

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

Wednesday, 7th March, 2018

10.00 am

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



AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Wednesday, 7 March 2018 at 10.00 am
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: **Georgina Little**
Telephone: **03000 414043**

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

Membership (16)

Conservative (13): Mr S Holden (Vice-Chairman), Mrs R Binks, Mr A Booth,
Mr A H T Bowles, Mr D Butler, Mr A Cook, Mr J A Kite, MBE,
Mr G Lymer, Mr P J Messenger, Mr H Rayner, Mr A M Ridgers and
Mr J Wright, Vacancy

Liberal Democrat (2): Mr I S Chittenden and Mr A J Hook

Labour (1) Mr D Farrell

Webcasting Notice

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UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcements
- 2 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present
- 3 Election of Chairman
To elect a Chairman of the Cabinet Committee.
- 4 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

- 5 Minutes of the meeting held on 1 February 2018 (Pages 7 - 16)
To consider and approve the Minutes as a correct record
- 6 Verbal updates by Cabinet Members and Corporate Director
To receive verbal updates from Mike Hill, OBE , Cabinet Member for Community and Regulatory Services and Mr Mark Dance, Cabinet Member for Economic Development.
- 7 Rural Economy by Kent Rural PLC (presentation)
- 8 Performance Dashboard (Pages 17 - 30)
To receive and note the report that shows progress made against targets for Key Performance Indicators.
- 9 17/00009(b) - Visitor Economy services - Contract Extension (Pages 31 - 38)
To consider and endorse, or make recommendations to the Leader of the Council, on the proposed decision to extend the visitor economy services contract with Visit Kent at its present level for a further 24 months to March 2020 - £280,000 per annum plus the £30,000 per annum to provide staffing support for the development of Visit Kent projects funded by other organisations.
- 10 18/00014 - Financial Penalties - Letting Agents (Pages 39 - 80)
To consider and endorse, or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision to agree: to the use of financial penalties for letting agents who fail to comply with the requirements of the Consumer Rights Act 2015; to set the financial penalty level at the Statutory Maximum of £5,000 for letting agents who fail to comply with the requirements of the Consumer Rights Act 2015 (to be reviewed annually); to delegate authority to the Head of Trading Standards to determine any reduction in the financial penalty if they are satisfied that there are extenuating circumstances (each case to be considered on its own merits and in accordance with the Enforcement Policy); and to delegate authority to the Head of Trading Standards to review and decide the level of future financial penalties attributable to the Consumer Rights Act 2015 (as amended) in consultation with the Cabinet Member as required. The monetary level of financial penalties attributable to the Consumer Rights Act 2015 (as amended) will be reviewed annually as shown at Appendix A.
- 11 Update on the Work of Kent Trading Standards in 2017 and Future Opportunities and Challenges (Pages 81 - 90)
To note and discuss the report which provides an update on the work of Trading Standards in 2017 and its key achievements, and focuses on future opportunities and challenges faced by the service.
- 12 18/00011 - Libraries, Registration and Archives Review of Fees and Charges (Pages 91 - 138)

To consider and endorse or make recommendations to the Cabinet Member for Community Regulatory services on: the decision to implement and publish revised fees and charges changes for Libraries and Archives services; for the LRA service to progress to inform customers of these changes; fees for Archives Services to be reviewed and agreed in consultation with the Cabinet Member for Community and Regulatory Services once work on implementing upgrades to management and cataloguing systems is completed; and that the annual review and agreement of the LRA fees be delegated to the LRA Head of Service in consultation with the Cabinet Member for Community and Regulatory Services as shown at Appendix A.

- 13 Libraries, Registration and Archives Draft Ambition Statements (Pages 139 - 174)

To comment and endorse the draft Libraries, Registration and Archives (LRA) LRA ambition statements

- 14 Growth, Environment and Transport Directorate Business Plan 2018-19 (Pages 175 - 224)

To consider and comment on the final draft Growth, Environment and Transport Directorate Business Plan (2018-19); and note that the final Directorate Business Plan will be published online in April 2018.

- 15 Risk Management: Growth, Environment and Transport Directorate (Pages 225 - 244)

To consider and comment on the directorate risk register and relevant corporate risks outlined in Appendices 1 and 2.

- 16 District Visits (Pages 245 - 250)

To receive the report which provides a summary of the outcomes from the recent visit by KCC Members to Dartford Borough and endorse the programme of further visits to other Kent districts during 2018 and 2019.

- 17 Work Programme 2018 (Pages 251 - 256)

To consider and agree a work programme for 2018.

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Tuesday, 27 February 2018

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 Thursday, 1 February 2018.

PRESENT: Mr S Holden (Vice-Chairman), Mrs R Binks, Mr D Butler, Mr A Cook, Mr D Farrell, Mr A J Hook, Mr G Lymer, Mr P J Messenger, Mr H Rayner, Mr A M Ridgers, Mr J Wright, Mr D L Brazier, Mr P W A Lake, Mr M A C Balfour and Mr R H Bird

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 D Smith (Director of Economic Development), James Pearson (Head of Service Libraries, Registration and Archives), Barbara Bragg (Strategic Manager, Specialist & Support Services for Libraries, Registration and Archive), Nick Abrahams (Strategic Programme Manager, Infrastructure), Jackie Taylor Smith (Strategic Manager Business Development Libraries, Registration & Archives), Allan Baillie (Skills & Employability Manager, Adults), Steve Samson (Trade Development Manager), Rob Hancock (Programme Manager), Kevin Tilson (Finance Business Partner for Growth, Environment and Transport) and Georgina Little (Democratic Service Officer).

UNRESTRICTED ITEMS**40. Membership**

(Item 2)

It was noted that following Mr M Whiting's appointment as Cabinet Member for Planning, Highways, Transport and Waste he would no longer be able to serve as a Member of the Growth, Economic Development and Communities Cabinet Committee.

41. Apologies and Substitutes

(Item 3)

Apologies were received from Mr I Chittenden, Mr A J Kite, Mr A Bowles and Mr A Booth. Mr R Bird, Mr D Brazier, Mr P Lake and Mr M Balfour attended as substitutes respectively.

42. Election of Chairman

(Item 4)

RESOLVED that the decision be deferred to the next meeting on 7 March 2018.

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

(Item 5)

No declarations of interest were received.

44. Minutes of the meeting held on 21 November 2017

(Item 6)

Resolved that the minutes of the meeting held on 21 November 2017 are a correct record and that they be signed by the Chairman.

45. Verbal updates by Cabinet Members

(Item 7)

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) said that major refurbishment work had started on 24 January 2018 for Tonbridge Library and commended the innovative plans for the building. The library would re-open on 19 April 2018.
2. Mr M Hill, also provided an update to Members on the cultural commissioning work that was undertaken in conjunction with the waste industry. Closing the Loop was an innovative programme established by Future Foundry that offered young people from deprived communities a chance to explore circular economy in creative ways. There were 30 Young people from Dover and Shepway on the programme who were working alongside the waste industry on a number of artistic endeavours. Mr M Hill had planned to meet the leading officer from the Arts Council in the coming week and would provide an update to Members following his visit.
3. Mr M Dance (Cabinet Member for Economic Development) addressed the issue of EU funding and assured Members that whilst the UK was investing money into Europe, Kent County Council would continue to submit bids. Once Britain withdrew from the EU, the Council would no longer be able to be to apply for funding and therefore Members may wish address these concerns with Visit Kent following the presentation (item 8).
4. On behalf of Mr Dance, Barbara Cooper (Corporate Director for Growth, Environment and Transport) covered the Housing Infrastructure Funding (HIF) said:
 - a. There was a bid for forward funding of £250m which incorporated Otterpool and Junction 5A. The Government timetable estimated that work would start in March 2018.
 - b. The Government had announced, on the 1 February 2018, the awarding of the Marginal Viability Fund. There had been nine bids

submitted by Kent and three had been successful. There was an upper cap of £10m on the bids and this would be used to provide the final, or missing piece of infrastructure funding in order to get existing sites unblocked.

- Dover Council had been allocated £15m for the Bus Rapid Transport System
- Swale Council had been allocated £3.5m for the Queenborough and Rushenden regeneration, land raising, surface water drainage and demolition work on the brownfield sites.
- Thanet Council had been awarded £2.5m for the Manston and Hayden roundabout which was key to the Thanet Transport Strategy in developing the inner and outer ring-road to manage the traffic flow.
- The bids for Ashford, Shepway and Tunbridge Wells were not successful however KCC had been awarded £28.1m.

5. RESOLVED that the verbal updates be noted.

46. Visit Kent Presentation

(Item 8)

Sarah Wood (Managing Director of Mulberry Cottages and Visit Kent Board Member) Sandra Matthews-Marsh (Chief Executive Officer - Visit Kent), and David Statham (Chief Executive Officer of South Eastern Railway and Visit Kent Board Member) were in attendance for this item.

1. Ms Wood (*Founder and Managing Director of Mulberry Cottages*) presented a series of slides that set out the current state of Visit Kent's Economy, the consumer trends and the financial impact of the tourism industry which had supported the increased viability of both large and small businesses throughout Kent.
2. In response to questions and comments Sandra Matthews-Marsh provided further information:
 - a. In regard to the installation of wind turbines, Visit Kent had not received any negative response through the available research but welcomed the view that Kent's coast was an enormous environmental asset. Ms Matthews-Marsh assured Members that matters, such as the demand for resource, had been acknowledged by the Visit Kent Board. She also said that the coastal landscape was a contributing factor to visitor growth in

2017 and environmental pressures would continue to be monitored through on-going research.

- b. Research showed that other countries used VAT as a lever to stimulate the visitor economy. Visit Kent's competitor set applied a 10% VAT rate to hospitality and studies showed that if applied within Kent following Britain's exit from the European Union, this would act as an immediate stimulant for visitor growth and create an estimated 3,000 to 4,000 jobs.
- c. In response to the Bedroom Tax, there was a pilot launched in Bath whereby a 4% Tax was applied to visitor accommodation Ms Matthews-Marsh said that there were no statistics to suggest it would have a positive effect on Kent, however, examples from Canada demonstrated that whilst the levy had reduced the volume of visitors, it had increased the visitor economy value.
- d. Visit Kent used the Cambridge Economic Impact Model and its national standard to collect domestic and international data on visitor attraction numbers, the number of tourists travelling by ferry and monthly occupancy monitoring to collect data on hotel and bed-stock numbers. Visit Kent was due to carry out an Economic Impact Study and this could be shared at future meeting of the committee.
- e. Ms Matthews-Marsh said the growth of business tourism within larger cities had impacted on shire counties including Kent, Sussex and Essex as they did not have the infrastructure needed to sustain conferencing facilities. Assurance was given to Members that the growth of these sectors was due to be reviewed in the next iteration of the Visit Kent Business Plan.
- f. Ms Matthews-Marsh welcomed Members' suggestions to incorporate the North Sea Race Schedule for 2022 into the Visit Kent presentation.
- g. Kent County Council supported Visit Kent in advocating the Hospitality Guild and would continue to work in conjunction with Visit Kent on the Skills Agenda to encourage employment opportunities.
- h. Ms Matthews-Marsh said that the visitor economy saw a decline of 0.9% during the year of Operation Stack.
- i. In response to Members' concerns regarding the flight path over Kent's heritage sites, Visit Kent assured Members that representations had been made which supported Hever Castle's Chief Executive, Duncan Leslie, in his proposals to improve the visitor economy.

3. RESOLVED that the information set out in the presentation and given in response to comments and questions be noted.

47. Libraries, Registration and Archive (LRA) Service *(Item 9)*

Libraries, Registration and Archives (LRA) half-year performance update against the service specification 2017-2018.

(Item 9.1)

James Pearson (Head of Service Libraries, Registration and Archives) and Barbara Bragg (Strategic Manager, Specialist & Support Services for Libraries, Registration and Archive) were in attendance for this item.

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report which outlined the Libraries, Registration and Archives (LRA) half-year performance against its outcome based specification for 2017-2018.
2. As a supplement to this, Mr Pearson said that LRA would continue to develop and refine its approach to outcome evaluation and monitor performance against the Key Performance Indicators (KPI's). In terms of the financial developments made for 2017-2018, work had progressed with the new LRA 'Ambitions' which included customer and non-customer focus groups as well as a Member Working Group. Mr Pearson said the draft 'Ambition' statement would be shared at the Cabinet Committee in March 2018. Furthermore, in regard to the digitisation of archived services, a contract had been agreed with 'Find my Past' and a new digital den project had been launched by the ARTS council with the aim of attracting young persons from across Kent who wanted to develop skills in coding and programming. Mr Pearson said the LRA had achieved and maintained the Customer Service Excellence award for 8 consecutive years. Finally, in terms of activity, weddings throughout the summer period had increased by over 4% compared to 2016 and the Summer Reading Challenge increased by 2%.
3. In response to comments and questions, the officers provided the following information:
 - a. Mr Pearson confirmed that progress had been made on the proposals for a refurbishment of Ashford library and as soon as the infrastructure was agreed, Kent County Council (KCC) would accelerate its delivery.
 - b. In response to concerns regarding the accessibility, Mr Pearson assured the committee that the 'Ambitions' report that would be presented in March fully reinforced KCC's commitment to inclusion.
 - c. Mr Pearson welcomed comments from the Member Working Group and said that discussions were underway with the Turner Contemporary to look at how

LRA services and venues could be fully utilised across the county and how Visit Kent could be incorporated within Kent's libraries to attract the tourism market.

4. RESOLVED that the committee note the progress that LRA has made to date in 2017-2018.

Proposed Changes to Opening hours of the Archive Search Room at Kent History and Library Centre
(Item 9.2)

James Pearson (Head of Service Libraries, Registration and Archives) was in attendance for this item.

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report which set out proposed changes to the opening times for the archive search room, subject to the outcome of public consultation.
2. Mr Pearson explained to the Committee that Libraries, Registration and Archives (LRA) reviewed its services regularly to ensure they continued to meet customer demand. The proposal to reduce the Archive Search Room opening times would potentially deliver a £10k saving towards the LRA's Medium Term Financial Plan targets for 2018-2019 and this would be achieved by a reduction in staffing (0.5fte) for which vacancies were being held.
3. RESOLVED that the committee note the report and endorse the recommendation to progress to public consultation on the proposed changes to the opening hours of the Archive Search Room.

Developer Contributions and Kent's Library Service
(Item 9.3)

James Pearson (Head of Service Libraries, Registration and Archives), Nick Abrahams (Strategic Programme Manager, Infrastructure) and Jackie Taylor Smith (Strategic Manager Business Development Libraries, Registration & Archives) were in attendance for this item.

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report which explained s106 developer contributions, how these were calculated and collected for the Council to use and their importance for the library service.
2. Mr Abrahams advised the committee that s106 agreements were commonly used to secure financial contributions from developers to provide the infrastructure needed to of additional demand caused through new housing developments. He highlighted how the impact of development was calculated for libraries, the

Council's success in securing £9.8m in library contributions from 2006-2017, the challenges presented in securing developer contributions and how these had been key to delivering the modernisation and co-location of libraries throughout Kent.

3. Ms Taylor said that the use of s106 funding had been key to service modernisation and increasing the capacity of its service points. It had also had a significant impact on the Good Day Programme facility that had been launched in autumn 2016. Other projects had included Herne Bay, Tonbridge Wells, Southborough and Faversham.
4. In response to questions and comments, the officers provided the following information:
 - a. In regard to the planning application figures within the report, Mr Abraham confirmed that the figures were an average of those received from 2012-2017. He noted Members suggestions that the report should clarify that these were valid applications.
 - b. In response to whether s106 contributions could be used to enhance digitisation of services, Mr Abraham said that expansions of facilities required the supporting infrastructure and if digitisation of services was part of the expansion Kent County Council could apply s106 contributions to support this.
 - c. Mr Pearson said that a short to medium term strategy had been put in place for Sittingbourne library whilst developer funding was being sought. If additional s106 contributions became available, LRA services would review how to utilise this within that interim period.
5. RESOLVED that the committee note the details of the report.

48. Employer Guilds, Adult Skill Forums and their role in addressing the employment and skills needs of the County
(Item 10)

Allan Baillie (Skills & Employability Manager, Adults) was in attendance for this item.

1. Mr Baillie introduced the report which put into context the employment and skill level of adults across Kent and the strategies put in place by Kent County Council to improve the county's workforce to deliver economic growth. Mr Baillie addressed some of the mechanisms put in place, such as the Employer Guilds and Adult Skills forum which has influenced employers, education and training organisations to generate alternative escalators to higher skills.
2. In response to questions and comments the officer provided the following information:

- a. In regard to the lack of coordination within schools, Mr Baillie advised the committee that schools were incentivised by GCSE levels and that subjects such as catering, hospitality and engineering were harder to implement due to budgetary constraints on schools. He agreed that whilst it was important to recognise the qualifications of young people, these were steadily improving; conversations were needed around the 85% of those already within the workplace who required retraining and upskilling.
 - b. In response to the committee's request for statistics around each individual area, Mr Baillie said that there an Adult Skills forum was been piloted within Swale whereby, Adult Education (CLS), the Job Centre, colleges and local providers came together to form a multi-agency targeted approach on that specific area. If this was successful, this would then be coordinated across the 30 wards.
 - c. In regard to the strategic steps taken to date, Mr Baillie said that each Guild had been asked to contribute towards a number of set targets for April 2017 to March 2018 and action plans were re-written to include clear targets with defined outcomes. Mr Baillie welcomed the Committee's suggestion that Mr R Bird attend the meeting where the action plan would be discussed.
 - d. Mr Baillie said that the Guilds were holding an Annual Skill Commission conference on 22 March 2018 at Oakwood House in Maidstone, to which all Guilds representatives had been invited. The conference would include presentations from the Careers Enterprise Company and Business in the Community and would provide KCC a further opportunity to promote the new apprenticeship programme. The invitation was extended to all Members of the committee.
3. RESOLVED that the committee note the report and proposed that a recommendation would be made to Mr R Gough (Cabinet Member for Children, Young People and Education) for Mr R Bird to attend a meeting held by the Employer Guild to contribute to the discussions around the action plan.

