign; hosting reconnaissance overseas press trips ahead of the Games in association with Visit Britain; the inception of Kent's Big Day Out and Golf In Kent campaigns, and the Look and Feel programmes.
- 4.3. This GVA target has been exceeded, particularly in the period since the Games, where economic impact is up by 8%, and visitor economy jobs supported has grown by 4%. Caution needs to be exercised as measuring the impact of sporting events on economic growth with precision is challenging. However, the data clearly evidences that the economic growth is underpinned by an increase in international rather than domestic visitors, with overseas trips up by 7% in the year immediately following the Games, and overnight stays growing by 26% from 2003 to 2013¹.
- 4.4. In partnership with Kent County Council, Visit Kent established Europe's first ever Greeters programme ahead of the London 2012 Games. Designed to harness the passion and knowledge of Kent residents about their own communities, the Kent Greeters continue to deliver 200 'greeters' (essentially a free 'customer welcome' service adding value to a visit by passing on local knowledge and tips, in the style of a friend rather than a guide) to domestic and international visitors each year, and are close to completing their establishment of Kent Greeters as a Community Interest Company.

5. Financial Implications

- 5.1. There are no known ongoing financial implications of Kent 2012 Legacy programmes. Sports participation continues to be a focus of the Sport and Physical Activity Service, but these efforts are contained within the KCC baseline budget and through the investment secured from Sport England.

6. Legal implications

- 6.1 There are none.

7. Equalities implications

- 7.1 Any individual projects going forward will continue to be Equality Impact Assessed in line with KCC's commitments against the Equality Duty 2010.

8. Other corporate implications

- 8.1 There are none.

¹ Visitor data for the period 2013 to 2015 is being collated independently currently, so no further legacy analysis is available currently.

9. Governance

9.1 It is proposed that there is no further formal reporting of Olympic and Paralympic Legacy.

10. Conclusions

10.1 The Kent 2012 Campaign's approach to legacy was always focused on existing priorities of the different sectors involved, and how these could be accelerated or achieved earlier through the impetus of an Olympic and Paralympic Games on our doorstep. In this way, securing the Legacy was simply an integral part of partners' business planning and future proofing, and this report has sought to demonstrate in the three priority areas the long term impact of that planning.

10.2 Over 1, 000 individuals and organisations played a role in the Kent effort for the 2012 Games. Bringing them together and ensuring a coherent approach was challenging, but ultimately the foundation for the success of the Campaign, including the Legacy element which has been delivered 2012 – 2016.

10.3 As we move further away from 2012, the experience of what can be achieved by different partners from different sectors working together remains in organisational and professional memories, and has fundamentally improved the way in which KCC and our partners more broadly position the sport and physical activity agenda.

10.4 The Sport and Physical Activity Service, using the experience of Kent 2012, continues to identify how the widest possible impact can be achieved through county level sports events, and through working with partners to secure the Open Golf more frequently for Sandwich. Its focus going forward, however, is aligning with public health outcomes to ensure the least active are supported to 'get the sporty bug' particularly in those areas of highest health inequalities; supporting Kent's ageing population to remaining physically active as long as possible; and growing the 'active outdoors' market as an informal route into physical activity.

11. Recommendation(s):

11.1 **Cabinet Committee** - The Growth, Economic Development and Communities Cabinet Committee is asked to note this report and that it is not intended to continue to formally or further capture Kent Olympic and Paralympic Legacy beyond these 2016 Games

12. Background Documents

12.1 Review of Kent 2012

12.2 Kent County Council and the Delivery of Olympic and Paralympic Legacy

13. Contact details

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By: Mark Dance, Cabinet Member for Economic Development
 Barbara Cooper, Corporate Director – Growth Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee - 12 October 2016

Subject: Apprenticeship Levy

Classification: Unrestricted

Past pathway of paper: None

Future pathway of paper: None

Electoral Division: All

Summary

From April 2017, a new Apprenticeship Levy will be charged on all employers with a pay bill of over £3 million. This is intended to support the Government in meeting its target for additional Apprenticeship starts and to incentivise employers to invest in training.

This paper summarises how the Apprenticeship Levy will work and what the impact is likely to be on KCC and on other employers in Kent. Representatives from the EEF, the manufacturing employers’ organisation, have been invited to attend the Cabinet Committee to explain how private sector employers will be affected and to discuss KCC’s potential role.

Recommendations

The Growth, Economic Development and Communities Cabinet Committee is recommended to CONSIDER this report and to NOTE the proposed establishment of a Member and officer working group to support KCC’s approach to increasing the take-up and quality of apprenticeships.

1. Introduction: The Apprenticeship Levy

- 1.1. The Government announced in 2015 that it would establish a new levy to be charged on employers to fund apprenticeships. This will mean that in future, apprenticeships will be funded through the levy, rather than through general Government funds as at present. The policy is also intended to incentivise employers’ involvement in apprenticeships and to enable greater employer influence over their design.

How the Apprenticeship Levy will work

- 1.2. The Apprenticeship Levy will be a 0.5% charge on the annual pay bills of employers. The charge will apply to employers in the public, private and third sectors, and will be uniform across the UK. However, as a £15,000 allowance will apply, only those employers with a pay bill of over £3 million will have to pay. The Apprenticeship Levy will come into force in April 2017.
- 1.3. Employers paying the Levy will be able to draw down funding for apprentices in the form of a voucher from an electronic account, which must be used with a registered training provider. The Government will apply a 10% top-up to the funds available for apprenticeship training and it will be possible for employers to draw down more than they have paid in. A system of co-funding between Government and employers will apply to those businesses which are not required to pay the Levy.

Changes to apprenticeships

- 1.4. The Apprenticeship Levy is intended to drive up quality and choice, and will fund the delivery of some new apprenticeship routes. A set of new **Apprenticeship Standards** have been developed by employers, requiring a minimum of a year's training, at least 20% of which must be outside the workplace. In addition, **Degree Apprenticeships** offer a new educational route, enabling a combination of university study and on-the-job training, leading to a Bachelor's degree designed in conjunction with the employer. There are therefore greater opportunities for employers and learners to benefit from apprenticeships.

2. The financial impact on employers

- 2.1. The largest contributors to the Levy in Kent will be public sector employers. For example, it is anticipated that KCC will pay £3.2 million (£1.7 million from schools and £1.5 million from the remainder of KCC). However, the Government's top-up will make around £100,000 extra funding available to KCC in 2017/18.
- 2.2. However, as the majority of Kent's employers are small businesses, most will not be required to pay the Levy: 89% of all businesses in the county employ fewer than ten people. However, larger businesses account disproportionately for employment, with many national and international companies acting as employers within the county. So the impact of the Levy will still be significant: we estimate that 27 of the larger employers in Kent will contribute about £3.1 million.

3. Opportunities

- 3.1. Within the private sector, EEF, which represents manufacturing and engineering employers (and is also a training provider), has carried out analysis of the impacts and opportunities associated with the Levy for its members. Jim Davison, the Regional Director of the EEF will be attending the Cabinet Committee to present on the EEF's – and its members' – views.
- 3.2. The Levy and the new apprenticeship standards also provide opportunities for KCC, both as an employer and as a provider:

Promoting apprenticeships

- 3.3. Kent County Council has a role in increasing access to apprenticeships, both within the private and public sectors. To support this, the Skills and Employability Service has developed a new apprenticeship recruitment website for Kent. www.apprenticekent.com is designed to help employers recruit simply and easily, whilst giving applicants the best chance of finding an apprenticeship. The site enables all feedback; interview offers and recruitment can be completed within the website, whilst the data collected will enable Skills and Employability to offer targeted support to those who need it.

Career development

- 3.4. There is an opportunity for KCC to develop career pathways for staff using Apprenticeship Levy funding. This could include consideration of how work experience, graduate placements and supported internships could lead to apprenticeship placements, including the new Degree Apprenticeship. The new Apprenticeship Standards also include new standards for frontline public service delivery, which is particularly relevant to KCC.
- 3.5. Linked with this, workforce planning activity has identified critical roles to which recruitment and retention resources should be targeted. Modelling work has started in Human Resources to identify areas in which greater investment could be made in apprenticeships.

Commissioning

- 3.6. KCC can influence the number of apprentices employed across Kent through our commissioning and procurement. Many of suppliers will be subject to the Levy anyway and current guidance suggests that organisations within KCC's supply chain may be included in KCC's overall targets, and these may need to be included in contracts.

Assisted Apprenticeships and extra support

- 3.7. The Assisted Apprenticeship programme provides a way to provide apprenticeship opportunities within KCC that support disadvantaged residents. The additional funding secured via the Levy could enhance this programme. In addition, the Government has announced additional funding to provide extra support for employing apprentices who have specific needs requiring additional costs.

Training provision

- 3.8. Finally, there may be opportunities for KCC to generate income and support employment outcomes in Kent, for example by selling training programmes outside of KCC – for example through jointly commissioned programmes with Health or with smaller public service providers who wish to access apprenticeships. In addition, there may be scope for KCC to use its expertise in managing apprenticeships to provide the final assessments required as part of the new apprenticeship standards.

4. Moving forward

- 4.1. The Apprenticeship Levy and associated developments provide significant opportunities for KCC as an employer and service provider and as a strategic partner for local business. It has therefore been suggested that a working group made up of officers and Members should be established, with representation from the Employment and Skills, Organisational Development and Economic Development teams to consider these further.

5. Recommendations

- 5.1. The Growth, Economic Development and Communities Cabinet Committee is recommended to:
- a) CONSIDER this report; and
 - b) NOTE the establishment of a Member and officer working group to consider the implications of the Apprenticeship Levy.

Contact details

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From: Benjamin Watts, General Counsel (Interim)

To: Growth, Economic Development and Communities Cabinet Committee – 12 October 2016

Subject: **Work Programme 2016/17**

Classification: **Unrestricted**

Past and Future Pathway of Paper: Standard agenda item

Summary: This report gives details of the proposed work programme for the Growth, Economic Development and Communities Cabinet Committee.

Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2016/17.

1. Introduction

- 1.1 The proposed Work Programme, appended to the report, has been compiled from items in the Future Executive Decision List and from actions arising and from topics identified at the agenda setting meetings, held 6 weeks before a Cabinet Committee meeting in accordance with the Constitution, by the Chairman, Mr Wickham, Mr Holden, Vice Chairman and 3 Group Spokesmen, Mr Clarke, Mr Truelove and Mr Baldock.
- 1.2 Whilst the Chairman, in consultation with the Cabinet Member, are responsible for the programme's fine tuning, this item gives all Members of this Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Terms of Reference

- 2.1 At its meeting held on 27 March 2014, the County Council agreed the following terms of reference for the Growth, Economic Development and Communities Cabinet Committee '*To be responsible for those functions that fall within the responsibilities of the Director of Economic Development as well as some functions transferred from the former Communities Directorate and now located within the Growth, Environment and Transport Directorate*'. The functions within the remit of this Cabinet Committee are:

Economic Development

Economic & Spatial Development

Strategy & Development

International Affairs

Regeneration Projects including Grant and Loan schemes and other 'bid for funded' projects

LEP reporting and monitoring

Kent Film Office

Communities

Arts

Sport
Libraries
Registration and Archives
Volunteering
Big Society

3. Work Programme 2016/17

- 3.1 The proposed Work Programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions, listed in paragraph 2.1 above, of this Cabinet Committee, identified at the agenda setting meetings [Agenda setting meetings are held 6 weeks before a Cabinet Committee meeting in accordance with the Constitution]. The attendees of the agenda setting meetings are; Mr Wickham, (Chairman), Mr Holden, (Vice Chairman) and 3 Group Spokesmen, Mr Clarke, Mr Truelove, Mr Baldock; and Mr Dance (Cabinet Member for Economic Development) and Mr Hill (Cabinet Member for Community Services).
- 3.2 An agenda setting meeting was held on 1 September 2016, when items for this meeting's agenda and future agenda items were agreed. The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings where appropriate.
- 3.3 The schedule of commissioning activity 2015-16 to 2017-18 that falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance. The next agenda setting meeting is scheduled for Tuesday, 22 November 2016.
- 3.5 When selecting future items the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' items will be sent to Members of the Cabinet Committee separately to the agenda and will not be discussed at the Cabinet Committee meetings.

4. Conclusion

- 4.1 It is vital for the Cabinet Committee process that the Committee takes ownership of its work programme to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings for consideration.

<p>5. Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2016/17.</p>
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- 6. Background Documents:** None

7. Contact details

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GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES
CABINET COMMITTEE
WORK PROGRAMME 2016/17

(Members agreed that the number of jobs being created through the work being undertaken in the reports presented to the Cabinet Committee should appear at the top of each report where appropriate)

STANDARD AGENDA ITEMS	
Item	Cabinet Committee to receive item
Verbal updates by the relevant Cabinet Members and Directors	At each meeting
Portfolio Dashboard	At each meeting
Budget Consultation	Annually (November/December)
Final Draft Budget	Annually (January)
Annual Equality and Diversity Report	Annually (September)
Risk Register – Strategic Risk Register	Annually (last submitted in April 2015)
Directorate Business Plan	Annually (March)
Work Programme	At each meeting

Agenda Section	Items
Tuesday, 13 December 2016	
A – Committee Business	<ul style="list-style-type: none"> • Declarations of interest • Minutes • Verbal Updates • PRESENTATION – VisitKent: • Ebbsfleet Garden City
B - Key or Significant Decisions for Recommendation or Endorsement	<ul style="list-style-type: none"> • Cultural Strategy
C – Other Items for comment / recommendation	<ul style="list-style-type: none"> • LGF Individual project scheme approval • Further FE provision and forthcoming strategic area review • LRA Performance – new specification • Quality of tourism accommodation • North Kent Enterprise Zone • Budget Consultation • Work Programme 2017
D - Performance Monitoring and Contract Management	<ul style="list-style-type: none"> • Portfolio Dashboard • Contract Management • RGF Monitoring

Thursday, 19 January 2017	
A – Committee Business	<ul style="list-style-type: none"> • Declarations of interest • Minutes • Verbal Updates • PRESENTATION
B - Key or Significant Decisions for Recommendation or Endorsement	
C – Other Items for comment / recommendation	<ul style="list-style-type: none"> • Final Draft Budget • Work Programme 2017 • Opportunities for Kent film and broadcast media
D - Performance Monitoring and Contract Management	<ul style="list-style-type: none"> • Portfolio Dashboard • Contract Management
Wednesday, 22 March 2017	
A – Committee Business	<ul style="list-style-type: none"> • Declarations of interest • Minutes • Verbal Updates by Cabinet Members • PRESENTATION
B - Key or Significant Decisions for Recommendation or Endorsement	
C – Other Items for comment / recommendation	<ul style="list-style-type: none"> • Work Programme 2017 • Opportunities for Kent food and drink sector (TBC)
D - Performance Monitoring and Contract management	<ul style="list-style-type: none"> • Portfolio Dashboard • Contract Management

Items that have not been allocated to a meeting	
A – Committee Business	<ul style="list-style-type: none"> • PRESENTATIONS • Margate Seafront • Presentations on the 4 District Deals • (Ashford, TWBC, TMBC and SBC)
B - Key or Significant Decisions for Recommendation or Endorsement	<ul style="list-style-type: none"> • Otterpool Garden Town • Thames Estuary Commission
C – Other Items for comment / recommendation	<ul style="list-style-type: none"> • Trading Standards – 6 monthly updates <i>(last report - May 2016)</i> • How libraries are used in light of reduced book lending - Miss Carey • Paramount Theme Park project on Swanscombe Peninsula – regular updates • Ebbsfleet Development Corporation - Tom Marchant • Mobile phone masts Kent should aim for 4G or Superfast Broadband as minimum standard. Check out 4G coverage; different providers have different coverage. • Skills Commission update • Trading Standards – 6 monthly updates <i>(last report - May 2016)</i> • Thames Estuary Commission • A series of items focussing on economic transformation (digital, low carbon, internationalism) • Kent's relationship with London in the context of housing growth, future employment and transport infrastructure • District focussed presentation on what is happening to support local growth
D - Performance Monitoring and Contract Management	<ul style="list-style-type: none"> •

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By: Mark Dance, Cabinet Member for Economic Development
Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee –
12 October 2016

Subject: Visit Kent - Contract Performance Review

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: For consideration by Cabinet Committee

Electoral Division: Countywide

Summary: The visitor economy services contract with Visit Kent was awarded by the County Council in September 2013, following an OJEU compliant process, and commenced in April 2014. The contract was awarded for three years to the end of March 2017, and is renewable for up to 36 months. The value of the County Council's contract with Visit Kent is £280,000 per annum. Under the terms of the current contract, the County Council also provides staff resources to support Visit Kent's activities.

The contract contains a range of Key Performance Indicators (KPIs), grouped into six categories. These are reported in detail by Visit Kent on an annual basis to the County Council, the most recent being for the period April 2015 to March 2016.

This report covers activity undertaken by Visit Kent since April 2014 against the requirements set out in the contract. It shows that there has been a substantial range of achievements by Visit Kent in supporting the development of Kent's visitor economy as one of the county's key sectors.

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

1. Introduction

1.1 This report provides a review of the performance of the visitor economy services contract with Visit Kent from April 2014. It is based on the Annual Reports provided by Visit Kent for 2014-15 and 2015-16, supplemented by additional information for the period April to August 2016.

2. What was Visit Kent asked to deliver?

2.1 The contract requires Visit Kent to develop and deliver innovative and creative solutions to grow the Kent visitor economy, and to support KCC's priorities for this sector. These are to:

- Promote the county to target visitor markets, and to increase the numbers of visitors to Kent and the value of visitor spend;
 - Support growth in the Kent visitor economy;
 - Provide high quality support to the Kent tourism business sector; improve the skills levels of employees within the Kent visitor economy; and
 - Attract additional public and private sector investment.
- 2.2** The contract contains 6 Key Performance Indicators (KPIs), which are set out in more detail in Appendix 1 to this report, with brief commentaries on achievements provided in italics. Highlight activities over the past couple of years are described in section 3 of this report.
- 2.3** Appendix 2 provides a summary of other key service outcomes delivered through Visit Kent's activities, and are obtained from ongoing research commissioned by Visit Kent. They show, for example, that annually there are over 58 million total staying and day visits to the county, a total visitor spend of over £77m and that the visitor economy in Kent now employs nearly 68,000 people.