49. European Funding *(Item 11)*

David Smith (Director of Economic Development) and Steve Samson (Trade Development Manager) were in attendance for this item.

1. Mr Dance (Cabinet Member for Economic Development) introduced the report that set out the current state of play for EU funding programmes and the EU funded projects in Kent.

1. Mr Samson provided the committee with an update on Kent's position relating to EU funding in the context of Brexit and said that following the UK's withdrawal from the European Union, the UK would continue to participate in the Union programmes financed by the Multiannual Financial Framework (MFF) 2014-2020 until their closure. Following the December 2017 Brexit negotiations, clarification on the status of the Interreg programmes had been provided and Kent was able to receive funding for its projects up until 2020. This also meant that UK based organisations would be able to apply for funding during 2018 and 2019 for projects that could potentially run up until 2022. However, in order to receive the funding, the projects needed to demonstrate that they were in line with KCC's strategic priorities. Following 2020 the Government's manifesto indicates that EU funding would be replaced by the 'UK Shared Prosperity fund', however, there would be a consultation at a later date. Mr Samson referred to Annex 4 of the report that contained an extract from the Joint Report from the negotiators of the European Union and the United Kingdom Government' and assured Members that KCC was still on the way to achieving its European Funding target for 2014 to 2020 and would continue to develop new projects under the current arrangements.
2. RESOLVED that the committee note the report.

50. Members' recent visit to Swale Borough
(Item 12)

David Smith (Director of Economic Development) and Rob Hancock (Programme Manager) were in attendance for this item.

1. Mr Smith introduced the report which highlighted some of the key themes that transpired from the Members visit to Swale. The report provided the committee with an opportunity to comment, note what others had learnt and welcome interest from those not on the last visit to attend future events.
2. Mr Hancock informed the committee that proposals had been made to visit the following areas:
 - Dover in April 2018
 - Ashford in June 2018
 - Thanet and/or Gravesham in September/ November 2018
3. RESOLVED that the committee note and endorse the programme.

51. Financial Matters
(Item 13)

2017/18 Financial Monitoring

(Item 13.1)

Kevin Tilson (Finance Business Partner for Growth, Environment and Transport) was in attendance for this item.

1. Mr Tilson introduced the Financial Monitoring report and provided a summary of the financial position within the Growth, Environment and Transport (GET) directorate as indicated within the October Monitoring report that went to Cabinet on 15 January 2018. The GET directorate had an increased pressure of +£0.761m due to the increased forecast cost for streetlight energy and the LED installation programme. Mr Tilson assured Members that the budget would return to a neutral position by March 2018.
2. RESOLVED that the report be noted.

Draft 2018-19 Budget and 2018-20 Medium Term Financial Plan

(Item 13.2)

Kevin Tilson (Finance Business Partner for Growth, Environment and Transport) was in attendance for this item.

1. Mr Tilson introduced the report that was designed to accompany the final draft 2018-19 budget and 2018-20 Medium Term Financial Plan (MTFP) published on 15 January 2018. Mr Tilson referred to paragraph 3.1 of the report which contained information regarding where to find the most pertinent sections in relation to Growth, Environment and Transport (GET).
2. Mr Tilson highlighted the following issues:
 - a. In regard to additional spending demands, the GET directorate had an additional pressure of £7m due to the awarding of contracts and commissioned services.
 - b. In terms of Policy Saving, 83% of the savings proposed by GET are from additional income generation, efficiencies which includes contracts and procurement and transformation which is primarily around the continual roll out of the LED programme.
 - c. In regard to the Capital programme, whilst the NET budget revenue terms for GET was £162m, the capital programme was £762m.
3. RESOLVED that the report be noted.

52. Work Programme 2018 - 2019

(Item 14)

1. RESOLVED that the work programme for 2018 be noted.

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

To: Growth, Economic Development and Communities Cabinet Committee – 7 March 2018

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 reported to each Cabinet Committee throughout the year, and this is the third such report for this financial year.

2. Performance Dashboard

- 2.1. The current Growth, Economic Development and Communities Performance Dashboard is attached at Appendix 1. This provides results up to the end of December 2017.
- 2.2. The Dashboard provides a progress report on performance against targets for the Key Performance Indicators (KPIs) included in this year's Directorate Business Plans. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.
- 2.3. 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.

3. Results to December 2017

- 3.1. Jobs created and safeguarded from Regional Growth Fund loan schemes now stand at 4,058. This is behind target due to delays on some projects. However, job creation and project delivery through inward investment is ahead of target. The number of properties brought back to use through No Use Empty (NUE) is 327 so far this year, ahead of target, with a total of 5,353 since the start of the project. External investment secured through European funding and funding achieved from developer contributions have been above target. The Growth Hub activity is behind target but has been increasing and is expected to continue to grow.
- 3.2. Customer satisfaction results for Libraries, Registration and Archives to date have generally been good, either above or close to target. There has been increased take-up for completion of online transactions by the public with results close to targets. Attendance at events and use of archives have been above target. There is more to do to promote the Home Library Service to increase take-up with activity currently below target. Volunteer hours are behind target but numbers of volunteers has been increasing.
- 3.3. Library usage was affected in the quarter due to IT system functionality and speed issues. This was due to a major upgrade of the library management system, Spydus, in November 2017 which impacted the whole of the South East Library Management System consortium (SELMS). This was despite extensive testing across the SELMS authorities. As a result during the quarter there was a reduction in visits, public pc usage and stock issues. We have been working with our external provider, Civica, to correct this and the system is now much improved with the majority of issues resolved by the end of January. Civica are working on a lessons learned report for any future upgrades.
- 3.4. Within the EPE Division, Trading Standards have delivered above target performance for investigations and for preventing items entering the market. The Division has exceeded target for the number of businesses provided with support, but income generated by charges for services has been below target. Timeliness for completion of priority faults on the public rights of way network has seen improvement this year, and the number of volunteers supporting EPE services has also increased. External investment secured by the division has been behind target, and this is in part due to approximately £0.5m of EU funding previously secured having been rephased.

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

Report Author: Richard Fitzgerald
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Relevant Director: Barbara Cooper
Corporate Director, Growth, Environment and Transport
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Growth, Economic Development and Communities Performance Dashboard

Financial Year 2017/18

Results up to end of December 2017

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Produced by Strategic Business Development & Intelligence

Publication Date: February 2018



Guidance Notes

RAG RATINGS

All results in this report are shown as Year to Date (YTD) values and the RAG status

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved

*Floor Standards are set in Directorate Business Plans and if not achieved must result in management action

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating 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 (ED)	RAG
ED04a : Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	AMBER
ED04b : Jobs created through inward investment services contract	GREEN
ED05 : Number of homes brought back to market through No Use Empty	GREEN
ED07 : External investment secured through European funding to deliver Kent-wide priorities	GREEN
ED08 : Developer contributions secured against total contributions sought	GREEN
ED09 : Successful projects achieved through inward investment services contract	GREEN
ED10 : Businesses assisted via Kent and Medway Growth Hub contract	AMBER
ED11 : Businesses assisted through intensive support provided via the Growth Hub contract	AMBER

Libraries, Registrations and Archives (LRA)	RAG
LRA06 : Customer satisfaction with birth and death registration	AMBER
LRA07 : Customer satisfaction with wedding ceremonies	GREEN
LRA12 : Customer satisfaction with libraries	GREEN
LRA13 : Customer satisfaction with archives	AMBER
LRA18 : Customer satisfaction with citizenship ceremonies	GREEN

Libraries, Registrations and Archives (LRA)	RAG
DT11 : Percentage of automated book renewals	AMBER
DT12 : Percentage of birth registrations booked online	AMBER
LRA14 : Number of customers using outreach services	AMBER
LRA15 : Number of customers attending events in libraries and archives	GREEN
LRA16 : Number of archival documents utilised by the public	GREEN
LRA17 : Number of volunteer hours adding extra value to the LRA service	AMBER

Environment, Planning and Enforcement (EPE)	RAG
EPE02 : Value of criminal activity investigated by Trading Standards	GREEN
EPE03 : Value of items prevented from entering, or removed from, the market by Trading Standards	GREEN
EPE04 : Number of businesses supported by EPE services	GREEN
EPE15 : Income generated by EPE charged for services	RED
EPE16 : Median number of days to resolve priority faults on the Public Rights of Way network	GREEN
EPE18 : Investment secured by EPE services (Grants / EU funding)	RED
EPE19 : Number of volunteer hours contributing to delivery of EPE services	GREEN

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance

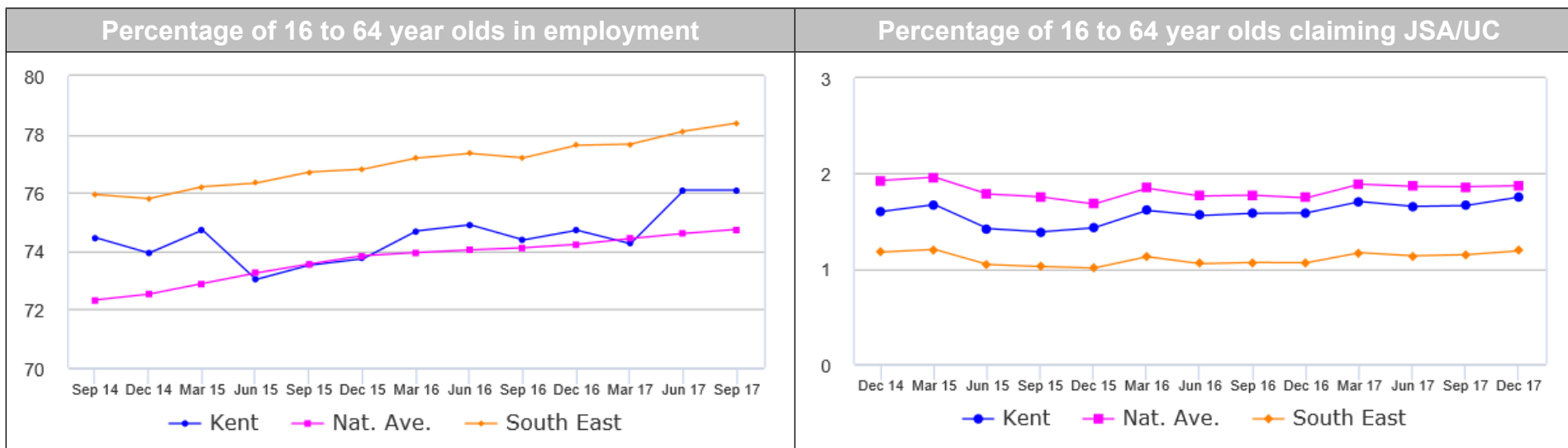
Ref	Performance Indicators	Year to Date	RAG	YTD Target	YTD Floor	Prev. Yr. YTD
ED04a	Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	4,058	AMBER	4,677	3,975	3,690
ED04b	Jobs created through inward investment services contract (yet to be fully validated with businesses)	2,112	GREEN	1,200	450	N/a
ED05	Number of homes brought back to market through No Use Empty	327	GREEN	300	262	358
ED09	Successful projects achieved through inward investment services contract	49	GREEN	30	11	N/a
ED07	External investment secured through European funding to deliver Kent-wide priorities	£8.2m	GREEN	£7.8m	£6.3	N/a
ED08	Developer contributions secured against total contributions sought	96%	GREEN	90%	80%	N/a
ED09	Successful projects achieved through inward investment services contract	49	GREEN	30	11	N/a
ED10	Businesses assisted via Kent and Medway Growth Hub contract (cumulative since start of contract in Nov 16)	3,100	AMBER	3,429	2,304	N/a
ED11	Businesses assisted through intensive support provided via the Growth Hub contract (cumulative since Nov 16)	310	AMBER	354	242	N/a

ED04a – A number of projects have been delayed for a variety of reasons, e.g. new building works, and as a result, the job numbers has not reached target. The total of 4,058 is split between 2,709 created, and 1,349 safeguarded.

ED07 – This includes projects with assistance from KCC officers, value of projects where KCC is lead or a partner is £4.6m

ED10 & 11– The take up of services was slow at the start of the contract but is improving month on month, and the target should be exceeded by the end of contract in October 2018.

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 2%. 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 2 years. 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	James Pearson	Mike Hill

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr.
LRA06	Customer satisfaction with birth and death registration	94%	AMBER	95%	90%	96%
LRA07	Customer satisfaction with wedding ceremonies	96%	GREEN	95%	90%	97%
LRA12	Customer satisfaction with libraries	97%	GREEN	95%	90%	95%
LRA13	Customer satisfaction with archives	87%	AMBER	90%	82%	86%
LRA18	Customer satisfaction with citizenship ceremonies	97%	GREEN	95%	90%	N/a

LRA06 - We are working with our external providers to improve the online booking experience and make more appointment slots available to deal with the changing levels of demand.

LRA13 – Archive results are based on a very limited number of returns. We received the results of the CIPFA survey of customers who use the service to answer enquiries in January and are currently analysing the information. These combined returns should give us a statistically sound result.

Ref	Activity Indicators	Year to Date	Prev. Yr. YTD
LRA06b	Number of customers surveyed for satisfaction with birth and death registration	1,493	816
LRA07b	Number of customers surveyed for satisfaction with wedding ceremonies	584	521
LRA12b	Number of customers surveyed for satisfaction with libraries	683	199
LRA13b	Number of customers surveyed for satisfaction with archives	30	N/a

LRA18b	Number of customers surveyed for satisfaction with citizenship ceremonies	270	N/a
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Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	James Pearson	Mike Hill

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr. YTD
DT11	Percentage of automated book renewals	73%	AMBER	75%	71%	72%
DT12	Percentage of birth registrations booked online	74%	AMBER	75%	69%	69%
LRA14	Number of customers using Home Library Service	1,369	AMBER	1,485	1,335	1,458
LRA15	Number of customers attending events in libraries and archives	163,608	GREEN	156,300	141,300	156,500
LRA16	Number of archival documents utilised by the public	26,632	GREEN	25,000	20,610	21,609
LRA17	Number of volunteer hours adding extra value to the LRA service	31,113	AMBER	33,750	30,375	N/a

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DT11 – IT system issues have impacted on recent results, with year to date result down 1% since last report.

DT12 – Performance has slipped slightly below target in the last quarter and we are working with our external provider to improve the online customer experience.

LRA14 - We have recently widened the criteria for the Home Library Service so that more customers can take advantage of this offer.

LRA17 – The numbers of volunteers recruited to the service has been increasing which should result in an increase of hours.