3. Highlights for Visit Kent since April 2014

- 3.1** Notable highlights for 2014-15 include the popular **Kent Contemporary** campaign which featured across key London Underground, Rail and Southeastern stations, the start of the **Garden of England goes Global** campaign in Europe, the **Colour of Summer** promotion in partnership with Southeastern and local attractions, the **Kent Big Weekend** in March 2014 and campaigns over the course of the year to promote Kent's **cruise business**, local **golf packages** and **Rural Breaks** in the county.
- 3.2** 2015-16 started with the launch and delivery of celebratory events for the 800th anniversary of **Magna Carta**, hosting the **national Tourism Symposium** in June 2015, attending a **China sales mission** at the end of the year to develop what is increasingly being seen as an emerging market, through to the 10th anniversary of the **Kent Big Weekend** in March 2015. The Visit Kent team also coordinated the development of a thorough evidence base for the impact of **Operation Stack** which caused significant disruption to tourism businesses in summer 2015, mounted a bid to Government for relief funding and delivered a high profile "**We're Open**" campaign which acted as a coordinated face for tourism in the crisis.
- 3.3** Particular highlights for 2015-16 include the continuation of the **Kent Contemporary** campaign in London, Kent being named as the **top family destination in Europe** by Lonely Planet, the countywide **Magna Carta Rediscovered** touring exhibition which visited Faversham, Canterbury, Maidstone, Dover, Sandwich and Rochester, and Kent becoming **International Garden Tourism Destination of the Year**.
- 3.4** Since April 2016, Visit Kent repeated its summer **Kent Contemporary** campaign with 11 partners, while over the same period the **Kisses from Kent** social media campaign reached over 850,000 people across Europe and beyond. The company has recently successfully applied to external funding programmes, including the

Discover England Fund and **INTERREG**, to support projects both to showcase Kent's gardens and food and drink sector and to provide business support to the county's small tourism businesses. These initiatives will help to drive further visitors to the county.

- 3.5** During the autumn the company will set up **Go To Places Ltd** as a wholly owned subsidiary of Visit Kent, which will enable it to offer visitor economy services on a commercial basis to other parts of the UK. This builds on the successful establishment of the **Visit Herts** initiative in 2015 as a destination management organisation for Hertfordshire. It is Visit Kent's intention to build on its already successful business model of public/private sector investment.

4. Looking forward to 2017 and beyond

- 4.1** Over the past couple of years, Visit Kent has gone through a period of change, with a number of key personnel having moved on. It now has a completely new team structure, and a refreshed senior management team, with the requisite skills and experience to support its development and change of direction towards new markets and new geographies. Despite this, the high quality delivery of services has been maintained by Visit Kent through the transition.

- 4.2** Executive resources at Visit Kent will be devoting time to steering the business through significant changes in the government policy framework for tourism, including uncertainties about future public sector funding. There are also substantial changes in the context and market within which Kent's visitor economy operates, and these include the potential impact of Brexit on inbound tourism, most of which is from mainland Europe, the lingering impacts of and possible future threats arising from Operation Stack, and changes in the value of sterling.

- 4.3** Over the next three months, KCC officers will be reviewing with Visit Kent the potential for renewing the County Council's contract for visitor economy services. This will take account both contract performance since April 2014 and budgetary pressures facing the County Council from April 2017 onwards.

5. Financial implications

- 5.1** The value of the County Council's contract with Visit Kent for the period April 2014 to March 2017 is £280,000 per annum.

6. Legal implications

- 6.1** There are no legal implications for the County Council arising from this report.

7. Equalities implications

- 7.1** There are no equalities implications arising from this report.

8. Conclusion

- 8.1** This report shows that Visit Kent has had a significant impact on raising the county's profile as a key tourism destination and on developing Kent's visitor economy as an important source of employment and income generation.

9. Recommendation

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

Background Documents - None

Contact Details

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Appendix 1 – Key Performance Indicators

KPI 1 - Marketing and Promotion
<p>Promote Kent as a top UK visitor destination and an attractive place to visit, to both domestic and international markets: <i>Campaigns have utilised new media and digital strategies as well as conventional routes to market (such as Visit Kent magazine)</i></p>
<p>Identify key target visitor markets: <i>Domestic market (predominantly London and surrounding counties)</i> <i>Overseas markets (France, Belgium, Holland and Germany)</i> <i>Long haul (USA)</i> <i>Emerging markets (China)</i></p>
<p>Develop and run successful marketing campaigns across a range of media, aimed at increasing visitor numbers and spend: <i>See Appendix 2 for performance figures</i></p>
<p>Build on Kent’s heritage and natural environment to create modern and exciting campaigns: <i>Kent Contemporary campaigns (2014,2015 and 2016)</i> <i>Magna Carta Rediscovered</i> <i>Big Weekend (2014, 2015 and 2016)</i> <i>Garden of England Goes Global</i> <i>Kisses from Kent 2016</i> <i>Year of the English Garden 2016</i> <i>Culture Kent</i> <i>Food is Great campaign</i></p>
<p>Focus on increasing the number of overnight visitors to, and short stays in, Kent: <i>See Appendix 2 for performance figures</i></p>
<p>Establish robust methods of measuring visitor satisfaction: <i>See Appendix 2 for performance figures</i></p>
<p>Effectively publicise the role of KCC in supporting the visitor economy: <i>Via regular posts on the Visit Kent website</i> <i>Press releases and KCC Member quotes</i> <i>Joint badging of events with KCC</i></p>

KPI 2 – Support Sector

Support the tourism sector and help it remain an effective and successful contributor to the Kent economy:

Visit Kent focuses its resources on supporting high growth businesses, new start-ups and SMEs in the tourism sector

Seek out opportunities to support new business growth, including hotel development:

Working in partnership with KCC, People 1st, Kent Invicta Chamber, Produced in Kent Tourism Business Advisory Service

Tourism Symposium, Ashford, June 2015

Access for All campaign

Signposting KCC loan schemes for businesses

Encourage new job creation and apprenticeship opportunities:

Leading the development of the Hospitality, Tourism and Transport Guild

Attendance at Kent Choices Live, March 2016

Provide a strong voice for the industry, ensuring that Kent is properly represented to national, regional and international audiences and key tourism bodies:

Partnerships with DCMS, Visit England, UKinbound, Tourism South East

Tourism Symposium, Ashford (2015)

Chairmanship of Tourism Society

Representation on panels of Cruise Britain, ATAK, Skills Commission

Ensure that Kent tourism businesses have access to strong intelligence that provides an understanding of the current and future visitor markets and are equipped with the necessary skills:

Market intelligence on website includes Business Barometer, District Dashboards, and the Cambridge Economic Impact Model

Help the sector develop first class customer care skills:

Leading the Hospitality, Tourism and Transport Guild

Representation on the Kent and Medway Skills Commission

Develop a strong business support function for tourism businesses in Kent:

Regular networking lunches with Kent tourism businesses

Provision of support through its Tourism Business Advisory Service

KPI 3 – Securing investment

Increase levels of private sector investment:

Visit Kent has secured over £5m investment over last decade

Private sector investment £575K in 2014-15, ££712K in 2015-16

Commercial contracts with Bluewater, Chatham Historic Dockyard, Canterbury Christ Church University, Herts LEP, Southeastern

Secure funding to benefit the visitor economy (from public and private sector sources):

Visit Kent has secured funding from external programmes (INTERREG, Discover England, Arts Council, Visit England)

Public sector investment £639K in 2015-16

KPI 4 – Partnerships

Work closely with and create innovative partnerships with other KCC services (eg Produced in Kent, Locate in Kent, Explore Kent):

Cross promotion of KCC services (Explore Kent, loan schemes, Produced in Kent, Library Service)

KPI 5 – Governance/Client Liaison

Create an advisory group to advise strategically on contract delivery:

Provided by Visit Kent board to KCC

Account manager to meet regularly with KCC:

Visit Kent has a dedicated account manager for KCC contract

KPI 6 – Coping with reduced funding

How would provider accommodate a potential 10% reduction in each of years 2 and 3:

Visit Kent has a strategy to contain costs and drive income, which has increased significantly through commercial contracts, externally funded projects and increased membership by tourism businesses

Appendix 2 – Visit Kent Service Outcomes

Service outcome:	Measured by:	Current status:
Increase visitor numbers to Kent	Annual County Economic Impact studies (Cambridge Model)	Total Staying and Day Visits: 58,304,000
Increase visitor spend into the Kent economy	Annual County Economic Impact studies (Cambridge Model)	Total visitor related spend: £2,867,251,000
	Annual Conversion Research	Visitor spend including Kent Residents: £77,285,494
Increase number of jobs within the Kent visitor economy	Annual County Economic Impact studies (Cambridge Model)	Total estimated actual employment: 67,931
Increase levels of visitor satisfaction	Annual Conversion Research	TRI*M Score: 82
Secure external investment to match fund KCC investment 2.5:1	Visit Kent accounts system	Increase of 10%
Business satisfaction	Annual industry survey	Underway for 2015

In addition, Visit Kent has also monitored:

	April 2014 – March	April 2015 – March	April 2016 – Aug
Website visits	1,183,084	1,581,210	943,073 (22.7% up)
Social media			
Facebook	3,795	7,071	10,364
Twitter	19,206	28,500	30,277
Data capture	24,976	71,044 (UK	71,001 (UK
		49,058 (European)	48,266 (European)
		4,423 (Trade)	4,494 (Trade)
UK Articles REACH	26,979,922	In excess of 88	2.7million
UK Articles AVE	£1,249,213	£1,468,784	£387,052
UK Press Trips	15	41	15
International	£993,405	£376,953*	£76,699
International Articles REACH		4.3 billion*	160m

*AVE and REACH are not always supplied for international publications, so these figures are incomplete

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

To: Growth, Economic Development and Communities Cabinet
 Committee – 12 October 2016

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 performance report.

1. Introduction

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.
- 1.2. To support this role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the first report for this financial year to this Committee.

2. Performance Dashboard

- 2.1. The current Growth, Economic Development and Communities Performance Dashboard is attached at Appendix 1.
- 2.2. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) included in this year's Directorate Business Plans.
- 2.3. The current Dashboard provides results up to the end of August 2016 or to the month stated.
- 2.4. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.
- 2.5. 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.
- 2.6. For Economic Development, 3,180 jobs have been created or safeguarded since the start of the various Regional Growth Fund schemes. The number of properties brought back to use through No Use Empty (NUE) this year is 242 at the end of

August. Over the course of the NUE programme a total of 4,687 properties have been brought back to use.

- 2.7. Customer satisfaction is above target for both birth and death registrations, and ceremonies. Satisfaction with libraries will be reported from the annual survey later this year. The percentage of book renewals that are automated, and birth registrations booked online are lower than expected, and ways to increase these are being looked into. Two new indicators are showing positive early performance with use of outreach services, and attendance at events in libraries and archives, both above target. The number of visits to libraries was above expectations for the first quarter, partly due to the re-opening of the refurbished Swanley library. Online contacts are increasing with social media contacts now contributing to the overall total.
- 2.8. Sports income is above target with over £1.2 million levered into Kent at the end of August. Participation of young people in programmes coordinated by the Sport and Physical Activity Service is lower than expected, but is ahead of the position at the same time last year. Expectations are that the year-end target will still be met.

3. Recommendation(s):

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

4. Background Documents

The Council's Directorate Business Plans:

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans>

5. Contact details

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Growth, Economic Development and Communities Performance Dashboard

Financial Year 2016/17

Results up to end of August 2016

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Produced by Strategic Business Development & Intelligence

Publication Date: September 2016



Guidance Notes

RAG RATINGS

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

Floor standards are pre-defined minimum standards set in Directorate Business Plans 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 **Above** or **Below**.

Key Performance Indicators Summary

Economic Development	YTD RAG
Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	AMBER
Number of homes brought back to market through No Use Empty	GREEN

Libraries, Registrations and Archives	YTD RAG
Customer satisfaction with ceremonies	GREEN
Customer satisfaction with birth and death registration	GREEN
Percentage of automated book renewals	AMBER
Percentage of birth registrations booked online	AMBER
Number of customers using outreach services	GREEN
Number of customers attending events in libraries and archives	GREEN

Sports	YTD RAG
Sports – Income levered into Kent (£000s)	GREEN
Participation of young people aged 11 - 25 in programmes coordinated by Sport and Physical Activity Service	AMBER

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance

Results to end of June (indicators reported quarterly)

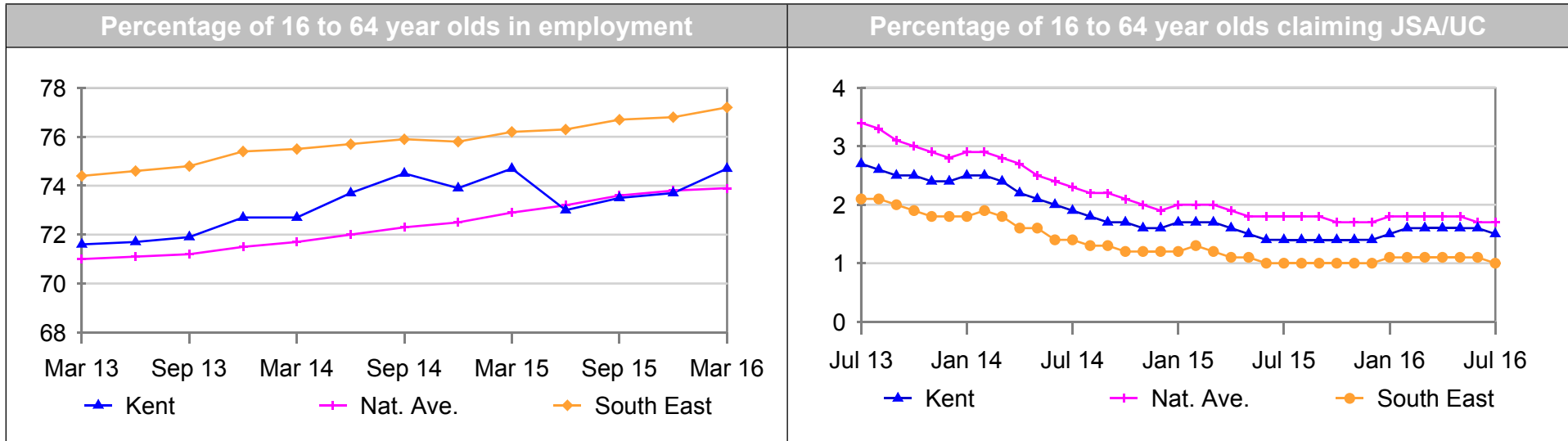
Ref	Performance Indicators	YTD	YTD RAG	YTD Target	YTD Floor	Pr. Yr. YTD
ED04	Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	3,180	AMBER	3,306	2,810	2,452

As at end of June 2016 a total of 3,180 Full Time Equivalent jobs had been confirmed as created or safeguarded by the Regional Growth Fund loan schemes in Kent, providing a strong boost to the Kent economy, although this is slightly lower than originally expected due to some project delays.

Results to end of August

Ref	Performance Indicators	YTD	YTD RAG	YTD Target	YTD Floor	Pr. Yr. YTD
ED05	Number of homes brought back to market through No Use Empty	242	GREEN	167	150	206

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance



The indicators above provide contextual information on the general state of the Kent economy.

The percentage of 16 to 64 year olds in employment is derived from the Annual Population Survey (APS) which is a sample survey. The results of the survey come with statistical confidence intervals, which for Kent are plus or minus 1.9%. Those not in employment include individuals who are students, looking after family/home, temporary or long term sick, and retired.

The percentage of the population claiming Job Seekers Allowance (JSA) or Universal Credit (UC) required to seek work (the claimant count), is a good proxy measure for unemployment and is a 100% count of claimants. The claimant rate is currently low compared to past trends and has been largely stable for the last twelve months. The number of people unemployed, as defined by the International Labour Organisation (ILO) and as estimated by the APS, includes individuals on other benefit types and also those not on benefits but seeking work, and this definition results in a higher percentage than the claimant count.

Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	Andrew Stephens	Mike Hill

Results to end of June (indicators reported quarterly)

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr.
LRA06	Customer satisfaction with birth and death registration	97%	GREEN	95%	90%	94%
LRA07	Customer satisfaction with ceremonies	97%	GREEN	95%	90%	99%

Results to end of July

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr.
DT11	Percentage of automated book renewals	72%	AMBER	73%	69%	71%
DT12	Percentage of birth registrations booked online	68%	AMBER	73%	67%	66%

DT11 - The percentage of automated book renewals is increasing but not as at the pace that we would have hoped. As expected, web renewals are increasing but Contact Point renewals are also going up. We will investigate the increase in Contact Point renewals to see if we can convert more callers to the web or automated telephone renewals

DT12 - We are currently surveying customers and will analyse feedback on the booking process to see how we can improve the experience.

Results to end of June

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
LRA14	Number of customers using outreach services	1,511	GREEN	1,510	1,410	1,511
LRA15	Number of customers attending events in libraries and archives	49,096	GREEN	46,400	44,100	44,875

Results to end of July unless stated

Ref	Activity Indicators	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
LRA01	Average number of visits to libraries per day (excludes mobile libraries)	17,225	Above	16,684	15,250	17,611
LRA02	Average number of books issued per day (includes audio- and e-books)	16,073	Yes	16,316	14,934	16,593
LRA04	Average number of daily online contacts to the service - June data	3,796	Above	3,450	3,165	2,293

LRA01 – The previous rate of reduction in library visits may now be reducing. There is also increased footfall in Swanley library having been reopened following refurbishment.