Ref	Activity Indicators	Year to Date	Prev. Yr. YTD
DT11b	Number of book renewals (000s)	1,084,361	1,099,576

DT12b	Number of birth registration appointments	14,652	14,402
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Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	James Pearson	Mike Hill

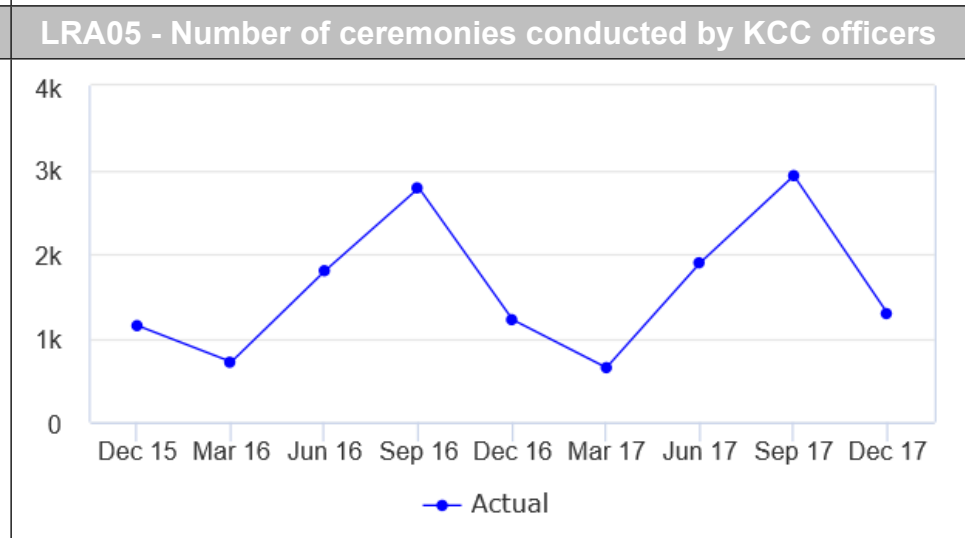
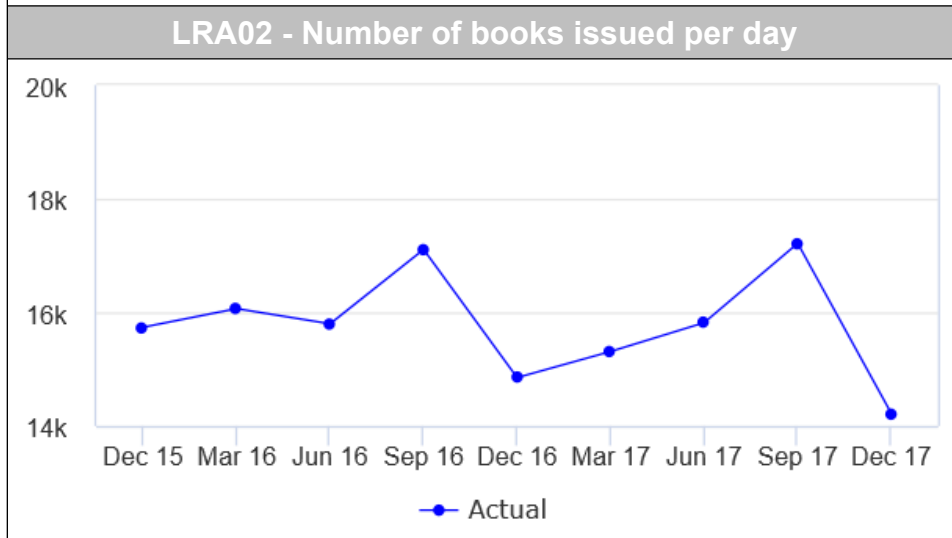
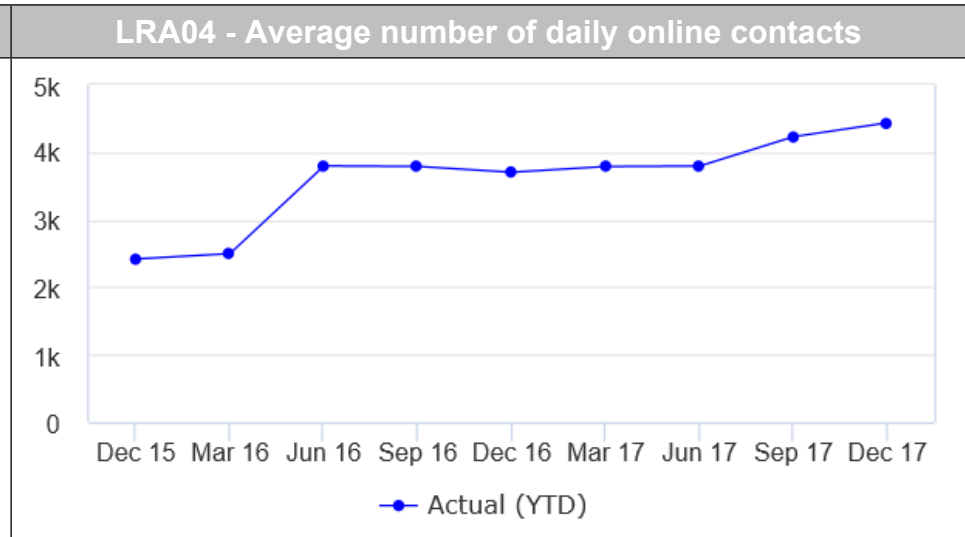
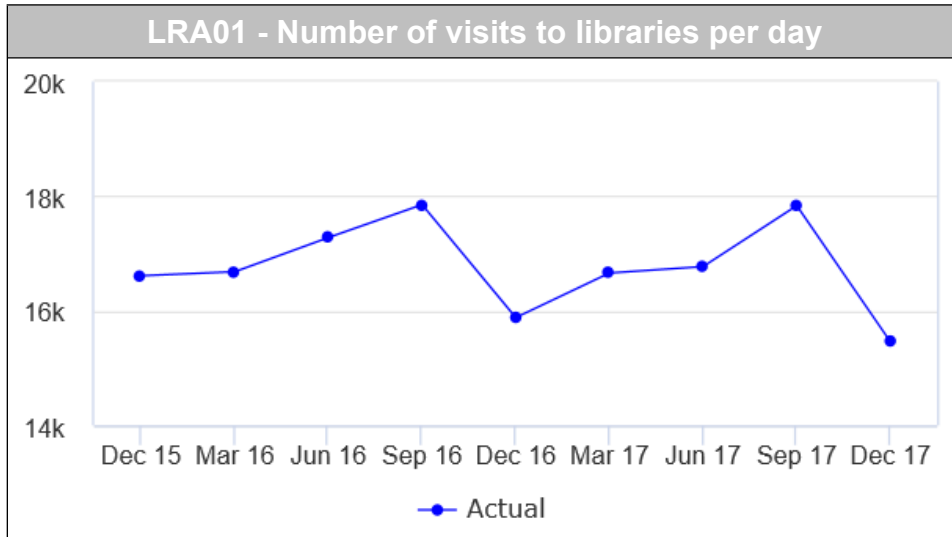
Ref	Activity Indicators	Year to Date	In expected range?	Expected Activity		Prev. Yr. YTD
				Upper	Lower	
LRA01	Average number of visits to libraries per day (excludes mobile libraries)	16,698	Yes	16,930	15,482	17,007
LRA02	Average number of books issued per day (includes audio- and e-books)	15,764	Above	15,724	14,408	15,924
LRA04	Average number of daily online contacts to the service	4,435	Above	3,745	3,418	3,703
LRA05	Number of ceremonies conducted by KCC officers	6,116	Above	6,000	5,400	5,803

LRA01 & LRA02 - Library visits and books issues this year have been close to levels seen last year, but have seen a drop in the latest quarter due to IT system issues.

LRA04 – Online contacts continue to grow with Facebook performing particularly well.

LRA05 - The number of ceremonies conducted by KCC officers continues to increase.

Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	James Pearson	Mike Hill



Division	Director	Cabinet Member
Environment, Planning and Enforcement	Katie Stewart	Mike Hill

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE02	Value of criminal activity investigated by Trading Standards (£000s)	1,427	GREEN	187.5	168.7	N/a
EPE03	Value of items prevented from entering, or removed from, the market by Trading Standards (£000s)	9,987	GREEN	150	135	N/a
EPE04	Total number of businesses supported (Trading Standards & Sustainable Business Team)	379	GREEN	262	236	N/a
EPE15	Income generated by EPE charged for services (£000s)	2,296	RED	2,655	2,392	3,627
EPE16	Median number of days to resolve priority faults on public rights of way network (rolling 12 month figure)	18	GREEN	25	35	27
EPE18	Investment secured by EPE services (Grants / EU funding) (£000s)	1,944	RED	2,257	2,028	N/a
EPE19	Number of volunteer hours contributing to delivery of EPE services	28,002	GREEN	22,005	19,800	N/a

EPE15 - Income generated can fluctuate throughout the year, however services are confident that the year-end target will be met.

EPE18 - The target for this year is not now expected to be met as approximately £0.5m of EU funding previously secured has been re-phased.

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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 –
7 March 2018

Subject: Visitor Economy Services - Contract Extension (17/0009b)

Key Decision No

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: For decision by the Leader

Electoral Division: Countywide

Summary: Kent County Council's contract with Visit Kent commenced in April 2014 and ran to the end of March 2017: the terms of the contract for the promotion of tourism allowed for an extension of up to 36 months to March 2020, and for the County Council to provide additional resources each year to support Visit Kent's activities. A 12 month extension worth £310,000 was awarded to Visit Kent to cover the period 2017-18 (Decision 17/0009). This report considers options for the funding of Visit Kent after the end of this financial year.

Recommendation: The Cabinet Committee is asked to consider and endorse, or make recommendations to the Leader of the Council, on the proposed decision to extend the visitor economy services contract with Visit Kent at its present level for a further 24 months to March 2020 - £280,000 per annum plus the £30,000 per annum to provide staffing support for the development of Visit Kent projects funded by other organisations.

1. Introduction

- 1.1 In January 2018 the Growth, Economic Development and Communities Cabinet Committee (GEDCCC) received a presentation from Visit Kent on the performance of Kent's visitor economy in 2017 based on its Business Barometer which tracks performance on a monthly basis.
- 1.2 The Business Barometer shows that for the first 11 months of 2017 tourist attractions in Kent and Medway had a 7% increase in visitor numbers over the previous year. This compares with a 0.9% increase in 2016 over 2015, when Operation Stack badly affected the county's tourist economy.

2. The current contract with Visit Kent

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 current contract with Visit Kent was awarded by the County Council in 2014. The contract provides for an extension of a period up to a further 36 months from April 2017 subject to satisfactory performance by Visit Kent, and for the County Council to provide additional resources each year to support Visit Kent's activities. A 12 month extension was awarded to Visit Kent for the period 2017-18 (Decision 17/0009).

3. Performance over the past year

3.1 Visit Kent's presentation to GEDCCC in January 2018 showed that Kent's visitor economy is worth some £.6 billion to the county, employing some 72,000 people directly and supporting a further 16,750 jobs indirectly through the supply chain that includes travel, entertainment, food and drink, accommodation and retail activities.

3.2 The presentation also noted that during the past year Visit Kent has undertaken a number of high-impact, targeted marketing and promotional campaigns which have focused on driving more visitors and increased spend in the county. These have included:

- Widening the scope of the popular Kent Contemporary campaign, which is targeted at London visitors, to promote the county not only for its rich heritage but also for its attractive landscape and coastline, especially in east Kent.
- The Folkestone Triennial which, in 2017, saw an increase in visitor numbers of some 10% on the previous event in 2014;
- The annual Big Weekend event in April 2017 which attracted over 185,000 applications for tickets to local attractions, representing an increase of some 49% on 2016;
- The implementation of a Travel Trade programme, in association with key travel trade bodies such as UKInbound, European Tour Operators Association, Association of Group Travel Organisers and the International Golf Tour Operators Association, that involves attendance by Visit Kent at leading exhibitions and events. These include the International World Tourism Fair in Poland in October 2017, the World Travel Market in London in November 2017, Vakantiebeurs in Utrecht in January 2018, the Go Travel Show in London in February 2018, Visit Britain's Explore GB in

Newcastle in March 2018 and ITB Berlin in March 2018:

- The 2for1 online campaign aimed at promoting Kent's attractions during school holiday periods, in association with Eurotunnel, P&O, Southeastern and Stagecoach, which has doubled interest in the county over the past year.

3.3 For the first time in 2017, Visit Kent developed and launched the Kent Tourism Awards in response to the national award requirement for entry only from regional finalists. There were seven categories focusing on visitor experience that were supported by external sponsors and judges. The response exceeded Visit Kent's expectations with 97 entrants, many of which were new to Visit Kent, with the category finalists selected through a consumer voting campaign and social media. The Awards event was held in London in November 2017 and has attracted significant media interest.

3.4 Visit Kent has also continued to take a leading role with the County Council and the private sector in the development of the Kent Tourism and Hospitality Guild. Activities in 2017 have included the development of a toolkit for businesses and encouraging links with local schools to promote career opportunities in the visitor economy. Visit Kent has also been working with Canterbury Christ Church University to develop a Higher Apprenticeship Standard for the tourism and hospitality sector.

4. Looking to 2018 and beyond

4.1 Visit Kent has been working with niche businesses and organisations to create campaigns that drive high value visits to high profile industries and sectors in the county. These include the Visit Kent Cruise Partnership between the port of Dover and several leading attractions, the Golf in Kent partnership working towards the 2020 Open Golf tournament in Sandwich, and the Wine Garden of England that brings together seven of Kent's leading wineries to showcase Kent as a premier wine destination.

4.1 Visit Kent is also setting up the Promoting Kent Group, comprising Locate in Kent, Produced in Kent, the Kent Film Office and Explore Kent. This Group will work together on joint campaigns to capitalise on several major events and anniversaries taking place in Kent over the next couple of years. These will include:

- The hosting of the Turner Prize by Turner Contemporary in December 2019;
- The Open Golf in Sandwich in summer 2020; and
- The Lambeth Conference and Mayflower Celebrations, also in 2020.

4.2 Preparations for these events are already being planned by Visit Kent in collaboration with other key partners, and require the full engagement by the "visitor economy service" to ensure that the county secures the maximum benefit from extensive promotion and marketing.

5. Contract options considered

5.1 Visit Kent has achieved impressive results over the past few years in promoting and helping to develop the county's visitor economy, and is regarded by many in the industry as a leading player both nationally and locally. I would support that view. Looking ahead to the next couple of years, when Kent will be host to several major events that have the potential to bring significant economic benefits to the county, Visit Kent has shown that it already has the requisite experience and capability to take on this challenge.

5.2 The following options were therefore considered for supporting visitor economy services in Kent:

Option 1 – To extend the contract by 12 months at a cost of £280,000 in 2018-19, plus £30,000 to provide for staffing to support the development of externally funded projects. This period would not cover the main events planned for 2019 and 2020.

Option 2 – To extend the contract by 24 months at a cost of £280,000 per annum, plus £30,000 to provide for staffing to support the development of externally funded projects. This would provide certainty to Visit Kent to plan and organise future visitor economy services including all those listed in paragraph 4.1 above.

6. Financial implications

6.1 Under Option 2 the total value of the County Council's support for Visit Kent for the period April 2018 to March 2020 would be £310,000 per annum. This would comprise the main contract (maintained at £280,000), plus £30,000 to provide for staffing to support the development of externally funded projects.

7. Legal implications

7.1 The contract is extendable under the terms of the current contract and would be drawn up as a Contract Change Note for the period April 2018 to March 2020. This would be signed by the Corporate Director for Growth, Environment and Transport under Officers' Delegated Powers.

8. Equalities implications

8.1 The new contract with Visit Kent would contain provisions for ensuring that the County Council's equalities and diversity policies are adhered to. Visit Kent has its own equalities and diversity standards which are consistent with those of the County Council.

9. Conclusion

9.1 Visit Kent continues to have a significant impact on raising the county's profile as a key tourism destination and on developing Kent's visitor economy. The proposed contract extension will not only help to maintain the momentum achieved over the past few years, but will also help to ensure that the county

achieves maximum benefit from major events taking place in 2019 and 2020.

10. Recommendation

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Leader of the Council, on the proposed decision to extend the visitor economy services contract with Visit Kent at its present level for a further 24 months to March 2020 - £280,000 per annum plus the £30,000 per annum to provide staffing support for the development of Visit Kent projects funded by other organisations.

Background Documents –

Appendix A – Proposed Record of Decision

Report Author: David Smith
Director of Economic Development
Telephone number: 03000 417176
Email: david.smith2@kent.gov.uk

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KENT COUNTY COUNCIL – Proposed RECORD OF DECISION

DECISION TAKEN BY

Leader of the Council

DECISION NO:

17/0009b

For publication

Key decision – No: the amount is less than £1m.

Subject: Visitor Economy Services contract

Decision: As Leader of the Council, I agree to extend the visitor economy services contract with Visit Kent at its present level for a further 24 months to March 2020 - £280,000 per annum plus £30,000 per annum to provide staffing support for the development of externally funded projects, as set out in Option 2 below.

Governance: The Executive Scheme of Delegation for Officers, set out in Appendix 2 Part 4 of the Constitution (and the directorate schemes of sub-delegation made thereunder), provides the governance pathway for the implementation of this decision by officers, as it assumes at 1.9 of the scheme that once a Member-level decision has been taken, the implementation of that decision will normally be delegated to officers, so that multiple Member decisions are not required in respect of the same matter. In this instance, the Corporate Director of Growth, Environment and Transport will be the lead officer seeking to ensure that all such steps as are necessary to implement the decision are undertaken.

Reason(s) for decision: The current contract with Visit Kent has the option to extend for up to 36 months, to March 2020, subject to satisfactory performance during the initial three years of the contract for the period April 2014 to March 2017. A 12 month contract extension for 2017-18 was awarded to Visit Kent in February 2017 (Decision 17/0009).

Cabinet Committee recommendations and other consultation:

The proposed decision was considered and endorsed by Growth, Economic Development and Communities Cabinet Committee at its meeting on 7 March 2018.

Any alternatives considered: Two options were considered for extending the current contract with Visit Kent:

1. To extend the contract by 12 months at a cost of £280,000 in 2018-19, plus £30,000 per annum to provide for staffing to support the development of externally funded projects.
2. To extend the contract by 24 months at a cost of £280,000 per annum, plus £30,000 per annum to provide for staffing to support the development of externally funded projects. This would provide some certainty to Visit Kent for planning future visitor economy services (**Preferred option**).

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer: The Cabinet Member for Economic Development is a board member of Visit Kent.

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signed

.....
date

Name:

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

To: Growth Economic Development and Communities Cabinet Committee - 7 March 2018

Subject: Financial Penalties – Letting Agents

Decision: 18/00014 (Non-key)

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: For decision by the Cabinet Member for Community and Regulatory Services

Electoral Division: All

Summary: The Consumer Rights Act 2015, makes it a requirement for letting agents to display their fees at their premises and on their website. If the agent holds money for clients and tenants, they are required to state whether they are members of a client money protection scheme. In addition, if the agent is required to be a member of a redress scheme they must also state they are a member and give the name of the scheme.

It is the responsibility of the Local Weights and Measures Authority to enforce the provisions of letting agents displaying the required information. Kent County Council is this Authority in the Council's Area, the statutory duties of which are exercised by Kent County Council Trading Standards. Where the Local Weights and Measures Authority is satisfied that a letting agent has breached a duty it may impose a financial penalty up to a maximum of £5,000.