LRA04 – Contacts via Twitter and Facebook are now included and have contributed to the increase seen.

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Results to end of June

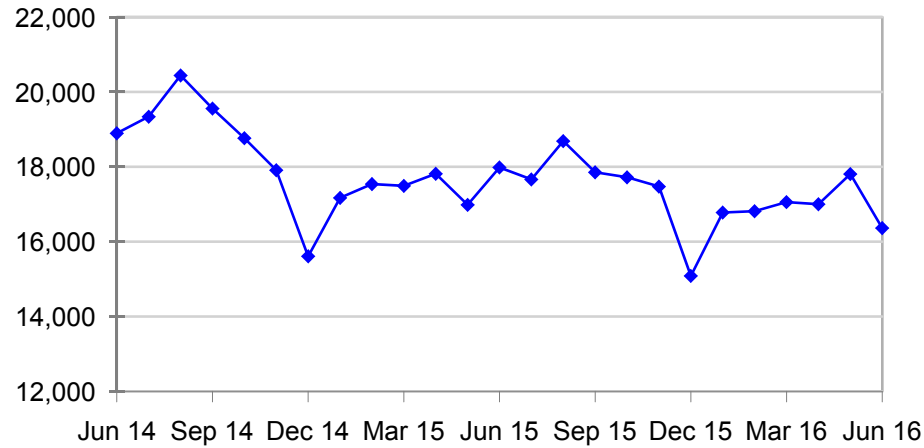
Ref	Activity Indicators	Year to date	Prev. Yr YTD
LRA07b	Number of customers surveyed for satisfaction with ceremonies	163	N/a
LRA06b	Number of customers surveyed for satisfaction with birth and death registration	338	N/a

Results to end of July

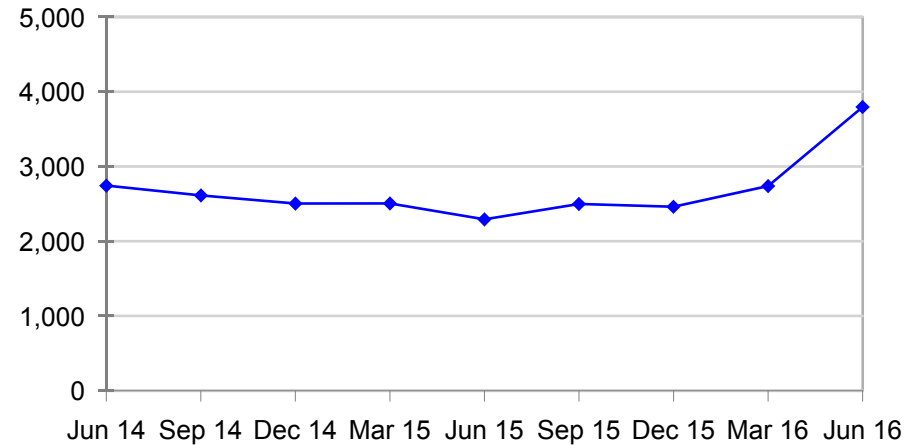
Ref	Activity Indicators	Year to date	Prev. Yr YTD
LRA05	Number of ceremonies conducted by KCC officers	2,727	2,624
DT11b	Number of book renewals (000s)	481	488
DT12b	Number of birth registration appointments	6,246	6,467

Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	Andrew Stephens	Mike Hill

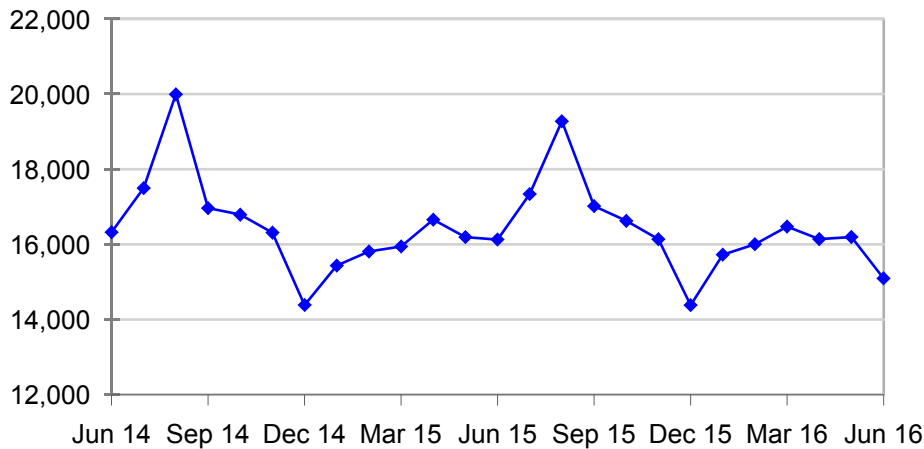
LRA01 - Number of visits to libraries per day



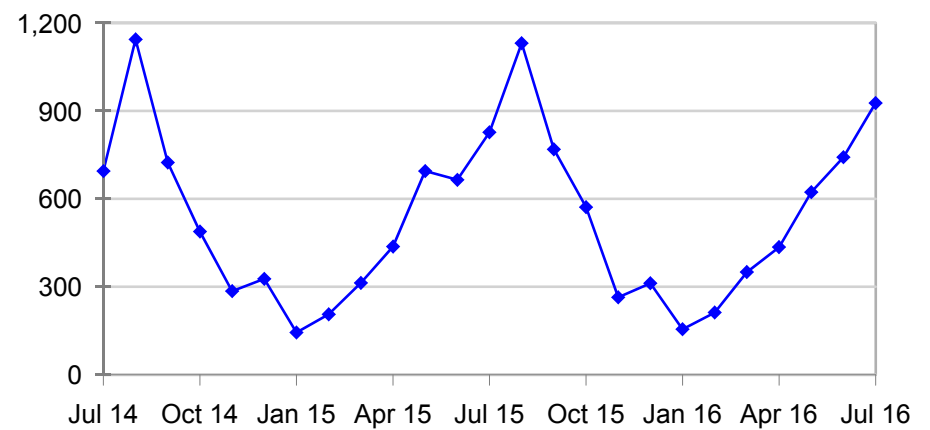
LRA04 - Average number of daily online contacts



LRA02 - Number of books issued per day



LRA05 - Number of ceremonies conducted by KCC officers



Division	Director	Cabinet Member
Sports	Katie Stewart	Mike Hill

Result to end of August

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE09	Sports – Income levered into Kent (£000s)	1,243	GREEN	1,040	835	1,143

Results to end of June (indicator reported quarterly)

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE10	Participation of young people aged 11 - 25 in programmes coordinated by Sport and Physical Activity Service	689	AMBER	730	575	655

There is not an even spread of activity which can fluctuate, but we are still ahead of the position last year. We anticipate these figures to increase over the year to meet the target.

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From: Matthew Balfour, Cabinet Member for Highways and Transportation
 Mike Hill, Cabinet Member for Community Services
 Mark Dance, Cabinet Member for Economic Development
 Barbara Cooper, Corporate Director Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 12 October 2016

Subject: **2015/16 Growth, Economic Development and Transport Equality and Diversity Review**

Classification: **Unrestricted**

Past Pathway of Paper: Environment and Transport Cabinet Committee – 7 September

Future Pathway of Paper: N/A

Summary: This report sets out a position statement for services within the Growth, Environment and Transport (GET) Directorate regarding equality and diversity work and subsequent progress on KCC equality and diversity objectives for 2015/16.

Recommendation: The Cabinet Committee is asked to note current performance, provide any comment, and agree to receive this report annually in order to comply with the Public Sector Equality Duty 2010.

1. Introduction

- 1.1 Publication of equality and diversity information is compulsory in England for all public authorities, as stipulated in the Public Sector Equality Duty 2010. Proactive publication of equality and diversity information ensures not only compliance with the legal requirements, but also transparency for the public in how this Directorate ensures equality and diversity considerations are part of every stage of our programmes and projects.
- 1.2 The detail attached as Appendix 1 seeks to capture and consider the 2015/16 performance of the GET Directorate against the current KCC Equality and Diversity Policy, with each chapter considering each KCC equality and diversity objective in turn.
- 1.3 Progress has been made in embedding a stronger equality and diversity approach across the entire Directorate, and a wealth of good practice is detailed in the Appendix including a directorate-wide review of customer service commissioned under the GET Customer Service Programme, as a first step to transform the way in which GET engages with customers as set out in paragraph 5.1 in the appendix.

- 1.4 The content captured is being utilised at Divisional as well as at Directorate level, and has been used to inform the Directorate's approach to equality and diversity for 2016/17. This includes an enhanced focus on the equality and diversity data that GET services gather, and how that data is then actioned; a consistent approach to equality and diversity being an underpinning critical factor to understanding and meeting the needs of Kent residents; understanding the role of equality and diversity at each stage of the commissioning cycle and practically applying that; and aligning equality and diversity data more closely with the Directorate's organisational development priorities.
- 1.5 In 2015/16, the Directorate has proactively informed the draft KCC Equality and Human Rights Policy 2016 – 2019 that is currently out for public consultation. The Directorate will contribute to all relevant objectives, but will lead on five proposed objectives:
- a) Protected groups' needs will be considered within all highways and transport schemes, as well as the schemes' potential to advance equality of opportunity
 - b) The needs of all members of a community will be considered when investing in roads, facilities and utilities that are delivered to meet the needs of Kent's population changes
 - c) Irrespective of age, disability, race or belief, Kent residents should be able to access our county's high quality landscapes and environment
 - d) The Libraries, Registration and Archives Service in Kent will continue to understand its local communities' needs, and tailor its services accordingly
 - e) The Equality Duty will inform services' efforts to maximise all residents, communities and businesses' potential

2. Financial Implications

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

3. Other corporate implications

- 3.1 The entire KCC Equality and Diversity Review will be considered by the Policy and Resources Committee in December 2016. The content of this paper will inform the KCC Review.

4. Governance

- 4.1 Following an internal audit in 2012, governance arrangements across the authority were agreed to ensure compliance with the Public Sector Equality Duty. If Key Decisions are taken without full equality analysis the authority is open to potential Judicial Review.

- 4.2 As part of excellent customer service, GET has additionally committed to every policy, programme and project being equality impact assessed every three years or at a point of significant change of that policy, programme or project, whichever is soonest
- 4.3 The Directorate has an overarching Equality and Diversity Group, whose membership consists of senior Divisional representatives, a Staff Group representative, a GET Customer Service Programme representative, and a KCC Policy representative. This Group meets every six weeks, with a clear focus on:
- a) ensuring equality and diversity are embedded into every stage of the commissioning cycle – i.e. analyse, plan, do, and review;
 - b) providing oversight to ensure that evidenced Equality Impact Assessments are undertaken for all priority programmes and projects as set out in Directorate and Divisional Business Plans, including service redesign and transformation; and
 - c) ensuring appropriate training for staff to ensure the Directorate meets our equality and diversity duties efficiently and effectively.

5. Conclusions

- 5.1 The Directorate's approach to equality and diversity is carefully positioned to underpin the Directorate's approach to customer insight and customer service.
- 5.2 Extensive training and awareness raising of the Public Sector Equality Duty and its practical application in informing and improving delivery of GET services and programmes is successfully embedded within day to day delivery.
- 5.3 A clear focus on equality and diversity data, and utilisation of that data, is at the heart of GET's equality and diversity approach.

6. Recommendation(s):

- 6.1 The Cabinet Committee is asked to note current performance, provide any comment and agree to receive this report annually in order to comply with the Public Sector Equality Duty 2010.

7. Background Documents

- 7.1 KCC Equality and Diversity Policy 2012 - 2016

8. Contact details

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Appendix 1 – GET’s Equality and Diversity Review 2015/16

1. Working with all our partners to define and jointly address areas of inequality

- 1.1. KCC’s Procurement Team has a clearly stated policy to “ensure there is equality analysis for every specification to cover any additional needs required to complete the contract and promotion of equality in procurement”. The template the Procurement Team uses to assess all planned procurement explicitly asks the service whether an Equality Impact Assessment is required, and emphasises the role of the service in completing one.
- 1.2. As part of the 2015/16 Review, officers at all levels and across all four GET Divisions referred frequently to awareness and understanding of the existence and the relevance of the two interacting policies.
- 1.3. Libraries, Registration and Archives (LRA) can demonstrate ‘best practice’ against this objective around working with partners, with clear and detailed evidence across its 2015/16 Priority Programmes that were delivered locally, where the relevant District Council, Town Council, and Housing Association not only sat on the project boards and the planning teams, but through these demonstrably contributed to the creation and ownership of the Equality Impact Assessments (EqIAs) and resultant action plans that came out. Specifically in 2015/16 these were the Swanley Gateway and the Dartford Library and Museum programmes.
- 1.4. As part of a Heritage Lottery Fund grant application in 2015/16, LRA led on a consortia bid where all partners had to satisfy the Fund that there was a genuine commitment to meeting the intentions of the Equality Duty 2010 through the bid, which was around the Magna Carta community engagement. For these purposes, LRA led on signing up all partners’ delivery programmes to fully consider equalities, including Visit Kent, Faversham Town Council, Canterbury City Council, and Rochester Cathedral.
- 1.5. Highways, Transportation and Waste (HTW) has continued to require the evidence of a bespoke EqIA before funds were released to any third party provider, whether through Local Growth Fund monies, Local Transport Plan monies, or any other 2015/16 commission, including the LED Street Lighting, and Traffic System Term Maintenance Contract. All contracts being procured above the £50,000 KCC Procurement threshold have KCC-created clauses regarding equality and diversity compliance. These require our providers and their sub-contractors to comply with the law and to assist KCC in meeting our duties.
- 1.6. Across Environment, Planning and Enforcement (EPE), a very wide range of statutory agencies were partners of this division’s 2015/16 programmes and projects. All such statutory agencies have legal commitments to implementing the Equality Duty as it applies to their own organisations. EPE will proactively highlight equality aspects to statutory partners when required, as was undertaken with regards to disability and platform and train boarding heights within the Ashford Spurs project.

- 1.7. For EPE's Volunteer Support Warden Scheme, both Kent Police and the Kent Association of Local Councils helped shape the 2015/16 EqIA of this Scheme through the project's working group of which all three partners are members.
- 1.8. The Sport and Physical Activity Service within EPE has a long history of tackling the under representation of women and girls, and of disabled people, in the programmes it commissions or funds. Within 2015/16 it worked with Kent sports clubs, district councils and a number of the National Governing Bodies for individual sports to drive engagement with the highly successful national programme #thisgirlcan. In Kent, to support this programme, we created local engagement tools through #kentgirlscan.
- 1.9. In 2015/16, this service also
- worked with individual clubs to grow incrementally the number of disabled children involved in after school clubs (satellite clubs) with six new targeted clubs established in 2015/16 in addition to the seven that were maintained in the year (reaching 214 disabled children for regular participation throughout the year);
 - supported in partnership with schools and Youth Sports Trust staff to enable 132 disabled children to reach the Kent Sainsbury's School Games Finals (84 boys, and 48 girls). In total, across all the qualification stages of academic year 2014/15 which is the relevant academic year for this Review, 11% of Kent School Games secondary school competitors had statemented social, emotional, or behavioural needs (against a county figure of 6.2%), and 12% had 'other SEN' (against a county figure of 7%);
 - reached 306 disabled young people in 2015/16 through targeted spend of a Sport England funded youth participation programme aimed at 'non-sporty' teenagers, representing 8.6% of all participants in this sector-delivered programme.
- 1.10. Within Economic Development (ED), the Arts and Culture Service has worked within 2015/16 to influence partner organisations' efforts to define and jointly address areas of inequality through requesting and considering the Equality Policy of all bidding organisations to the annually provided KCC Arts Investment Fund.
- 1.11. ED's leadership and management of the Local Growth Fund Rounds 1 and 2 in 2015/16 also saw partnership efforts to address areas of inequality, as the South East LEP's Assurance Framework requires it to observe and promote the Equality Duty as a public sector body, and therefore all grant agreements administered by and through the LEP reflect this. Equality and Diversity assessments and service user consultation are then undertaken at project level, and were therefore undertaken by the specific project team in 2015/16.

2. Promoting fair employment practices and creating an organisation that is aware of and committed to equality and diversity and delivers its Public Sector Equality Duty

2.1. In the summer of 2015/16, GET chose to revisit its approach to Equality and Diversity (E&D), in order to better meet this objective of the KCC Equality Strategy. Focusing on service outcomes, in 2015/16 the GET E&D Group moved to

- Meeting every six weeks, considering a project or priority within the GET Business Plan, both to identify best practice which can be shared across GET and the whole authority, and to identify common opportunities where GET can strengthen its approach in meeting the spirit as well as the letter of the Duty
- Focusing much more explicitly on data collected, and how that data is then used
- Mapping the E&D approach across each stage of the Commissioning Cycle, again to identify and share best practice and common opportunities
- Working closely with the GET Customer Service Programme, as equality information is an essential resource underpinning in part, all projects and programmes' understanding of their customers, potential customers, or excluded customers.

2.2. Since January 2016, GET has periodically brought together its Organisational Development and Equality & Diversity Groups (into an ODED Group) to support the Directorate to work on this agenda in a more integrated and efficient way; linking in the Customer Service Programme and commissioning. This group met again in February, and will now meet every six months, with its purpose being

- to explore equality and diversity opportunities and challenges as they apply to organisational development;
- to similarly explore organisational development opportunities and challenges within the context of equality and diversity;

Through both of these mind-sets, ODED determines how best such opportunities and challenges can be tackled, and appoints agreed individuals or responsible owners who are answerable to ODED for specific actions.