Recommendation(s):

Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision to agree:

- to the use of financial penalties for letting agents who fail to comply with the requirements of the Consumer Rights Act 2015;
- to set the financial penalty level at the Statutory Maximum of £5,000 for letting agents who fail to comply with the requirements of the Consumer Rights Act 2015 (to be reviewed annually);
- to delegate authority to the Head of Trading Standards to determine any reduction in the financial penalty if they are satisfied that there are extenuating circumstances (each case to be considered on its own merits and in accordance with the Enforcement Policy); and

- to delegate authority to the Head of Trading Standards to review and decide the level of future financial penalties attributable to the Consumer Rights Act 2015 (as amended) in consultation with the Cabinet Member as required. The monetary level of financial penalties attributable to the Consumer Rights Act 2015 (as amended) will be reviewed annually as shown at Appendix A.

1. Introduction

- 1.1 The Consumer Rights Act 2015 requires letting agents to display their fees at their premises and on their website. Letting agents engaging in letting agency or property management work are also required to display along with the list of fees whether they are a member of a client money protection scheme (if they hold clients' money) and that they are a member of a redress scheme and the name of that scheme.
- 1.2 The intended effect of the provisions is to increase transparency of fees which will allow both renters and landlords to have a clearer indication of costs at the beginning of the process, thereby allowing them to make a more informed decision before selecting an agent or property. The provisions create more effective competition between letting agencies and make it easier for agents to demonstrate a level of service proportionate to the fees charged. It is intended to improve the tenant and landlord experience by requiring agents in England to publish which redress scheme they are a member of and whether they offer client money protection. This ensures renters and landlords have all the required information up-front.
- 1.3 It is the responsibility of the Local Weights and Measures Authority to enforce the provisions of letting agents displaying the required information. Where the Local Weights and Measures Authority is satisfied that a letting agent has breached a duty, it may impose a financial penalty up to a maximum of £5,000.

2. Setting and Enforcing Penalties for Letting Agents

- 2.1 The Head of Trading Standards (who discharges the role of Chief Inspector of Weights and Measures) is authorised (decision **16/00040**) to administer, and enforce where, necessary, the legislation set out in Appendix B, list of legislation enforced by Trading Standards titled 'Appendix A' because it is part of another document, and to amend the schedule to reflect current statutory obligations.
- 2.2 The Consumer Rights Act 2015, was specifically referenced in decision **16/00040** citing the new requirements imposed on letting agents. It is for individual Local Authorities to set the level of the financial penalty, up to a maximum of £5,000. Where the financial penalty is agreed, the monetary level is also to be agreed.
- 2.3 The legislation states when setting the fee authorities should consider the relevant Government guidance (See **Annex D** of *Improving the Private Rented Sector and Tackling Bad Practice - A Guide for Local Authorities*, attached to this report). This guidance indicates that the expectation is that a £5,000 fine should be considered the norm and that a lower fine should only be charged if the enforcement authority is satisfied that there are extenuating circumstances.

- 2.4 Before imposing a financial penalty on a letting agent for a breach of a duty, the Local Weights and Measures Authority must serve a notice of intent setting out the amount of the proposed financial penalty, the reasons for proposing to impose the penalty, and information about the letting agent's right to make representations.
- 2.5 If a final notice is served by the council, the agent must pay the penalty decided within 28 days. The final notice will contain information including why the notice has been served and rights of appeal.
- 2.6 The legislation does allow a letting agent to appeal the issue of such a notice. A financial penalty can be withdrawn or reduced at any time but not increased.
- 2.7 It is recommended that KCC set the penalty at the recommended £5,000 as per Government guidance, as this is deemed to be a suitable deterrent for non-compliance. Obviously, discretion can be used in which will consider extenuating circumstances, and KCC would have the discretion to reduce the amount specified in a notice of intent or final notice.
- 2.8 It is also recommended that the authority to determine any reduction in the financial penalty be delegated to the Head of Trading Standards. Regarding extenuating circumstances, it is up to the enforcement authority to decide what such circumstances might be, taking into account any representations the lettings agent or property manager makes during the relevant period. It is requested that this authority be delegated to the Head of Trading Standards to determine any reduction in the financial penalty where the Head of Trading Standards is satisfied that there are extenuating circumstances with each case to be considered on its own merits and in accordance with the Enforcement Policy.
- 2.9 Finally, it is also recommended that authority is delegated to the Head of Trading Standards to review and decide the level of future financial penalties attributable to the Consumer Rights Act 2015 (as amended) in consultation with the Cabinet Member. The monetary level of financial penalties attributable to the Consumer Rights Act 2015 (as amended) will be reviewed annually.

3. Financial Implications

- 3.1 As there is a responsibility for this Legislation to be exercised through Trading Standards, there will be additional resource implications, with staffing levels and costs, in its enforcement.
- 3.2 However, the legislation allows for the Local Weights and Measures Authority, Trading Standards, to use the proceeds of a financial penalty for the purposes of any of its functions.

4. Legal implications

- 4.1 It is a statutory responsibility for KCC as a Local Weights and Measures Authority to set and enforce this penalty

5. Equalities implications

- 5.1 There are no equalities implications associated with the setting of financial penalty under the Consumer Rights Act 2015. Equalities implications are considered at the time that authorities are used.

6. Other corporate implications

- 6.1 Trading Standards will update its Enforcement Policy to include financial penalty. The Enforcement Policy sets out the general principles and approach which are expected to be followed when decisions about formal actions are being considered and made by the service.

7. Governance

- 7.1 In addition to being asked to agree the use of financial penalties and the level of financial penalty, the Cabinet Member for Community and Regulatory Services is asked to delegate authority to the Head of Trading Standards to determine any reduction in the financial penalty where the Head of Trading Standards is satisfied that there are extenuating circumstances (each case to be considered on its own merits and in accordance with the Enforcement Policy) and to delegate authority to the Head of Trading Standards to review and decide the level of future financial penalties attributable to the Consumer Rights Act 2015 (as amended) in consultation with the Cabinet Member as required. The monetary level of financial penalties attributable to the Consumer Rights Act 2015 (as amended) will be reviewed annually.

8. Conclusions

- 8.1 The provisions require letting agents to publicise prominently in their premises and on their website a full list of their fees; whether or not they are a member of a client money protection scheme; and which redress scheme they have joined.
- 8.2 The expectation is that a £5,000 fine should be considered the norm and that a lower fine should only be charged if the enforcement authority is satisfied that there are extenuating circumstances.
- 8.3 It will be up to the enforcement authority to decide what such circumstances might be, taking into account any representations the lettings agent makes during the 28- day period following the authority's notice of intention to issue a fine.
- 8.4 It is requested the Head of Trading Standards be delegated the authority to determine any reduction in the financial penalty where the Head of Trading Standards is satisfied that there are extenuating circumstances (each case to be considered on its own merits and in accordance with the Enforcement Policy).

9. Recommendation(s):

9.1 Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision to agree:

- to the use of financial penalties for letting agents who fail to comply with the requirements of the Consumer Rights Act 2015;
- to set the financial penalty level at the Statutory Maximum of £5,000 for letting agents who fail to comply with the requirements of the Consumer Rights Act 2015 (to be reviewed annually);
- to delegate authority to the Head of Trading Standards to determine any reduction in the financial penalty if they are satisfied that there are extenuating circumstances (each case to be considered on its own merits and in accordance with the Enforcement Policy); and
- to delegate authority to the Head of Trading Standards to review and decide the level of future financial penalties attributable to the Consumer Rights Act 2015 (as amended) in consultation with the Cabinet Member as required. The monetary level of financial penalties attributable to the Consumer Rights Act 2015 (as amended) will be reviewed annually as shown at Appendix A

10. Background Documents

10.1 Attached:

- Appendix A Proposed Record of Decision
- Appendix B (list of legislation enforced by Trading Standards)
- Enforcement Policy – particularly 5.12 financial penalty under the Consumer Rights Act 2015
- Consumer Rights Act 2015 – Part III, Chapter III
- Consumer Rights Act 2015 – Schedule 9
- Annex D of Improving the Private Rented Sector and Tackling Bad Practice - A Guide for Local Authorities (Government guidance – Department for Communities and Local Government document)

11. Contact details

Report Author Steve Rock Head of Trading Standards 03000 414137 steve.rock@kent.gov.uk	Relevant Director Katie Stewart Director, Environment Planning and Enforcement 03000 418827 katie.stewart@kent.gov.uk
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

Mike Hill
Cabinet Member for Communities and Regulatory Services

DECISION NO:

18/00014

For publication

Key decision*

No

Subject: Financial Penalties – Letting Agents

Decision:

As Cabinet Member for Community and Regulatory Services I agree to:

- to the use of financial penalties for letting agents who fail to comply with the requirements of the Consumer Rights Act 2015;
- to set the financial penalty level at the Statutory Maximum of £5,000 for letting agents who fail to comply with the requirements of the Consumer Rights Act 2015 (to be reviewed annually);
- to delegate authority to the Head of Trading Standards to determine any reduction in the financial penalty if they are satisfied that there are extenuating circumstances (each case to be considered on its own merits and in accordance with the Enforcement Policy); and
- to delegate authority to the Head of Trading Standards to review and decide the level of future financial penalties attributable to the Consumer Rights Act 2015 (as amended) in consultation with the Cabinet Member as required. The monetary level of financial penalties attributable to the Consumer Rights Act 2015 (as amended) will be reviewed annually.

Reason(s) for decision:

The Consumer Rights Act 2015 requires letting agents to display their fees at their premises and on their website. Letting agents engaging in letting agency or property management work are also required to display along with the list of fees whether they are a member of a client money protection scheme (if they hold clients' money) and that they are a member of a redress scheme and the name of that scheme.

The intended effect of the provisions is to increase transparency of fees which will allow both renters and landlords to have a clearer indication of costs at the beginning of the process, thereby allowing them to make a more informed decision before selecting an agent or property.

It is the responsibility of the Local Weights and Measures Authority to enforce the provisions of letting agents displaying the required information.

Cabinet Committee recommendations and other consultation:

The proposal is being discussed at the meeting of the Growth, Economic Development and Communities Cabinet Committee on 7 March.

Any alternatives considered:

N/A - Statutory requirement

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

.....
signed

.....
date

Name:

Appendix A Part 1 - General Authorisation for Trading Standards Officers*

Administration of Justice Acts 1970 and 1985

African Horse Sickness (England) Regulations 2012

Agriculture (Miscellaneous Provisions) Act 1968

Animal By-Products (Enforcement)(England) Regulations 2013

Animal Health Act 1981

Animal Welfare Act 2006

Animals Act 1971

Anti-social Behaviour Act 2003

Biofuel Labelling Regulations 2004

Bluetongue Regulations 2008

Bovines & Bovine Products (Trade) Regulations 1999

Brucellosis (England) Order 2015

Business Protection from Misleading Marketing Regulations 2008

Cancer Act 1939

Cat and Dog Fur (Control of Import, Export and Placing on the Market) Regulations 2008

Cattle Identification Regulations 2007

Children and Families Act 2014

Children and Young Persons (Protection from Tobacco) Act 1991

Children and Young Persons Act 1933

Clean Air Act 1993 – Motor Fuel (Composition and Content) Regulations.

Companies Act 2006

Construction Products Regulations 2013

Consumer Contracts (Information, Cancellation and Additional Charges) Regulations 2013

Consumer Credit Act 1974

Consumer Protection Act 1987

Consumer Protection from Unfair Trading Regulations 2008

Consumer Rights Act 2015

Copyright, Designs and Patents Act 1988

Cosmetic Products Enforcement Regulations 2013 and the EU Cosmetic Regulations
1223/2009
Courts and Legal Services Act 1990
Criminal Damage Act 1971
Criminal Justice Act 1988
Criminal Law Act 1977
Customs & Excise Management Act 1979
Detergents Regulations 2010
Diseases of Swine Regulations 2014
EC Fertilisers (England and Wales) Regulations 2006
Education Reform Act 1988
Energy Information Regulations 2011
Energy Performance of Buildings (England and Wales) Regulations 2012
Enterprise Act 2002
Estate Agents Act 1979
European Communities Act 1972
Explosives Regulations 2014
Fair Trading Act 1973
Financial Services (Distance Marketing) Regulations 2004
Fireworks Act 2003
Fluorinated Greenhouse Gases Regulations 2015
Foot-and-Mouth Disease (Control of Vaccination)(England) Regulations 2006
Forgery & Counterfeiting Act 1981
Fraud Act 2006
General Product Safety Regulations 2005
Hallmarking Act 1973
Health Act 2006
Horse Passports Regulations 2009
Housing Act 2004
Housing and Regeneration Act 2008
Kent County Council Act 2001
Knives Act 1997
Legal Services Act 2007

Licensing Act 2003
Medicines Act 1968
Money Laundering Regulations 2007
Motor Cycle Noise Act 1987
Motor Vehicles (Safety Equipment for Children) Act 1991
Olympic Symbol etc. (Protection) Act 1995
Package Travel, Package Holidays and Package Tours Regulations 1992
Passenger Car (Fuel Consumption and CO2 Emissions Information) Regulations 2001
Performing Animals (Regulation) Act 1925
Prices Act 1974
Proceeds of Crime Act 2002
Protection of Animals Act 1911
Psychoactive Substances Act 2016
Pyrotechnic Articles (Safety) Regulations 2015
Radio Equipment and Telecommunications Terminal Equipment Regulations 2000
REACH Enforcement Regulations 2008
Registered Designs Act 1949
Road Traffic Acts 1988 and 1991
Sheep and Goats (Records, Identification and Movement)(England) Order 2009
Single Use Carrier Bags Charges (England) Order 2015
Standardised Packaging of Tobacco Products Regulations 2015
Theft Act 1968
Timeshare, Holiday Products, Resale and Exchange Contracts Regulations 2010
Tobacco Advertising and Promotion Act 2002
Tobacco and Related Products Regulations 2016
Toys (Safety) Regulations 2011
Trade Descriptions Act 1968
Trade in Animals and Related Products Regulations 2011
Trade Marks Act 1994
Transmissible Spongiform Encephalopathies (England) Regulations 2010
Unsolicited Goods and Services Acts 1971 and 1975
Veterinary Medicines Regulations 2013
Video Recordings Act 1984

Vehicles (Crime) Act 2001

Welfare of Animals at Time of Killing (England) Regulations 2015

Zoonosis (Monitoring) (England) Regulations 2007

*and of any Rules, Orders or Regulations made thereunder

Part 2 - Additional List of Legislation for officers with qualification/competency in Food Law*

Animals and Animal Products (Examination for Residues and Maximum Residue Limits) (England and Scotland) Regulations 2015

Beef and Veal Labelling Regulations 2010

Country of Origin of Certain Meats (England) Regulations 2015

Food Act 1984

Food and Environment Protection Act 1985

Food for Specific Groups (Information and Compositional Requirements) (England) Regulations 2016

Food Information Regulations 2014

Food Safety Act 1990

Food Safety and Hygiene Regulations 2013

General Food Regulations 2004

Genetically Modified Organisms (Traceability and Labelling) (England) Regulations 2004

Infant Formula and Follow-on Formula (England) Regulations 2007

Official Controls (Animals, Feed and Food)(England) Regulations 2006 *in so far as it relates to food law*

Official Feed and Food Controls (England) Order 2009 *in so far as it relates to food law*

Olive Oil (Marketing Standards) Regulations 2014

Organic Products Regulations 2009

Plastic Materials and Articles in Contact with Food (England) Regulations 2009

Poultrymeat (England) Regulations 2011

Quick-frozen Foodstuffs (England) Regulations 2007

Scotch Whisky Regulations 2009

Specified Products from China (Restrictions on First Placing on the Market) (England and Wales) Regulations 2008

Spirit Drinks Regulations 2008

Wine Regulations 2011

*and of any Rules, Orders or Regulations made thereunder

Part 3 - Additional List of Legislation for officers with qualification/competency in Feed Law*

Agriculture Act 1970

Animal Feed (Composition, Marketing and Use) (England) Regulations 2015

Animal Feed (Hygiene, Sampling etc and Enforcement) (England) Regulations 2015

Official Controls (Animals, Feed and Food) (England) Regulations 2006 *in so far as it relates to feed law*

Official Feed and Food Controls (England) Regulations 2009 *in so far as it relates to feed law*

*and of any Rules, Orders or Regulations made thereunder

Part 4 Additional List of Legislation for officers with qualification in Weights and Measures Law*

Measuring Instruments Regulations 2016

Non-Automatic Weighing-Instruments Regulations 2016

Weights and Measures Act 1985

Weights & Measures (Packaged Goods) Regulations 2006

*and of any Rules, Orders or Regulations made thereunder

Part 5 - Authorisation required under the Health and Safety at Work etc Act 1974 referring to the following*:

i) Sections 20, 21, 22 and 25 of the Health and Safety at Work etc. Act 1974;

ii) The following Regulations made under the 1974 Act:

The Ammonium Nitrate Materials (High Nitrogen Content) Safety Regulations 2003

The Biocidal Products and Chemicals (Appointment of Authorities and Enforcement) Regulations 2013
The Dangerous Substances and Explosive Atmospheres Regulations 2002,
The Explosives Regulations 2014,
The Petroleum (Consolidation) Regulations 2014, and

- iii) The provisions of the following Acts mentioned in Schedule 1 to the 1974 Act;
Celluloid and Cinematograph Film Act 1922
Explosives Act 1875
Public Health Acts 1936 and 1961

*and of any Rules, Orders or Regulations made thereunder

Part 6 - List of Extracted Legislation appropriate to specialist Animal Health and Welfare Officers ONLY*

African Horse Sickness (England) Regulations 2012
Agriculture (Miscellaneous Provisions) Act 1968
Agriculture Act 1970
Animal By-Products (Enforcement) (England) Regulations 2013
Animal Health Act 1981
Animal Welfare Act 2006
Animals Act 1971
Animals and Animal Products (Examination for Residues and Maximum Residue Limits) (England and Scotland) Regulations 2015
Bluetongue Regulations 2008
Bovines & Bovine Products (Trade) Regulations 1999
Brucellosis (England) Order 2015
Business Protection from Misleading Marketing Regulations 2008
Cattle Identification Regulations 2007
Companies Act 2006
Consumer Protection from Unfair Trading Regulations 2008
Diseases of Swine Regulations 2014
EC Fertilisers (England and Wales) Regulations 2006

European Communities Act 1972
Feed (Hygiene and Enforcement) (England) Regulations 2005
Food and Environmental Protection Act 1985
Food Safety Act 1990
Food Safety and Hygiene (England) Regulations 2013
Foot-and-Mouth Disease (Control of Vaccinations) (England) Regulations 2006
Forgery & Counterfeiting Act 1981
Genetically Modified Organisms (Traceability and Labelling) (England) Regulations 2004
Horse Passports Regulations 2009
Medicines Act 1968
Official Controls (Animals, Feed and Food) (England) Regulations 2006
Official Feed and Food Controls (England) Regulations 2009
Performing Animals (Regulation) Act 1925
Protection of Animals Act 1911
Sheep and Goats (Records, Identification and Movement) (England) Order 2009
Trade Descriptions Act 1968
Trade in Animals and Related Products Regulations 2011
Transmissible Spongiform Encephalopathies (England) Regulations 2010
Veterinary Medicines Regulations 2013
Welfare of Animals at Time of Killing (England) Regulations 2015
Zoonosis (Monitoring) (England) Regulations 2007

*and of any Rules, Orders or Regulations made thereunder

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1.0 Introduction

- 1.1 The purpose of Kent Trading Standards' enforcement activities is to protect the public, legitimate business and the environment. This policy sets out what businesses and others being regulated can expect from Kent County Council Trading Standards officers.
- 1.2 The Trading Standards Service mission is -

"Working with businesses and developing partnerships to drive Kent's economic growth and protect residents".
- 1.3 In doing this we focus on providing advice and guidance, working with businesses to help them understand and comply with their obligations, to encourage them to develop and grow.
- 1.4 There will be occasions where other action may be necessary to deal with situations where the law (criminal and civil) has been broken (an "offence"). Each case will be considered on its own merits.
- 1.5 This policy is intended to promote effective regulatory inspection and enforcement, improving outcomes without imposing unnecessary burdens on business.

2.0 Enforcement policy

- 2.1 Trading Standards follows the principles of the National Intelligence Model (NIM) and the National Trading Standards Intelligence Operating Model (IOM) and operates on an intelligence led approach to enforcement.
- 2.2 Service demand is managed through a regular intelligence based tasking focusing resources effectively on those businesses that cause the greatest harm to consumers and legitimate businesses.
- 2.3 Trading Standards follows the principles and objectives of the statutory Code of Practice for Regulators ('the Code') made under the Legislative and Regulatory Reform Act 2006. We believe that all enforcement should be risk based, transparent and proportionate.
- 2.4 In certain instances we may conclude that a provision in the code is either not relevant or is outweighed by another provision. Where we depart from the code we will ensure that the decision is reasoned, evidenced and documented.
- 2.5 Where we intervene in a matter, we will always consider the most justified, appropriate and proportionate methods for dealing with the issues raised.
- 2.6 If we exercise any of our enforcement powers such as seizing goods, equipment or documents, we will give written notice to a business explaining the extent of those powers and the nature of any equivalent rights which the business may have.

- 2.7 A range of sanctions will be considered according to the associated risk and seriousness of the matter which include -
- Securing an undertaking from a business that they will comply with their legal obligations;
 - Take action in the civil courts to seek orders;
 - Issuing written warnings;
 - Issuing simple cautions;
 - Prosecuting offenders in the criminal courts;
 - Restraint, confiscation and forfeiture of assets under the Proceeds of Crime Act 2002;
 - Exercising forfeiture of goods provisions;
 - Seizing goods, documents or other items that may be required as evidence, for testing or for other lawful purposes;
 - Issuing Suspension Notices, Improvement Notices or other such statutory documents;
 - Issuing of Penalty Charge Notices;
 - Instituting a license review (e.g. alcohol sales);
 - Instituting a product recall.
- 2.8 The aim of any intervention is to:
- Respond proportionately to the nature of the offence and the harm caused to protect consumers and legitimate businesses;
 - Change the behaviour of the offender;
 - Eliminate any financial gain or benefit from non-compliance;
 - To secure justice for victims, witnesses, defendants and the public
- 2.9 In any intervention we will consider matters which aggravate or mitigate the seriousness of the offence so that the most appropriate and proportionate method of disposal is chosen.

3.0 Aggravating Factors

- The impact or potential impact of the offence is so serious that prosecution is the only suitable method for disposal;
- Whether the offence continued over a long period of time or involved a series of offences against the same or different victims;
- Degree of pre-planning;
- Age or vulnerability of the victim(s);
- Amount of gain for the offender or the amount of loss to the victim, relative to the victim's status;
- Impact of the crime on the victim;
- Prevalence of the offence and its impact on the community;
- Where there is any evidence of the crime being motivated by hate (hate crimes);
- Any attempt by the offender to conceal his/her identity, whether directly or indirectly, such that the victim, and or investigating agencies, cannot easily identify or trace the person;

- Lack of remorse;
- The offender's history including previous advice, warnings, cautions and convictions;
- There is evidence of significant and/or continuing consumer or public detriment;
- There is risk to public health and safety or the environment;
- The offender disregards the needs of animal health disease control legislation;
- The offender has acted fraudulently or is reckless or negligent in their activities;
- An officer was deliberately obstructed.

4.0 Mitigating Factors

- Prompt acknowledgement of guilt;
- Making timely and appropriate compensation to the victim(s);
- Previous good character;
- Age and/or lack of maturity where it affects the responsibility of the offender;
- Lesser degree of culpability;
- Any other factor which, considered objectively in relation to the offence, tends to diminish the seriousness of the crime even though it does not provide a defence to it.

5.0 Action that Can be Taken

5.1 Prosecution

5.1.1 The Trading Standards Service recognises that a prosecution has serious implications for all involved and have developed this policy so that we can make fair and consistent decisions in all cases.

5.1.2 We will have regard for this policy and the Code for Crown Prosecutors in particular:

- Is there is sufficient evidence that a criminal offence has been committed and there is a realistic prospect of conviction?
- Is a prosecution in the public interest?

5.1.3 Consideration will also be given to the Code made under the Legislative and Regulatory Reform Act 2006,

5.1.4 In some cases prosecutions may be taken concurrently with civil proceedings.

5.2 Simple caution

- 5.2.1 Where there is sufficient evidence to provide a realistic prospect of conviction (if the offender were to be prosecuted) and the offender admits their guilt consideration may be given to dealing with the case by way of a caution.
- 5.2.2 If a simple caution is rejected the Service reserves the right to consider instigating prosecution proceedings.

5.3 Fixed penalty notice or a penalty notice for disorder

- 5.3.1 Where there is sufficient evidence to provide a realistic prospect of conviction (if the offender were to be prosecuted) and/or the offender recognises the offence, if available, the offender may be offered a fixed penalty notice or penalty notice for disorder.
- 5.3.2 If a fixed penalty notice or a penalty notice for disorder is rejected the Service reserves the right to consider instigating prosecution proceedings.

5.4 Financial investigations under the Proceeds of Crime Act 2002

- 5.4.1 We will consider whether it is appropriate to utilise powers under the Proceeds of Crime Act 2002 (POCA), to ensure the defendant is deprived of the proceeds of their criminal conduct. Where investigations identify money laundering offences, we will consider prosecuting for those offences.
- 5.4.2 The Trading Standards Service will consider using restraint powers under POCA to prevent the dissipation of assets from satisfying a confiscation order (from which compensation may be ordered to be paid from).

5.5 Undertaking

- 5.5.1 The Trading Standards Service takes a staged approach to civil redress.
- 5.5.2 Unless the matters investigated are serious enough to justify immediate civil or criminal proceedings, a formal undertaking may be sought from the offender within the meaning of the Enterprise Act 2002 to stop or continue doing the matters complained of, where the offender is willing to enter into an undertaking.
- 5.5.3 A breach of the undertaking can result in proceedings being issued.

5.6 Injunctions

- 5.6.1 Where an individual or business operates in such a way that it harms consumers generally, an application may be made to the civil courts for an injunction to stop the detrimental activities.

5.6.2 An application will not be made unless the detrimental activities have been explained (or attempted to be explained) to offenders with advice on how to operate legitimately, unless the detrimental practices create a threat to human safety, when an urgent application may be made.

5.7 Written warnings

5.7.1 If the particulars of a case considered in conjunction with this enforcement policy suggest that future compliance can be achieved without resorting to legal proceedings, this Service will consider issuing a written warning and/or specific instructions as appropriate.

5.7.2 No written warning will be entertained unless there is reliable evidence to support an assertion of offending.

5.7.3 Written warnings can be considered in the event of any future offences.

5.8 Suspending goods from sale

5.8.1 Where it is necessary to protect the public, goods suspected of being unsafe or dangerous will be suspended from sale.

5.9 Refusal, termination or variation of a licence/registration

5.9.1 The refusal, revocation or variation of a licence or registration will be considered where the conditions attached to a licence or registration have not been met.

5.10 Dealing with offences at licenced premises

5.10.1 In the case of offences committed at a licensed premises, including the illegal sale of age restricted products, consideration will be given to instituting a review of the premises licence.

5.10.2 The Service reserves the right to consider other enforcement options.

5.11 Carrier Bag Charging

5.11.1 The enforcement policy for The Single Use Carrier Bags Charges (England) Order 2015 can be found [here](#).

5.12 Financial Penalty under the Consumer Rights Act 2015

5.12.1 The Consumer Rights Act 2015 makes it a requirement for letting agents to display their fees at their premises and on their website. Letting agents engaging in letting agency or property management work are also required to display with the list of fees whether they are a member of a client money protection scheme (if they hold clients' money) and that they are a member of a redress scheme and the name of that scheme.

- 5.12.2 Where the Service is satisfied that a letting agent has breached a duty it may impose a financial penalty. Kent County Council, in accordance with Government guidance, has determined the financial penalty to be £5,000.
- 5.12.3 Before issuing a letting agent a financial penalty the Service will give a notice of intention, setting out the amount of the proposed financial penalty, the reasons for proposing to impose the penalty and information about the letting agent's right to make representations (which are to be made within 28 days beginning with the day after that on which the notice of intent was sent).
- 5.12.4 The Head of Trading Standards has the authority to reduce the financial penalty where they are satisfied that in the particulars of a case that there are extenuating circumstances. It will be up to the Head of Trading Standards to decide what such circumstances might be, taking into account any representations the letting agent makes during the 28 day period following the authority's notice of intention to issue a financial penalty.
- 5.12.5 After the end of the 28 day period, the Service will then decide whether to impose financial penalty. If the decision is made to issue a financial penalty the Service will send a final notice requiring payment within 28 days beginning with the day after that on which the notice was sent. The notice will set out the amount of the financial penalty, the reasons for imposing the penalty, information about how to pay, the period for payment, information about rights of appeal and the consequence of failure to comply with the notice.
- 5.12.6 A financial penalty is used as a last resort.
- 5.12.7 There is no limit to the number of penalties that may be imposed if there continues to be a breach of the legislation.

6.0 Partnership working

- 6.1 Wherever practicable we will endeavour to liaise with other relevant agencies with a joint or complementary enforcement role to ensure a consistent and coordinated approach.
- 6.2 Before instigating formal action, the Trading Standards Service will liaise with all relevant agencies where a joint or complementary enforcement role is identified. We subscribe to the principles of the Primary Authority Principle under the Regulatory Enforcement and Sanctions Act 2008.
- 6.3 We will share intelligence with other enforcement agencies where this is practicable, beneficial and cost effective (subject to restrictions under the Data Protection Act, and other Trading Standards legislation).
- 6.4 Data sharing will be conducted through appropriate information gateways.

7.0 Complaints procedure

- 7.1 The Trading Standards Service followed the County Council's complaints policy which can be found [here](#)

8.0 Comments

- 8.1 If you have any comments concerning this policy, please write to the Head of Trading Standards at:

Kent County Council Trading Standards

PO Box 320

Ashford

TN24 8AS

- 8.2 or email: trading.standards@kent.gov.uk

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Chapter 3
Duty of Letting Agents to Publicise Fees etc

83 Duty of letting agents to publicise fees etc

- (1) A letting agent must, in accordance with this section, publicise details of the agent's relevant fees.
- (2) The agent must display a list of the fees—
- (a) at each of the agent's premises at which the agent deals face-to-face with persons using or proposing to use services to which the fees relate, and
 - (b) at a place in each of those premises at which the list is likely to be seen by such persons.
- (3) The agent must publish a list of the fees on the agent's website (if it has a website).
- (4) A list of fees displayed or published in accordance with subsection (2) or (3) must include—
- (a) a description of each fee that is sufficient to enable a person who is liable to pay it to understand the service or cost that is covered by the fee or the purpose for which it is imposed (as the case may be),
 - (b) in the case of a fee which tenants are liable to pay, an indication of whether the fee relates to each dwelling-house or each tenant under a tenancy of the dwelling-house, and
 - (c) the amount of each fee inclusive of any applicable tax or, where the amount of a fee cannot reasonably be determined in advance, a description of how that fee is calculated.
- (5) Subsections (6) and (7) apply to a letting agent engaging in letting agency or property management work in relation to dwelling-houses in England.
- (6) If the agent holds money on behalf of persons to whom the agent provides services as part of that work, the duty imposed on the agent by subsection (2) or (3) includes a duty to display or publish, with the list of fees, a statement of whether the agent is a member of a client money protection scheme.
- (7) If the agent is required to be a member of a redress scheme for dealing with complaints in connection with that work, the duty imposed on the agent by subsection (2) or (3) includes a duty to display or publish, with the list of fees, a statement—
- (a) that indicates that the agent is a member of a redress scheme, and
 - (b) that gives the name of the scheme.
- (8) The appropriate national authority may by regulations specify—
- (a) other ways in which a letting agent must publicise details of the relevant fees charged by the agent or (where applicable) a statement within subsection (6) or (7),
 - (b) the details that must be given of fees publicised in that way.
- (9) In this section—

"client money protection scheme" means a scheme which enables a person on whose behalf a letting agent holds money to be compensated if all or part of that money is not repaid to that person in circumstances where the scheme applies.

"redress scheme" means a redress scheme for which provision is made by order under section 83 or 84 of the Enterprise and Regulatory Reform Act 2013.

NOTES**Initial Commencement***Specified date*

Specified date (in so far as it confers powers to make regulations): 26 March 2015: see s 100(1), (2)(b).

To be appointed

To be appointed (for remaining purposes): see s 100(3).

Appointment

Appointment (in relation to England for remaining purposes): 27 May 2015: see SI 2015/965, art 2(a).

Appointment (in relation to Wales for remaining purposes): 23 November 2015: see SI 2015/1904, art 2.

Extent

This section does not extend to Scotland: see s 99(3).

Document information

Consumer Rights Act 2015
Date made
26/03/2015

UK Parliament Acts/C/CO-CT/Consumer Rights Act 2015 (2015 c 15)/Part 3 Miscellaneous and General (ss 77-101)/84 Letting agents to which the duty applies

84 Letting agents to which the duty applies

- (1) In this Chapter "letting agent" means a person who engages in letting agency work (whether or not that person engages in other work).
- (2) A person is not a letting agent for the purposes of this Chapter if the person engages in letting agency work in the course of that person's employment under a contract of employment.
- (3) A person is not a letting agent for the purposes of this Chapter if--
- (a) the person is of a description specified in regulations made by the appropriate national authority;
 - (b) the person engages in work of a description specified in regulations made by the appropriate national authority.

NOTES

Initial Commencement

Specified date

Specified date (in so far as it confers powers to make regulations): 26 March 2015: see s 100(1), (2)(b).

To be appointed

To be appointed (for remaining purposes): see s 100(3).

Appointment

Appointment (in relation to England for remaining purposes): 27 May 2015: see SI 2015/965, art 2(a).

Appointment (in relation to Wales for remaining purposes): 23 November 2015: see SI 2015/1904, art 2.

Extent

This section does not extend to Scotland: see s 99(3).

Subordinate Legislation

Duty of Letting Agents to Publicise Fees etc (Exclusion) (England) Regulations 2015, SI 2015/951 (made under sub-s (3)).

Duty of Letting Agents to Publicise Fees (Exclusion) (Wales) Regulations 2016, SI 2016/178 (made under sub-s (3)).