2.3. The priorities this Group worked on in the last few months of 2015/16 focused around

- Identifying what 'expected' and what 'good' look like regarding embedding the Public Sector Equality Duty in recruitment and in line management, across GET, rolling this out for 2016/17
- Making recommendations to KCC's Engagement, Organisation Design and Development Division (EODD) on ways to enhance the equalities aspects of recruitment and induction practices

- Assessing the available E&D data on staff (recruitment, retention, sickness) and commissioning HR to provide further analysis and scope of data to inform the 16/17 work programme of ODED
 - Informing the emerging 2017 – 2021 KCC Equality Strategy
 - Establishing a requirement that all staff in the Directorate have completed e learning ‘Introduction to Equality and Diversity’, e learning ‘Equality and Diversity in Recruitment and Selection’ and e learning ‘Introduction to Equality Impact Assessment’ within the last three years
- 2.4 LRA, EPE and ED all conducted significant restructures of at least one service within 2015/16. All of these restructures had EqIAs conducted, which were shared with staff, unions and HR as part of the process. Equality implications identified through these EqIAs included considering and enabling the contributions of staff on long term sick leave or on maternity leave to be part of the relevant four consultations and subsequent recruitment process and eventual structures, the removal of PTE roles having a potential impact on staff with carer responsibilities (two consultations), the need to explicitly address reasonable adjustments for disabled staff, and the introduction of ‘standby’ to a number of new roles having implications for those with carer’s responsibilities or certain religions or beliefs (one consultation).

3. Improving the way KCC listens to and engages with its employees, communities and partners to develop, implement and review policy and to inform the commissioning of services.

3.1. In 2015/16, LRA listened to communities through:

- two full public consultations (regarding mobile libraries, and potential move to a Trust model);
- taking forward the Digitalisation of Archive Records through in part a previous year’s survey of randomised 1,000 non-users then profiled against the nine protected characteristics;
- engaging customers through hard copy material posted to their homes (mobile library redesign) and available in all 99 libraries (mobile library redesign);
- in-library displays (Swanley Gateway and Dartford Library and Museum, Kent Reading Initiative) with comment cards and staff interaction;
- User groups (Dartford Library & Museum);
- staff engagement with certain non-library groups including community groups, individual schools, women’s refuges, Children’s Centres, and Gypsy, Roma and Traveller communities (Kent Reading Initiative, Health and Social Care Integration); and
- across all priority programmes there was stakeholder engagement, website content, social media, and comments cards.

- 3.2. Additionally, LRA is a prolific user of 'About You' which it used to inform all major projects in 2015/16. LRA rolls out 'About You' as part of its annual Spydus refresh, which is the system within which all library membership details are recorded.
- 3.3. LRA in 2015/16 had an extensive list of partners it worked with when shaping services. For the development of Swanley Gateway this included groups with a focus on disabled people (Kent Community Health Trust Health Trainers; Disability Drop In Centre; Kent Supported Employment, Kent Association for the Blind, Hi Kent and KCC Sensory Services for the Hearing Impaired and other sensory Impairments); groups with a focus on age and disability (Royal British Legion, Soldiers, Sailors & Armed Forces Association; Kent County Council Community Wardens) as well as Skills Plus which has a particular focus on meeting the needs of service users across all disabilities, race and gender. This list demonstrates the commitment of this division to improving the way KCC has engaged with partners representing protected characteristics to inform the delivery of services. For the 'Get Kent Reading' Initiative in 2015/16, the list of stakeholders engaged included Kent Sensory Team and Kent Association for the Blind.
- 3.4. Furthermore, in 2015/16 LRA can demonstrate the link between undertaking an initial EqIA and the subsequent engagement with target groups who otherwise may have been missed, including community groups specifically working with older people, long term illnesses, people experiencing mental health issues, and people with learning disabilities, as well as Children's Centres to reach pregnant women and those on maternity/paternity leave.
- 3.5. In 2015/16 as with previous years, HTW regularly revisit customer contact and experience through the Pothole Repair Service random audits, and through the random audits of the Customer Fault Reporting Tool. No issues (opportunities or concerns) relating to the delivery of these two programme and any of the protected characteristics were identified through these random audits.
- 3.6. Kent has not been the first county to implement an LED Street Lighting Contract. To inform Kent's approach, consideration was given to other counties' EqIAs around their introduction, with learning identified in these other EqIAs then applied to KCC HTW's own evaluation of the protected characteristics groups in our own communities which might have been disproportionately affected by the introduction of these lights.
- 3.7. EPE's Sustainable Business and Communities public consultation on the draft Kent Environment Strategy within 2015/16 received feedback that the Strategy in its early form did not reflect young people's thoughts and ambitions. The team were therefore able to improve how they listened to and engaged with this particular group by specifically working with young people to inform Theme 1 Priority 3 of the Final Strategy 'Building Resources, Capabilities, and Changing Behaviour'. The team also continues this by explicitly challenging each activity lead within the implementation plan as it gets developed, to ensure they remain mindful of the EqIA's recommendations, and of the need to capture the views of young people.

- 3.8 In 2015/16, EPE's Sport and Physical Activity Service improved the way it listened to and engaged with customers from certain protected characteristic groups through
- creating new social media friendly tools in order to reach and inspire women to take part in physical activity, through their own personal choice;
 - more firmly harnessing the power of social media to reach certain characteristic groups through using willing members of that characteristic to choose to effectively spread the message to their own existing and personal networks, for example, one Thunderclap (a simultaneous multi user Twitter event) reached 180,685 Kent female residents; and
 - introducing more accessible (and fun) feedback mechanisms for young disabled participants at any of the Kent School Games events (through digital 'quick tap' software).
- 3.9 EPE's Minerals and Waste Local Plan Team hosted public 'drop-in' sessions for pre-submission consultations. In recognition that people with vision impairments might not find out about the consultation if they did not have internet access and/or were not able to read noticeboards or newspapers, Kent Association for the Blind was added to stakeholder database and was informed of consultations and their publication, and information on alternative formats was positioned on the inner side of the front cover of the consultation document where it was more likely to be seen sooner by anyone reading out loud to a person. Additionally, in order to ensure a wide dissemination of the emerging Plan, there was the ability for submission of comments direct into an online system but printed copies of the documents were also made available at all Kent libraries and Kent Gateways.
- 4. Improving the quality, collection, monitoring and use of equality data as part of the evidence base to inform service design delivery and policy decision**
Consistent and clear standards in the use of data in defining service need and managing the performance of services.
- 4.1 Equality and Diversity data collated across the last three years informed the service design of the Dartford Library and Museum. Physical manifestation of that informed approach are the exemplar accessibility of the building for those with physical disabilities or with prams, dementia friendly signage across the building, and a Changing Places toilet which is for people with profound and multiple learning disabilities.
- 4.2 E&D data received by LRA also informed where promotional materials and resources were available in a different language for the Kent Reading Initiative in 2015/16, and likewise for large print and braille promotional materials.
- 4.3 LRA as a Division collects Equality data, as already mentioned, through its Spydus system, which captures as a matter of course (where the customer is willing to share) data around age, gender, ethnicity, and disability. This data is then used to inform all programming, including in 2015/16 the local area based planning around Dartford and Swanley, as well as mobile libraries. Data and subsequent actions around the other

five protected characteristics are then captured as determined by the initial EqlA of that particular programme.

- 4.4 With the exception of Waste Management, HTW do not use 'About You' as a data capture tool, and knowledge of 'About You' is low across the HTW Division, other than in Waste. This is in large part owing to the fact that the majority of this Division's engagement with customers is through commissioned or procured third parties, who have the responsibility to observe and promote equality of opportunity. That expectation and requirement is established through KCC's procurement approach to market engagement, as previously outlined. However, HTW can provide many EqlAs against their 2015/16 priority programmes and projects that featured in the GET 2015/16 Business Plan. These EqlAs formed part of the initial screening before contracts were procured (LED Street Lighting, Traffic System Term Maintenance Contract) or extended (Soft Landscape, Highways Term Maintenance Contract, Highways Condition Survey Contract, and the Resurfacing Contract).
- 4.5 Mosaic profiling and customer insight data has been HTW's preferred approach in 2015/16 and earlier years, for understanding the characteristics of customers using the Fault Reporting Line. Mosaic is a national system which allows UK households to be classified into groups based on many different sorts of information about them. By using Mosaic specific to Kent, developed along with district partners and which draws on a wide range of lifestyle indicators, HTW can better understand the population being served. By profiling actual customer data held by Kent services, HTW gain a deeper awareness of our customers beyond knowing what service they use. These techniques are similar to the approach taken by commercial companies, and in that sense are robust, but they are imperfect in capturing the full extent of equalities information.
- 4.6 For the 18 Highways projects directly being delivered by HTW within 2015/16 through Local Growth Fund monies, an EqlA was run before any individual project moved beyond the conceptual/feasibility stage. Although it is hard to evidence specific changes or alterations in light of implementing E&D data led customer feedback, on directly delivered or contracted highways programmes, there are numerous examples of footway provision, controlled crossings, signage and lighting all being altered in light of customer feedback in 2015/16.
- 4.7 Waste Management within HTW collect information on customers across all 18 Household Waste and Recycling Centres (HWRC) twice a year, and through 'About You' has continued to capture in 2015/16, equality data that the public have been prepared to share. The 'About You' information and HWRC customer postcode data, which is profiled using Mosaic, allows the service to target customers, for example, regarding any changes to services or regarding a particular HWRC, and to mitigate appropriately.
- 4.8 Within EPE, equality data was captured as a matter of course in 2015/16 on all projects formally consulted upon, namely Community Wardens (the consultation was in 2014/15, but its analysis fed into the development of this programme across 2015/16), Kent Environment Strategy, Minerals & Waste Local Plan, and Thanet Parkway. All KCC public consultations draw upon 'About You' data as a matter of course and this therefore also applies to the EPE division.
- 4.9 In 2015/16, KCC Volunteering Programmes, a service based within EPE, rolled out a series of guidance notes and templates to support all KCC teams who utilise volunteers in the achievement of their outcomes. One template/set of this guidance

was around Equality Monitoring; how to go about it, why it should be undertaken with regards to volunteers, and what to do with the data once received. EPE's Volunteer Support Warden Scheme in 2015/16 gathered equalities monitoring information throughout its 2015/16 pilot, to inform the targeted promotion of this scheme in 2016/17 and beyond.