Document information

Consumer Rights Act 2015
Date made
26/03/2015

UK Parliament Acts/C/CO-CT/Consumer Rights Act 2015 (2015 c 15)/Part 3 Miscellaneous and General (ss 77-101)/85 Fees to which the duty applies

85 Fees to which the duty applies

(1) In this Chapter "relevant fees", in relation to a letting agent, means the fees, charges or penalties (however expressed) payable to the agent by a landlord or tenant—

- (a) in respect of letting agency work carried on by the agent,
- (b) in respect of property management work carried on by the agent, or
- (c) otherwise in connection with—
 - (i) an assured tenancy of a dwelling-house, or
 - (ii) a dwelling-house that is, has been or is proposed to be let under an assured tenancy.

(2) Subsection (1) does not apply to—

- (a) the rent payable to a landlord under a tenancy,
- (b) any fees, charges or penalties which the letting agent receives from a landlord under a tenancy on behalf of another person,
- (c) a tenancy deposit within the meaning of section 212(B) of the Housing Act 2004, or
- (d) any fees, charges or penalties of a description specified in regulations made by the appropriate national authority.

NOTES

Initial Commencement

Specified date

Specified date (in so far as it confers powers to make regulations): 26 March 2015. see s 100(1), (2)(b).

To be appointed

To be appointed (for remaining purposes): see s 100(3).

Appointment

Appointment (in relation to England for remaining purposes): 27 May 2015. see SI 2015/965, art 2(a).
Appointment (in relation to Wales for remaining purposes): 23 November 2015. see SI 2015/1904, art 2.

Extent

This section does not extend to Scotland: see s 99(3).

Document information

Consumer Rights Act 2015
Date made
26/03/2015

UK Parliament Acts/C/CO-CT/Consumer Rights Act 2015 (2015 c 15)/Part 3 Miscellaneous and General (ss 77-101)/86 Letting agency work and property management work

86 Letting agency work and property management work

- (1) In this Chapter "letting agency work" means things done by a person in the course of a business in response to instructions received from—
- (a) a person ("a prospective landlord") seeking to find another person wishing to rent a dwelling-house under an assured tenancy and, having found such a person, to grant such a tenancy, or
 - (b) a person ("a prospective tenant") seeking to find a dwelling-house to rent under an assured tenancy and, having found such a dwelling-house, to obtain such a tenancy of it.
- (2) But "letting agency work" does not include any of the following things when done by a person who does nothing else within subsection (1)—
- (a) publishing advertisements or disseminating information;
 - (b) providing a means by which a prospective landlord or a prospective tenant can, in response to an advertisement or dissemination of information, make direct contact with a prospective tenant or a prospective landlord;
 - (c) providing a means by which a prospective landlord and a prospective tenant can communicate directly with each other.
- (3) "Letting agency work" also does not include things done by a local authority.
- (4) In this Chapter "property management work", in relation to a letting agent, means things done by the agent in the course of a business in response to instructions received from another person where—
- (a) that person wishes the agent to arrange services, repairs, maintenance, improvements or insurance in respect of, or to deal with any other aspect of the management of, premises on the person's behalf, and
 - (b) the premises consist of a dwelling-house let under an assured tenancy.

NOTES

Initial Commencement

Specified date

Specified date (in so far as it confers powers to make regulations): 26 March 2015: see s 100(1), (2)(b).

To be appointed

To be appointed (for remaining purposes): see s 100(3).

Appointment

Appointment (in relation to England for remaining purposes): 27 May 2015: see SI 2015/965, art 2(a).
Appointment (in relation to Wales for remaining purposes): 23 November 2015: see SI 2015/1904, art 2.

Extent

This section does not extend to Scotland: see s 99(3).

Document information

Consumer Rights Act 2015 Date made 26/03/2015

87 Enforcement of the duty

- (1) It is the duty of every local weights and measures authority in England and Wales to enforce the provisions of this Chapter in its area.
- (2) If a letting agent breaches the duty in section 83(3) (duty to publish list of fees etc on agent's website), that breach is taken to have occurred in each area of a local weights and measures authority in England and Wales in which a dwelling-house to which the fees relate is located.
- (3) Where a local weights and measures authority in England and Wales is satisfied on the balance of probabilities that a letting agent has breached a duty imposed by or under section 83, the authority may impose a financial penalty on the agent in respect of that breach.
- (4) A local weights and measures authority in England and Wales may impose a penalty under this section in respect of a breach which occurs in England and Wales but outside that authority's area (as well as in respect of a breach which occurs within that area).
- (5) But a local weights and measures authority in England and Wales may impose a penalty in respect of a breach which occurs outside its area and in the area of a local weights and measures authority in Wales only if it has obtained the consent of that authority.
- (6) Only one penalty under this section may be imposed on the same letting agent in respect of the same breach.
- (7) The amount of a financial penalty imposed under this section—
- may be such as the authority imposing it determines, but
 - must not exceed £5,000.
- (8) Schedule 9 (procedure for and appeals against financial penalties) has effect.
- (9) A local weights and measures authority in England must have regard to any guidance issued by the Secretary of State about—
- compliance by letting agents with duties imposed by or under section 83;
 - the exercise of its functions under this section or Schedule 9.
- (10) A local weights and measures authority in Wales must have regard to any guidance issued by the Welsh Ministers about—
- compliance by letting agents with duties imposed by or under section 83;
 - the exercise of its functions under this section or Schedule 9.
- (11) The Secretary of State may by regulations made by statutory instrument—
- amend any of the provisions of this section or Schedule 9 in their application in relation to local weights and measures authorities in England;
 - make consequential amendments to Schedule 5 in its application in relation to such authorities.
- (12) The Welsh Ministers may by regulations made by statutory instrument—
- amend any of the provisions of this section or Schedule 9 in their application in relation to local weights and measures authorities in Wales;
 - make consequential amendments to Schedule 5 in its application in relation to such authorities.

NOTES**Initial Commencement***Specified date*

Specified date (in so far as it confers powers to make regulations): 26 March 2015: see s 100(1), (2)(b).

To be appointed

To be appointed (for remaining purposes): see s 100(3).

Appointment

Appointment (in relation to England for remaining purposes): 27 May 2015: see SI 2015/965, art 2(a).
Appointment (in relation to Wales for remaining purposes): 23 November 2015: see SI 2015/1904, art 2.

Extent

This section does not extend to Scotland: see s 99(3).

Document information

Consumer Rights Act 2015
Date made
26/03/2015

88 Supplementary provisions**(1) In this Chapter—**

"the appropriate national authority" means—

- (a) in relation to England, the Secretary of State, and
- (b) in relation to Wales, the Welsh Ministers;

"assured tenancy" means a tenancy which is an assured tenancy for the purposes of the Housing Act 1988 except where—

- (a) the landlord is—
 - (i) a private registered provider of social housing,
 - (ii) a registered social landlord, or
 - (iii) a fully mutual housing association, or
- (b) the tenancy is a long lease,

"dwelling-house" may be a house or part of a house;

"fully mutual housing association" has the same meaning as in Part 1 of the Housing Associations Act 1985 (see section 1(1) and (2) of that Act);

"landlord" includes a person who proposes to be a landlord under a tenancy and a person who has ceased to be a landlord under a tenancy because the tenancy has come to an end;

"long lease" means a lease which—

- (a) is a long lease for the purposes of Chapter 1 of Part 1 of the Leasehold Reform, Housing and Urban Development Act 1993, or
- (b) in the case of a shared ownership lease (within the meaning given by section 7(7) of that Act), would be a lease within paragraph (a) of this definition if the tenant's total share (within the meaning given by that section) were 100%.

"registered social landlord" means a body registered as a social landlord under Chapter 1 of Part 1 of the Housing Act 1996;

"tenant" includes a person who proposes to be a tenant under a tenancy and a person who has ceased to be a tenant under a tenancy because the tenancy has come to an end.

(2) In this Chapter "local authority" means—

- (a) a county council,
- (b) a county borough council,
- (c) a district council,
- (d) a London borough council,
- (e) the Common Council of the City of London in its capacity as local authority, or
- (f) the Council of the Isles of Scilly.

(3) References in this Chapter to a tenancy include a proposed tenancy and a tenancy that has come to an end.

(4) References in this Chapter to anything which is payable, or which a person is liable to pay, to a letting agent include anything that the letting agent claims a person is liable to pay, regardless of whether the person is in fact liable to pay it.

(5) Regulations under this Chapter are to be made by statutory instrument.

(6) A statutory instrument containing (whether alone or with other provision) regulations made by the Secretary of State under section 87(11) is not to be made unless a draft of the instrument has been laid before, and approved by a resolution of, each House of Parliament.

(7) A statutory instrument containing (whether alone or with other provision) regulations made by the Welsh Ministers under section 87(12) is not to be made unless a draft of the instrument has been laid before, and approved by a resolution of, the National Assembly for Wales.

(8) A statutory instrument containing regulations made by the Secretary of State under this Chapter other than one to which subsection (6) applies is subject to annulment in pursuance of a resolution of either House of Parliament.

(9) A statutory instrument containing regulations made by the Welsh Ministers under this Chapter other than one to which subsection (7) applies is subject to annulment in pursuance of a resolution of the National Assembly for Wales.

(10) Regulations under this Chapter—

- (a) may make different provision for different purposes;
- (b) may make provision generally or in relation to specific cases.

(11) Regulations under this Chapter may include incidental, supplementary, consequential, transitional, transitory or saving provision.

NOTES

Initial Commencement

Specified date

Sub-ss (5)-(11). Specified date: 26 March 2015: see s 100(1), (2)(c).

To be appointed

Sub-ss (1)-(4): To be appointed: see s 100(1), (3).

Appointment

Sub-ss (1)-(4). Appointment (in relation to England): 27 May 2015: see SI 2015/965, art 2(a).

Sub-ss (1)-(4). Appointment (in relation to Wales): 23 November 2015: see SI 2015/1904, art 2.

Extent

This section does not extend to Scotland: see s 99(3).

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SCHEDULE 9

DUTY OF LETTING AGENTS TO PUBLICISE FEES: FINANCIAL PENALTIES

Section 87

Notice of intent

1

- (1) Before imposing a financial penalty on a letting agent for a breach of a duty imposed by or under section 83, a local weights and measures authority must serve a notice on the agent of its proposal to do so (a "notice of intent").
- (2) The notice of intent must be served before the end of the period of 6 months beginning with the first day on which the authority has sufficient evidence of the agent's breach, subject to sub-paragraph (3).
- (3) If the agent is in breach of the duty on that day, and the breach continues beyond the end of that day, the notice of intent may be served--
 - (a) at any time when the breach is continuing, or
 - (b) within the period of 6 months beginning with the last day on which the breach occurs.
- (4) The notice of intent must set out--
 - (a) the amount of the proposed financial penalty,
 - (b) the reasons for proposing to impose the penalty, and
 - (c) information about the right to make representations under paragraph 2.

Right to make representations

2

The letting agent may, within the period of 28 days beginning with the day after that on which the notice of intent was sent, make written representations to the local weights and measures authority about the proposal to impose a financial penalty on the agent.

Final notice

3

- (1) After the end of the period mentioned in paragraph 2 the local weights and measures authority must--
 - (a) decide whether to impose a financial penalty on the letting agent, and
 - (b) if it decides to do so, decide the amount of the penalty
- (2) If the authority decides to impose a financial penalty on the agent, it must serve a notice on the agent (a "final notice") imposing that penalty
- (3) The final notice must require the penalty to be paid within the period of 28 days beginning with the day after that on which the notice was sent.
- (4) The final notice must set out--
 - (a) the amount of the financial penalty,
 - (b) the reasons for imposing the penalty,
 - (c) information about how to pay the penalty,
 - (d) the period for payment of the penalty,
 - (e) information about rights of appeal, and
 - (f) the consequences of failure to comply with the notice.

Withdrawal or amendment of notice

4

- (1) A local weights and measures authority may at any time--
 - (a) withdraw a notice of intent or final notice, or
 - (b) reduce the amount specified in a notice of intent or final notice.
- (2) The power in sub-paragraph (1) is to be exercised by giving notice in writing to the letting agent on whom the notice was served.

Appeals

5

- (1) A letting agent on whom a final notice is served may appeal against that notice to--
 - (a) the First-tier Tribunal, in the case of a notice served by a local weights and measures authority in England, or
 - (b) the residential property tribunal, in the case of a notice served by a local weights and measures authority in Wales.
- (2) The grounds for an appeal under this paragraph are that--

- (a) the decision to impose a financial penalty was based on an error of fact,
- (b) the decision was wrong in law,
- (c) the amount of the financial penalty is unreasonable, or
- (d) the decision was unreasonable for any other reason.

(3) An appeal under this paragraph to the residential property tribunal must be brought within the period of 28 days beginning with the day after that on which the final notice was sent.

(4) If a letting agent appeals under this paragraph, the final notice is suspended until the appeal is finally determined or withdrawn.

(5) On an appeal under this paragraph the First-tier Tribunal or (as the case may be) the residential property tribunal may quash, confirm or vary the final notice.

(6) The final notice may not be varied under sub-paragraph (5) so as to make it impose a financial penalty of more than £5,000.

Recovery of financial penalty

6

(1) This paragraph applies if a letting agent does not pay the whole or any part of a financial penalty which, in accordance with this Schedule, the agent is liable to pay.

(2) The local weights and measures authority which imposed the financial penalty may recover the penalty or part on the order of the county court as if it were payable under an order of that court.

(3) In proceedings before the county court for the recovery of a financial penalty or part of a financial penalty, a certificate which is—

- (a) signed by the chief finance officer of the local weights and measures authority which imposed the penalty, and
- (b) states that the amount due has not been received by a date specified in the certificate,

is conclusive evidence of that fact.

(4) A certificate to that effect and purporting to be so signed is to be treated as being so signed unless the contrary is proved.

(5) A local weights and measures authority may use the proceeds of a financial penalty for the purposes of any of its functions (whether or not the function is expressed to be a function of a local weights and measures authority).

(6) In this paragraph "chief finance officer" has the same meaning as in section 5 of the Local Government and Housing Act 1989.

NOTES

Initial Commencement

To be appointed

To be appointed: see s 100(5).

Appointment

Appointment (in relation to England): 27 May 2015: see SI 2015/965 art 2(c).

Appointment (in relation to Wales): 23 November 2015: see SI 2015/1904 art 3.

Extent

This Schedule does not extend to Scotland: see s 99(3).

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26/03/2015

ANNEX D

Guidance on

Consumer Rights Bill 2015: Duty of Letting Agents to Publicise Fees

Introduction

The Consumer Rights Bill will make it a legal requirement for all lettings agents in England and Wales to publicise details of their relevant fees, whether or not they are a member of a client money protection scheme and which redress scheme they have joined. Subject to the usual Parliamentary procedure the intention is that the requirement will come into force on 6 April 2015.

Requiring full transparency of fee deters double charging and enables tenants and landlords to shop around, encouraging letting agents to offer competitive fees. Linking fees to level of service provided enables landlords and tenants to make more informed choices.

The requirement will be enforced by local weights and measures authorities (see section 4 for more details) and this note provides guidance for English local authorities and letting agents who advertise or manage properties in England on who the requirement applies to and how it should be enforced. It is designed to cover the most common situations but it cannot cover every scenario and is not a substitute for reading the Consumer Rights Bill which can be found at: <http://www.legislation.gov.uk> Welsh local authorities should refer to any guidance provided by the Welsh Government and any subsequent secondary legislation passed by the Welsh Assembly.

SECTION 1: FEES

Which fees must be displayed

All fees, charges or penalties (however expressed) which are payable to the agent by a landlord or tenant in respect of letting agency work and property management work carried out by the agent in connection with an assured tenancy. This includes fees, charges or penalties in connection with an assured tenancy of a property or a property that is, has been or is proposed to be let under an assured tenancy.

The legislation only applies to letting agents and their chargeable activities; **the legislation does not apply to landlords.**

The only exemptions are listed below. The requirement is therefore for a comprehensive list of everything that a landlord or a tenant would be asked to pay by the letting agent at any time before, during or after a tenancy. As a result of the legislation there should be no surprises, a landlord and tenant will know or be able to calculate exactly what they will be charged and when.

Letting agents should ensure that in addition to publicising fees and service details as required by the Consumer Rights Bill they also adhere to other consumer protection

regulations. This includes the guidance to advertisers published by the Advertising Standards Authority on how to make sure non-optional fees including the rent are stated clearly and upfront.

Exemptions to which fees must be displayed

An agent does not need to publicise the following as part of this legislation:

- rent payable to a landlord;
- a tenancy deposit which is taken as security against damage or violation of the tenancy agreement; and
- any fees, charges or penalties which the letting agent receives from a landlord under a tenancy on behalf of another person.

For example should a letting agent recommend a gardener for a property and arrange to pass the fee from the landlord to the gardener without taking a cut or adding a fee for this service there would be no requirement to publicise the fee charged by the gardener. In this example the agent is simply providing a more convenient way for the landlord to pay the gardener.

Where the fees should be publicised

The agent must display a list of the fees at each of their premises at which the agent deals face-to-face with persons using or proposing to use services to which the fees relate. The list must also be such that it is likely to be seen by customers.

Ideally someone walking into an agent's office should be able to see the list without having to ask for it and if someone does ask it should be clearly on view and not hidden for example in a drawer.

If an agent has a website the agent must publish a list of fees on their website.

How the fees should be displayed

The list of fees must be comprehensive and clearly defined; there is no scope for surcharges or hidden fees. Ill defined terms such as administration cost must not be used. All costs must include tax.

Examples of this could include individual costs for:

- marketing the property;
- conducting viewings for a landlord;
- conduct tenant checks and credit references;
- drawing up a tenancy agreement; and
- preparing a property inventory.

It should be clear whether a charge relates to each dwelling unit or each tenant.

Where a fee cannot be reasonably determined in advance, the list should describe how a cost is finally calculated.

The intention of the legislation is that both tenants and landlords are able to understand what a service or cost is for and why it is being imposed.

Letting agents often have a range of charges based on the level of service provided; costs must identify charges for the level of service provided. For example:

- fee for a let only service 8.4%;
- fee for a let and rent collection service 12%;
- and fee for a full management service 18%.

There is no legislation on the level of fee set by a letting agent; as this is a commercial decision for each agent to make.

For some services, it is perfectly acceptable to split the charge between tenants and landlords where both receive benefit from the service, for example the cost of drawing up a tenancy agreement. This is not double charging as the cost is split not duplicated.

In addition to the fees letting agents should publicise whether or not they are a member of a client money protection scheme and which redress scheme they have joined. Letting agents who are not members of a client money protection scheme must make this clear, silence on this subject is a breach of the legislation. As with the fees this information should be prominently displayed in every office and on the website.

SECTION 2: LETTINGS AGENTS

Definition of letting agents

Letting agents are defined in the Consumer Rights Bill as a person who engages in letting agency work. The Bill makes it clear that a letting agent doesn't have to exclusively engage in letting agents work but so long as they undertake it they are a letting agent regardless of what else they do.

What do we mean by 'lettings agency work'

'Lettings agency work' is defined in the Consumer Rights Bill as things done by an agent in response to instructions from:

- a private rented sector landlord who wants to find a tenant: or
- a tenant who wants to find a property in the private rented sector.

It applies where the tenancy is an assured tenancy under the Housing Act 1988.

In the Bill, lettings agency work does not include the following things when done by a person who only does these things:

- publishing advertisements or providing information;
- providing a way for landlords or tenants to make direct contact with each other in response to an advertisement or information provided; and
- providing a way for landlords or tenants to continue to communicate directly with each other.

It also does not include things done by a local authority, for example, where the authority helps people to find tenancies in the private rented sector.

What do we mean by 'property management work'

In the Consumer Rights Bill, property management work means things done by the agent in the course of business, in response to instructions from another person who wants to the agent to: arrange services, repairs, maintenance, improvement, or insurance or to deal with any other aspect of the management of residential premises.

For there to be property management work, the premises must consist of a dwelling-house let under an assured tenancy.

Property management work would arise where a landlord instructed an agent to manage a house let to a tenant in the private rented sector.

SECTION 3: ENFORCEMENT

For the legislation to be effective there needs to be a process ensuring compliance and for there to be a fair and effective penalty where the requirement is not met.

Enforcement authority

The enforcement authorities for the purposes of this Duty are local weights and measure authorities, also known as trading standards authorities these can be a County Council, a London Borough Council, the Common Council of the City of London in its capacity as a local authority, or the Council of the Isles of Scilly.

Generally, the enforcement authority will be the local authority in whose area the lettings agent who has not complied with the requirement is based. So for a national letting agent who has not published their fees and other details, they can be liable for a fine for each and every office where the information is not published. However, local authorities will need to

agree to enforce fines for a website which covers the whole country, as fines cannot be imposed for the same breach of the requirement. Where several authorities are involved the authorities must agree which authority will issue the notice and subsequently keep the fine. In such cases authorities may need to give consideration, to which local authority has the registered head office or registered website.

Penalty for breach of duty publicise fees

The enforcement authority can impose a fine of up to £5,000 where it is satisfied, on the balance of probability that someone is engaged in letting work and is required to publish their fees and other details, but has not done so.

The expectation is that a £5,000 fine should be considered the norm and that a lower fine should only be charged if the enforcement authority is satisfied that there are extenuating circumstances. It will be up to the enforcement authority to decide what such circumstances might be, taking into account any representations the lettings agent makes during the 28 day period following the authority's notice of intention to issue a fine. In the early days of the requirement coming into force, lack of awareness could be considered; alternatively an authority could raise awareness of the requirement and include the advice that non-compliance will be dealt with by an immediate sanction. Another issue which could be considered is whether a £5,000 fine would be disproportionate to the turnover/scale of the business or would lead to an organisation going out of business.

The enforcement authority can impose further penalties if a lettings agent continues to fail to publicise their fees and other details despite having previously had a penalty imposed. There is no limit to the number of penalties that may be imposed on an individual lettings agent if they continue to be in breach of the legislation.

The penalty fines received by the enforcement authority may be used by the authority for any of its functions.

Where an enforcement authority intends to impose a penalty they must follow the process set out below.

Enforcement process:

Step 1: Notice of Intent

The enforcement authority must give written notice of their intention to impose a penalty, setting out:

- i) the reasons for the penalty;
- ii) the amount of the penalty; and
- iii) that there is a 28 day period to make written representations or objections, starting from the day after the date on which the notice of intent was sent.

This written notice must be served within 6 months of the date on which the enforcement authority is in the position to issue the fine (have gathered sufficient evidence and satisfied any internal requirements that a fine is appropriate).

It is up to each local authority to decide who should serve the notice. The enforcement authority may withdraw the notice of intent or reduce the amount specified in the notice at any time by giving notice in writing.

Step 2: Representations and Objections

The person who the notice of intent was served on has 28 days starting from the day after the date the notice of intent was sent to make written representations and objections to the enforcement authority in relation to the proposed fine.

Step 3: Final Notice

At the end of the 28 day period the enforcement authority must decide, having taken into account any representations received, whether to impose the fine and, if so, must require the penalty to be paid within 28 days, from the day after the day on which the final notice was sent. When imposing a fine, the enforcement authority must issue a final notice in writing which explains:

- i) why the fine is being imposed;
- ii) the amount to be paid;
- iii) how payment may be made;
- iv) the consequences of failing to pay;
- v) that there is a right to appeal against the penalty to the First-tier Tribunal and that any appeal must be made within 28 days after the imposition of the fine.

It is up to each local authority to decide who should serve the notice. The enforcement authority may withdraw the final notice or reduce the amount specified in the notice at any time by giving notice in writing.

Step 4: Appeals

If an appeal is lodged the fine cannot be enforced until the appeal is disposed of. Appeals can be made on the grounds that:

- i) the decision to impose a fine was based on a factual error or was wrong in law;
- ii) the amount of the fine is unreasonable; or
- iii) that the decision was unreasonable for any other reason.

The First-tier Tribunal may agree with the enforcement authority's notice to issue a penalty or may decide to quash or vary the notice and fine.

Appeals will be heard by the General Regulatory Chamber, further details on the appeals procedure can be found at the following link:

<http://hmctsformfinder.justice.gov.uk/courtfinder/forms/policy-makers-guidance-eng.pdf>

Step 5: Recovery of the penalty

The penalty fines received by the enforcement authority may be used by the authority for any of its functions.

If the lettings agent does not pay the fine within the 28 day period the authority can recover the fine on the order of the county court, as if payable under a court order. Where proceedings are necessary for the recovery of the fine, a certificate signed by the enforcement authority's chief finance officer stating that the amount due has not been received by a date stated on the certificate will be taken as conclusive evidence that the fine has not been paid.

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

To: Growth, Economic Development and Communities Cabinet Committee – 7 March 2018

Subject: Update on the Work of Kent Trading Standards in 2017 and Future Opportunities and Challenges

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Summary:

This report provides an update of the work of Trading Standards in 2017 and its key achievements, and focuses on future opportunities and challenges faced by the service.

Appendix A gives a full overview of achievements.

Recommendation(s):

The Cabinet Committee is asked to note and discuss the report.

1. Introduction

1.1 This report covers the work of Trading Standards in 2017, and focuses on future opportunities and challenges faced by the services over the coming years.

2. Background

2.1 Kent County Council Trading Standards Service is a statutory service whose mission is to create and maintain a safe and fair-trading environment where Kent businesses can operate and grow, and Kent consumers can engage in their economic activity with confidence.

2.2 The service enforces over 400 Acts of Parliament and Regulations covering the trading environment in consumer goods and services, of which 250 impose a specific statutory duty as the Weights and Measures Authority for Kent. The subject area covered is diverse, including counterfeiting; fraud and unfair practices; product safety; animal health, feed, food; petroleum and explosive licensing

2.3 The service's objectives are to:

- Investigate persistent and/or serious criminal activities, in particular those involving fraud, counterfeiting, scams, doorstep crime and persistent consumer detriment
- Safeguard vulnerable adults from financial abuse
- Support businesses by offering professional business advice and guidance, including Primary Authority Partnerships
- Inspect high risk businesses such as farms, food and feed producers, importers, wholesalers and retailers.
- Provide animal health and disease outbreak advice, guidance and intervention where necessary
- Carry out regular market surveillance, such as at Kent ports, markets and boot fairs, to prevent unsafe or illegal products entering the market
- Reduce illegal sale of tobacco and alcohol to children and young people as well as reduce access to illegal tobacco.

2.4 In the past few years, Trading Standards Services across the country have seen an increase in statutory responsibilities placed on them by Government far beyond their original Weights and Measures Department origins.

2.5 The profession is now dealing with more serious organised crime, seeing an increase in the complexity of legislation covering sectors such as food, feed and safety standards, while also having additional burdens placed on it in new subject areas such as energy performance of buildings and carrier bags.

2.6 At the same time, the budgets for Trading Standards have reduced. As such, KCC's Trading Standards Service has had to become increasingly innovative in the approach it has taken to deliver its statutory duties, becoming more efficient on the one hand, whilst recovering costs where possible, on the other.

2.7 In addition, the service has become fully intelligence-led, meaning that work is directed by the Public Protection Intelligence Team, who provide intelligence profiles on individuals, businesses and practices for effective targeting of resources where they are needed most, in line with the service's priorities.

3. Outcomes for 2017

3.1 The main achievements in 2017 included:

- £1.8m criminality investigated since April 2017, in areas such as illicit tobacco, and doorstep crime, with 86 vulnerable victims supported by our Victim Safeguarding Officer, who's intervention stopped them losing a further £59,500
- £10m of counterfeit goods seized.
- 233 businesses received business advice, which includes over 40 Primary Authority Partnerships (PAPs)
- 260 high risk food, feed and farm premises visited, and 350 samples taken during our retail surveillance program (analysed by Kent Scientific Services)
- 27 separate imports dealt with at Dover and Eurotunnel, consisting of over 61,000 individual products, worth over £500,000 between April and December 2017

- 20 investigations carried out into illegal landings, where importers attempt to smuggle “pets” into the UK risking the spread of rabies.
- 33 premises visited, seizing 129,198 cigarettes (retail value £49,000) and 23.4 Kg of hand rolling tobacco (retail value £9,360), along with 6.5 Kg of illegal chewing tobacco, during the two week-long Public Health funded tobacco roadshows in Ashford and Gravesend.

3.2 A full overview of achievements by objective is included at Appendix A.

4. Opportunities and Challenges 2018 and Beyond

4.1 Looking forward, the service faces several opportunities and challenges, which are explored in more detail in this section.

4.2 Funding

4.2.1 In recent years, the service has successfully developed several income streams which effectively enable the service to recover costs from a range of services that it provides. This includes charging for business advice and training, Primary Authority Partnerships (need to explain what this is), environmental surveys, and selling financial investigation services to other Local Authorities.

4.2.2 However, the service is constrained in the extent to which it can charge for services. Legislation dictates that charging for many services can only be carried out on a cost recovery basis, not at a profit.

4.2.3 The service is looking at a variety of ways of building on those income streams from which it can legitimately recover costs, whilst looking to attract Government funding for other aspects of the service’s work where it can make a robust business case. For instance, the service is engaging with Government to attract more funding from National Trading Standards for investigations that have a Regional or National impact.

4.2.4 However, grant funding is also subject to Governments’ own expenditure cuts and cannot be guaranteed, notably feed sampling work, funded by the Food Standards Agency, may be further reduced which would impact on delivery of feed sampling.

4.3 Increasing partnership and cross-KCC working

4.3.1 The Service is working in greater collaboration both within KCC and with external partners.

4.3.2 The Service is currently engaged in a project to look at ways that all County Council criminal investigation functions can be conducted in a more collaborative, intelligence led, and outcome focussed manner.

4.3.3 Trading Standards is also playing an active role in developing its involvement with the Partnership which includes Kent Police, HMRC, Community Safety and others, set up to tackle Organised Crime Groups in Kent.

4.3.4 The Service will be working with Charities over the next year to increase the support for vulnerable adult victims of financial abuse.

4.4 Developing further the offer and customer base for business support services

4.4.1 The Business Advice and Support Partnership (BAASP) is a partnership of trading standards services in the county councils of East Sussex, West Sussex, Kent and Hampshire as well as Slough Borough Council Trading Standards Services.

4.4.2 These five trading standards services are working together to provide paid for business support services across their combined Authority areas and beyond where business chose to buy these services. By collaborating, the Partnership can present the largest geographical coverage for a Local Authority business advice service in the regulatory sector.

4.4.3 The Partnership will benefit from economies of scale and improved resilience. Specialist advice will be provided through the increased capacity that the combined services can provide which is better able to meet complex challenges, and the needs of a diverse range of businesses, without the training costs for each individual Local Authority. This will provide potential to increase income through paid for services, as each service will be able to offer services that they could not support on their own.

4.5 Working with Government and local partners to help shape and communicate arrangements for post-Brexit borders and trading standards

4.5.1 As Trading Standards is required to inspect consumer products for market surveillance at the Ports, the changes to Kent's borders and the way in which the national Government regulates imports and exports more generally will have a major impact on the work of the team.

4.5.2 As such, the Trading Standards team is engaging with the Government in a number of forums, including an officer-level steering group with civil servants on the impact of Brexit on Kent's borders, and with National Trading Standards on the impact such changes could have on the resourcing and operation of these services.

4.5.3 In addition, the Service will be working with businesses through its business support services to provide guidance with respect to any new arrangements which will emerge post-Brexit.

4.6 Developing further the preventative work of the service

4.6.1 Recognising the key role that Trading Standards plays in preventing a range of health and wellbeing issues across Kent's communities, the service will be building on its existing relationships with multi-agency partners.

4.6.2 With partners in Canterbury District, the service will look to launch the next Community Alcohol Partnerships (CAP) in Herne Bay in May/June 2018, and potentially Tonbridge later in the year.

- 4.6.3 Trading Standards, with Public Health, will continue to deliver tobacco education plays in schools, focus on smoking risk health awareness linked to pregnancy, and engage with more of the public at tobacco roadshows
- 4.6.4 Kent will also be leading nationally on vaping products with the creation of a new National Focus Group (supported by Department of Health) looking at liquid and device compliance.

4.7 Increasing Demands on the Service

- 4.7.1 The service is tackling increasingly more serious criminal activity resulting in longer investigations which in turn requires more resources. There is an opportunity to obtain national funding, which the Service will apply for when eligible. However, more cases will inevitably end up in the Crown Courts with associated costs including a longer court process, more hearings, expert costs, instructing counsel, more witnesses, all of which needs to be met from the budget. If successful, the Service can apply for costs from the defendant, but the court has to consider the defendants means, and meeting Court fines and compensation will be awarded before costs are paid to the service.
- 4.7.2 In October 2018, there is an 8-week fraud trial scheduled which will call 40 witnesses. This will be funded from the existing budget, which will create pressure on the service. Any costs awarded will not necessarily be received in the financial year, and will not be awarded if the defendant is imprisoned (defendant will have no means if immediately imprisoned).
- 4.7.3 With illegal landings, the service working alongside the Port of Dover Police and the Animal and Plant Health Agency (APHA) is responsible for enforcing the restrictions on the movement of animals (mainly pets) through the ports and Eurotunnel to prevent the spread of rabies. We are however, the sole agency responsible for dealing with suspect imported pets that have moved inland. With all quarantined animals the owner is responsible for paying all the costs, but Trading Standards has to pay these upfront to ensure the animals are kennelled, they will then recover these from the owner. There is a current project with the Dogs Trust where they pay for the quarantine fees and the vaccination of the puppies, where the owner has abandoned them, which the Dogs Trust will rehome, rather than having them destroyed. Hundreds of puppies have been dealt with under this project in the last two years. If the APHA does not formalise this project, and it stops, the costs identified would pass back to Trading Standards and the enforcement work undertaken would substantially reduce, increasing disease risks.
- 4.7.4 As highlighted above the work at the Ports could be impacted by Brexit, with, potentially, a significant increase in the number of vehicles subject to inspection at Dover and Eurotunnel. This could increase Trading Standard's inspections, from 2 a month to around 2 a day (based on current figures), requiring more enforcement staff at the Ports, with increased costs of storage and legal processing, all of which will have to be paid by Trading Standards in the absence of any other funding.

5. Conclusions

- 5.1 Kent Trading Standards is a relatively small service but has a relatively significant impact at multiple levels, whether that is on individual businesses seeking help, on communities through CAPs, the region with projects such as the BAASP, or nationally as with at the service's input to national legislation and agendas such as Brexit.
- 5.2 Whilst the Trading Standards agenda is facing significant challenges in terms of increasing responsibility with no new resource and increasing income targets, the service remains proactive in sourcing income through business advice, Primary Authority work and grant funding, providing a service that is value for money.
- 5.3 It is in this context that the service is continuing to work to deliver its vision to create and maintain a safe and fair-trading environment where Kent businesses can operate and grow, and Kent consumers can engage in their economic activity with confidence.