- 4.10 Informed by EqlAs, EPE's Warm Homes Programme and Low Carbon Kent Programme both captured data on gender, ethnicity and disability (and Warm Homes captured data additionally on age, religion and sexual orientation). The data was utilised to support engagement with target client groups of both these programmes.
- 4.11 Although no EqlA has been conducted upon EPE's delivery of the Forest Schools Programme, every Forest School staged is carefully shaped for the attending class, in conversation with the teaching staff who will be accompanying the children. In this way, every Forest School delivered in 2015/16 can demonstrate that the protected characteristics of disability and age have been taken into account. Similarly, in 2015/16 two Forest Schools were adjusted for religious beliefs regarding the food available to toast over the bonfire (marshmallows typically contain pig gelatine), and regarding making natural decorations for a Christmas Trees (not all attending children's families celebrate Christmas). Children not of these specific beliefs enjoyed the sweets and Christmas element of these programmes simultaneously as those children of different beliefs.
- 4.12 EPE's Sport and Physical Activity Service collected data in 2015/16 regarding disabled people's participation in four distinct programmes, and that data has not only fed into the Service's 2016/17's Equality Action Plan, but is now also being used as evidence for the Service to achieve the second highest grade of the sports industry equality and diversity accreditation. If this grade is successfully achieved in October 2016, this will firmly position Kent Sport as a national leader.
- 4.13 ED's delivery of Women Enterprise Kent listened to and responded to the needs of the protected characteristic it was set up to work with, after data led analysis demonstrated an under representation of female-led businesses in Kent. For example, within this programme, users provided feedback around childcare challenges that the programme was able to incorporate within how training and development was provided for its client group by arranging time specific crèches.
- 4.14 Applicants to the Cultural and Creative Industries' business support programme were monitored specifically by disability, race, gender and sexual orientation in response to evidence that these four protected characteristic groups are underrepresented in the creative industries. Similarly, data about these four characteristics was again the focus to understand how these groups could be proactively reached through Arts Investment Fund projects in 2015/16, both in terms of shaping individual projects and being a targeted audience for individual projects.
- 4.15 The Kent and Medway Workforce Skills Evidence Base, published in September 2015, contained demographic analysis of the workforce within the 12 major sectors of the Kent economy. ED did not collect equality data systematically within this programme, but the individual skills providers (sector guilds, and further education colleges) did. Although the focus within 2015/16 was employer demand not learner provision, going forward, publicly funded skills providers will be bound by the Equality Duty.

4.16 A number of 2015/16's priority programmes within HTW, EPE and ED worked with stakeholders directly rather than individual members of the public or communities, and in these circumstances, 'About You' is not a relevant tool.

4.17 Knowledge of 'About You' as an available tool remains similar to last year, across the Directorate, which is moderate.

5. Providing inclusive and responsive customer services through; Understanding our customers' needs; Connecting with our customers effectively and efficiently; Empowering staff to meet service expectations; Improving access to services; Working with our partners to improve our customer experience.

5.1 During 2015/16, a directorate-wide review of customer service was commissioned, as a first step to transform the way in which GET engages with customers. A number of themes emerged including equality and diversity. This was primarily about the quality of customer insight collected relating to protected characteristics and how this is applied to inform service design and delivery. The review identified an inconsistent approach across GET, with pockets of good practice accompanied by areas where skills and knowledge need to grow. An improvement programme for 2016/17 is now underway which includes:

- Further training to support staff to undertake high quality EqlAs;
- Centralising all EqlAs as a learning resource for teams;
- Developing a customer insight library for services to draw from when considering changes and / or developing new service delivery methods; and
- Linking services together where there are similarities of customer needs to achieve a more consistent approach.

5.2. Evidence has been provided earlier in chapters 3 and 4 as to how customer feedback has supported inclusive and responsive changes in service delivery, commissioning or service access within the 2015/16 business year. An additional example of how a GET Division understood customer needs in 2015/16 was the LRA Mobile Library Service Redesign, where a proposed reduction in the availability of the mobile service was consulted on in the same document with three alternative ways for homebound users, who are likely to have at least two of the nine protected characteristics, to continue to benefit from the Service's offer.

5.3 Three of the four Divisions within GET did not receive any complaints in 2015/16 relating to a protected characteristic issue from a member of the public or a stakeholder.

5.4. HTW received one complaint relating to a small scheme funded by LGF/LTP monies. The complaint related to the removal of an existing controlled crossing to be replaced with an uncontrolled but level crossing in a busy high street. The complaint was included in the EqlA for this scheme but after demonstrable consideration, resulted in no change to the design of this aspect of the scheme.

6. Understanding and responding to the impacts on people when KCC is doing its work by; Ensuring we understand the impact of all our decision through knowing our communities and their need; Ensuring that we understand and monitor the cumulative impacts on people of the decisions that are taken within the Council; Ensuring we have a fair decision making process for making good decisions that take the needs of people into account.

- 6.1. Six out of the seven LRA priority programmes and projects within the GET 2015/16 Business Plan had EqlAs in place before decisions were taken. The seventh was Community Engagement around Magna Carta, which did utilise the Spydus data to inform its approach (which collates information on a number of the protected characteristics), did use the intelligence gained from other LRA EqlAs on how to reach certain protected characteristic groups with this programme, and which was assessed for its equality consideration as part of its successful bid to the HLF to part fund this programme.
- 6.2. 12 out of the 16 HTW priority programmes and projects within the GET 2015/16 Business Plan had EqlAs in place or conducted in 2015/16. Those that did not (some Local Transport Programme projects, Improved Procurement Process for Passenger Transport, options for the Young Person's Travel Pass product development, and review of prioritisation of Pothole Repair Service) have nonetheless demonstrably considered equality implications through necessary delivery through the KCC Procurement Framework, or they were simply in the earliest stages of development in 2015/16.
- 6.3. The majority of EPE priority programmes/projects/business-as-usual had EqlAs conducted in 2015/16, or have built upon an EqlA completed within the last three years. A number of those without an EqlA were in the earliest stages of development in 2015/16 and EqlAs were clearly scheduled within their Programme Plans for 2016/17 (for example the Growth and Infrastructure Framework's 22 infrastructure 'action plans' are each having their own EqlA conducted in 2016/17 as they are developed, and the Kent Nature Partnership's Health and Countryside Working Group will be conducting EqlAs as specific programmes of work come out of this group's strategy in 2016/17); a number were KCC responses to Government consultations (Lower Thames Crossing, Operation Stack designs/proposals), and the remaining programmes have either been completed in 2015/16, or have been scheduled as part of the GET Equality and Diversity work programme in 2016/17.
- 6.4. No ED priority programmes/projects/business-as-usual had EqlAs conducted upon them in 2015/16. However, this certainly does not mean that equalities considerations have not been take account of, as shown below:
- No EqlA was conducted by ED against KCC's coordination of KCC services' efforts to secure and utilise the European Structural Investment Fund as this is left to each individual funded programme. To be successful in securing monies through this route, any individual service must demonstrate how they have considered equality aspects, and how their project is reaching residents in "identified geographic areas of deprivation ... suffering from multiple

disadvantage. These include areas where through age, gender, ethnicity and disability, residents face specific and additional barriers...”

- Women’s Enterprise Kent was shaped within the Government Equality Framework, and did not therefore have a ‘local’ (Kent) EqIA conducted
- The Broadband Infrastructure Programme’s funding is mandatorily directed at geographical areas of market failure, and is not permitted to target funding to individuals or groups of individuals. Whichever Internet Service Providers get the subsequent contracts to provide a service through the infrastructure will of course be bound by Equality legislation, through usual procurement rules
- The Kent and Medway Economic Partnership Engagement Programme is a partnership group rather than a service, and an EqIA against the partnership group is not appropriate. A number of projects and programmes across GET have been funded through KMEP channels, and each of these have been successfully assessed against the Equality Duty in 2015/16
- The Ashford District Deal is largely property based, and discussions did not in 2015/16 reach such detail that an EqIA on any individual work strand would have been meaningful.

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