6. Recommendation(s)

Recommendation(s):

The Cabinet Committee is asked to note and discuss the report.

7. Appendices

- 7.1 **Appendix A** Overview of The Outcomes Achieved by Kent Trading Standards In 2017

8. Contact details

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APPENDIX. A

Overview of The Outcomes Achieved by Kent Trading Standards In 2017

Our Service priorities and their outcome are set out below.

Investigate persistent and/or serious criminal activities, in particular those involving fraud, counterfeiting, scams, doorstep crime and persistent consumer detriment

- 17,500 assorted counterfeit goods were stopped at Dover in a shipment, worth over £7,000,000, and is currently under investigation
- 10,000 counterfeits worth £140,000, were seized from two targeted boot fair operations
- £1.8m criminality investigated since April, with ongoing investigations into letting agents, illicit tobacco, and doorstep crime.
- £25,000 received following confiscation proceedings by our Accredited Financial Investigators
- Established a working relationship with Kent Police Serious and Economic Crime Unit, with regular fortnightly meetings on investigations in fraud related matters. We are currently assisting them with doorstep crime investigations
- Received externally funded support from the National Trading Standards Tri-Regional Investigation Team in a large scale National investigation, providing us with an investigator, forensics, pre-charge Barristers advice and an expert for what??
- Part of the multi-agency group (including partners from Kent Police, HMRC, DWP, Border Force, and the Environment Agency) set up to tackle Organised Crime Groups in Kent.

Safeguard vulnerable adults from financial abuse

- 86 vulnerable victims who had been the subject of crime to the detriment of £1.3 million, have been supported by our Victim Safeguarding Officer, who's intervention stopped them losing a further £59,500
- Vulnerable victims safeguarded by installing call blockers and intruder deterrents, arranging for them to attend local clubs (combating social isolation), repairing bad workmanship, and referring to Social Services where necessary
- Provided educational presentations to wardens, care agencies and other groups.
- £9,800 bank loan deleted following intervention as it should have never been approved for a vulnerable adult

Support businesses by offering professional business advice and guidance, including Primary Authority Partnerships

- 40 Primary Authority Partnerships (PAPs) in operation (including Brakes Bros; Consumer Codes for New Homes; Keel Toys; Plamil Foods; Shepherd Neame; British Constructional Steelwork Association (BCSA); Wahl) with 6 more awaiting approval from the Secretary of State
- Through PAP involvement with BCSA, Trading Standards Officer, Nathan Martin was invited by DCLG to Brussels to speak to 50 attendees at the European Advisory Committee on construction products.
- 233 businesses received business advice including chargeable tailored advice
- Established a one stop shop for food businesses in Kent wanting food advice through Primary Authority by partnering with Dartford and Sevenoaks Environmental Health Partnership.

- Worked towards the creation of the Business Advice and Support Partnership (BAASP) bringing together five Local Authorities (East Sussex, Hampshire, Slough, West Sussex and Kent) with the aim to provide a high quality, good value business support service to local businesses and beyond.

Inspect high risk businesses such as farms, food and feed producers, importers, wholesalers and retailers.

- 190 high risk farms and feed premises visited, of which 60 were non-compliant.
- 350 samples taken during our retail surveillance program in identified areas, and analysed through Kent Scientific Services.
- 70 high risk food premises visited to carry out inspections and sampling, dealing with issues in over 25 of them.

Provide animal health and disease outbreak advice, guidance and intervention where necessary

- 20 investigations carried out into illegal landings, where importers attempt to smuggle “pets” into the UK risking the spread of rabies.
- £200 fine and £2,689.66 costs for quarantine imposed on a person found guilty of illegally landing 4 Pug puppies hidden in the rear foot well that were not microchipped, vaccinated against rabies and did not have pet passports.
- Worked with Kent Resilience Team and others in KCC to develop an e-learning package on notifiable diseases and a series of video shorts for public messages in event of a disease outbreak
- Prepared for Avian Flu, ensuring poultry keepers were aware of the protection zone and the requirement to keep flocks inside
- Dealt with issues of animal by-products in food waste being fed to pigs. Unauthorised food waste poses a serious disease risk, and the result was that 3 farms were shut down (one in Norfolk) for 2-3 weeks until all feed was removed.

Carry out regular market surveillance, such as at Kent ports, markets and boot fairs, to prevent unsafe or illegal products entering the market

- 27 separate imports dealt with at Dover and Eurotunnel, consisting of over 61,000 individual products, worth over £500,000 dealt with between April and December 2017
- Visit from National Trading Standards to see the unique and efficient way we carry out import control work at Dover. Thanks for the work of the team was sent to Paul Carter, Barbara Cooper and Katie Stewart.
- Responded to the Government Paper on Import Controls after Brexit, meeting with HMRC and BEIS in relation to the impact and unique position of Kent. We are now working with Government Departments on the future impact and resilience of market surveillance and consumer protection
- Involved with the developing the new targeting system for inbound freight at Dover, working with UKBF and National Trading Standards
- 77 high risk explosive licensed premises storing fireworks visited in the 3-week firework season, 44 of which were non-compliant
- £12,000 fine and cost of £2605 awarded against Hardy & Hardy Ltd who pleaded guilty to storing fireworks without a licence and having no appropriate measures to prevent or limit the extent of fire or explosion.

Reduce illegal sale of tobacco and alcohol to children and young people as well as reduce access to illegal tobacco.

- Our project officer, part funded by Public Health, established 2 new Community Alcohol Partnerships (CAPs) in Ramsgate and Broadstairs
- CAP National Award for Outstanding Contribution to Community Alcohol Partnerships was given to the project officer, Neil Butcher, for his work in Thanet.
- Prosecuted Capital Express for a “devious” alcohol sale to a 15-year-old resulting in £1,500 fine £2,400 cost, followed by a licence revocation for the premises
- 100,000 hand rolling tobacco pouches and associated materials used for counterfeiting valued at £2,000,000 seized, working with UK Border Force at Dover
- 33 premises visited, seizing 129,198 cigarettes (retail value £49,000) and 23.4 Kg of hand rolling tobacco (retail value £9,360), along with 6.5 Kg of illegal chewing tobacco, during the two week-long, Public Health funded tobacco roadshows in Ashford and Gravesend.
- Delivered a tobacco project for Public Health on raising awareness of illegal tobacco to primary and secondary schools using a theatre production company, running tobacco roadshows with tobacco detection dogs, and, in Smoke Free Zones, using a street stencil at Schools, Hospitals and places of work.
- 20 samples of vape liquids tested as part of a Department of Health project to analyse their safety.

Trading Standards Legal Team

- Having our own internal Legal Officers has saved us significant costs (at least £80,000 based on 2015-16 figures) and has made us more effective
- 120 witnesses for just 3 cases dealt with by our Case Support Officer who oversees witness care, which is vital with the increasingly complex cases
- £67,000 in costs awarded after we applied for contempt of court, following a convicted criminal's attempt to avoid paying costs.
- 100 non-compliant Hover Boards worth £20,000 forfeited after papers were served on the manufacturers in Hong Kong, following discussions with the Home Office International Criminality Unit and the Royal Court of Justice
- We are members of the courts user group, and have established a live link with the courts to allow us uniquely, to make RIPA and Warrant application remotely without travelling to court, saving time and money.

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

To: Growth, Economic Development and Communities Cabinet Committee- 7 March 2018

Decision: 18/00011

Subject: Libraries, Registration and Archives review of fees and charges

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: All

Summary: This report updates on the outcome of the review of Libraries, Registration and Archives (LRA) fees and charges. It recommends revisions to current fees and charges to be effective from 1 April 2018. It further recommends that fees and charges are reviewed and set annually in consultation with the Cabinet Member for Community and Regulatory Services.

Recommendation: Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Community and Regulatory services on:

- (i) the decision to implement and publish revised fees and charges changes for Libraries and Archives services;
- (ii) for the LRA service to progress to inform customers of these changes;
- (iii) fees for Archives Services to be reviewed and agreed in consultation with the Cabinet Member for Community and Regulatory Services once work on implementing upgrades to management and cataloguing systems is completed; and
- (iv) that the annual review and agreement of the LRA fees be delegated to the LRA Head of Service in consultation with the Cabinet Member for Community and Regulatory Services as shown at Appendix A.

1. Introduction and Background

- 1.1 Each service within Libraries Registration and Archives (LRA) has a range of fees which are either for income generation, statutory fee provision or a combination of both. Statutory fees for some Registration Services are set by the General Register Office.
- 1.2 LRA's approach, which is consistent with wider KCC transformation, is to become more commercial, which this review is part of. Over recent years, there have been some changes

and increases to the services' income targets. The integration of Registration into Libraries and Archives has resulted in the service needing to restructure, transform and adapt its delivery model to suit the integrated business. In addition, wider transformation activity across all the services means that as a result LRA has not had the opportunity for a fundamental review of its fees and charges until now.

1.3 The review has also highlighted that there is currently no regular review of fees and charges and this report therefore also recommends that in future, fees and charges are reviewed annually.

1.4 It is important to stress that this review has no impact on the range of free core services that Libraries and Archives already delivers. Our free core offer includes:

- Book loans
- PC use
- Wi-Fi access
- Archive access
- Ask a Kent Librarian service
- Wide range of digital resources including newspapers and e-books
- Core activities including talk time, baby rhyme time and storytime, IT support
- Home library access/Touch a new World

1.5 Additionally, no new charges are proposed for services that LRA has not previously charged for.

1.6 Fees for the Archives Services will be reviewed once work on implementing upgrades to management and cataloguing systems, including on-line access and increased digitisation is completed.

2. Review approach

2.1 Officers have reviewed current fees and charges to determine whether they reasonable and how they compare/ benchmark to other local authorities. The benchmarking exercise used:

- Libraries: Annual CIPFA Report on “Fines and Charges in Public Libraries in England and Wales” (2017).
- Registration: South-Eastern Registration Board (SERB) authorities with a similar profile to Kent, namely Hampshire, Buckinghamshire, Oxfordshire, East Sussex, West Sussex.

2.2 As part of the review, officers have also sought to either simplify charges or improve the offer we are providing for customers. A full list of proposed fees and charges is shown at Appendix B. The following section outlines the main changes and rationale.

3. Proposed fees

Libraries

3.1 The results of the benchmarking exercise indicated that Kent was amongst the lower charging authorities on average across a wide range of fees and charges.

Authority	Overdue Book Charge	Adult Reservation Charges
Essex	10p	£1.00
KENT	15p	No charge
East Sussex	20p	80p
Hampshire	20p	70p
Medway	20p	No charge
Buckinghamshire	25p	60p
West Sussex	25p	90p
Oxfordshire	30p	£1.00

3.2 The service is proposing the following changes to library service fees and charges;

- Introduction of a new 3-day hire charge offer for Adult Film DVD New Releases of £2.50. The current hire charge for other Adult Film DVDs will be reduced from £2.50 to £1.50 per week. The new offer is aimed at increasing stock circulation and issues whilst generally reducing hire charges for customers. The fee for TV boxed sets will remain unchanged for a 3-week loan period. Where items are not returned by their due date, the rental charge will be reapplied, rather than a daily overdue type charge.
- Increasing the Adult daily overdue charge from 15p per item to 20p per item. The cumulative effect of this will increase the maximum 40-day charge people can incur from £6 to £8. LRA is proactive in highlighting pre-emptive actions customers can take to prevent items becoming overdue and incurring charges. This includes alerting customers by email and letter to remind them, helping them manage their accounts and ensuring they have a range of channels to renew items, in person, over the phone or online.
- Reducing the limit customers can accrue in unpaid charges on their membership before they can no longer loan books or items or use a PC from £10 to £5. This will avoid customers accruing large debts on their accounts.
- Increasing the cost of replacing Adult library tickets from 50p to £1.50
- Re-introduction of a reservation charge for adults of £0.80 for stock items from Kent's catalogue. A reservation fee was charged prior to 2013; however, it was withdrawn as part of LRAs "Get Kent Reading" initiative to encourage reading and increased-book issues. Whilst the number of reservation requests has ~~did~~ increased by 25% since 2013, the number of book issues across the county has not increased to the same extent. We are also aware that despite reminders, many reservations remain uncollected. This means items are not available to other customers and has required the unnecessary handling and transportation across the County of stock items. We estimate that with the re-introduction of

this charge this could potentially reduce requests by 20%. Reservations for children and teenage members will remain free of charge

- Increasing the charges for customer requests for special loans which are non-Kent stock items to reflect the actual cost to LRA/KCC applied by other institutions. These are national charges and prior to this review have been subsidised by LRA. This is not sustainable going forward. Concessions are given to students for inter library loans where these are related to their course.
- Introduction of a sliding scale for Specialist Music and Drama Collection sets based on the number of sets borrowed. Very few authorities now offer music and drama collections. Kent still maintains a notable collection at its distribution building at Quarrywood. These collections are sets of performance music or plays for drama performances. These sets are hired by both semi professional and amateur clubs and societies and last financial year saw 1,017 loans. We currently charge a single fee regardless of the number of sets the hiring group loans, thus impacting disproportionately on the often smaller, amateur groups. Fees for external Kent groups will be charged on a cost-recovery basis. Replacement of lost and damaged items will also be charged on a cost recovery basis.
- Increasing print and copy charges for black and white printing but reducing the cost of colour printing.

Registration

- 3.2 Since the implementation of the Marriage Act in 1994 Kent has established itself as one of the most popular destinations for Approved Premise ceremonies in England & Wales due primarily to the diversity of its venues. There are currently 230 Approved Premises and officers officiated at 3,760 ceremonies at Approved Premises in 2017.
- 3.3 The fee for the provision of Statutory Marriage and Civil Partnerships at Kent’s Registration Offices is £46. However, registration authorities can apply their own scale of fees for discretionary services which include Licencing of Approved Premises, ceremonies at those venues and fees for their own authority owned premises. Variations to offers and charging models make direct comparison difficult, however, where information is available, our benchmarking exercise has indicated that for several elements Kent’s fees are lower than similar authorities.

Authority	Approved Premises Licensing Fee	Weekday ceremony fee at an approved premise.
KENT	£1,650	£436
East Sussex	£1,836	£500
Hampshire	£2,197	£439
Buckinghamshire	£2,000	£549
West Sussex	£1,850	£414
Oxfordshire	£2,050	£520

3.4 The overall 'Kentish Ceremony' offer has been taken into account when considering this review of fees such as the range of our own venues, the ceremony choices offered to couples and in relation to our Partnership with Licensed Venues and our commitment to honour charges for all current bookings.

3.5 The service is making the following proposed changes to Registration fees and charges

- Increasing the Approved Premise Licence Fee to £2,000 from £1,650. The fee for additional rooms/areas within the premises, including Gazebos will be £100. This allows venues the opportunity to offer wider choices for marriage services within their premises.
- Increasing ceremony fee bands at Kent's own Registration Offices. The bands relate to the size of room and standard of accommodation. The highest fee band is unchanged to encourage increased use of these rooms.

These changes ensure fees are comparable with other local authorities.

3.6 Changes to other registration services fees are:

- Increasing Nationality Checking Service fees from £65 to £85. Administration fees will also increase to reflect reasonable costs incurred by the service.
- In 2013, the service introduced an offer for Non-statutory ceremonies, Renewal of Vows and Welcoming/Naming Ceremonies, charged at a single rate of £249, irrespective of date or location. This purpose was to increase income, but it has not been successful. In 2016/17 there were only 6 welcoming ceremonies and we propose to cease this offer.

4. Financial Implications

4.1 LRA has an increased income target of £350K for 2018-2019 which will be met through the changes to fees and charges proposed in this report.

4.2 In relation to ceremony registration fees the full impact of these increases will be delivered in 2019/2020 due to the number of booking already accepted where we will honour the fees quoted at time of booking. This is likely to apply to approximately 70% of our ceremony bookings for 2018.

4.3 It is also proposed that LRA's fees and charges should be subject to a yearly review.

5. Equalities Implications

5.1. An Equalities Impact Assessment has been completed which is included as Appendix C.

6. Next Steps

- 6.1 Subject to the Cabinet Members decision LRA would look to progress implementation from 1 April.

7. Summary

- 7.1 LRA has completed a full review of Library and Registration fees and charges. The service needs to ensure our fees are competitive with other authorities, ensuring we maximise potential income alongside our commitment to the free core service offers.
- 7.2 LRA has worked to ensure that any increases are reasonable. Fees and charges will be regularly reviewed alongside working to continually improve our service offer.

8. Recommendation

Summary: This report updates on the outcome of the review of Libraries, Registration and Archives (LRA) fees and charges. It recommends revisions to current fees and charges to be effective from 1 April. It further recommends that fees and charges are reviewed and set annually in consultation with the Cabinet Member for Community and Regulatory Services.

Recommendation: Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Community and Regulatory services on:

- (i) the decision to implement and publish revised fees and charges changes for Libraries, Registration and Archives services;
- (ii) for the LRA service to progress to inform customers of these changes;
- (iii) fees for Archives Services to be reviewed and agreed in consultation with the Cabinet Member for Community and Regulatory Services once work on implementing upgrades to management and cataloguing systems is completed; and
- (iv) that the annual review and agreement of the LRA fees be delegated to the LRA Head of Service in consultation with the Cabinet Member for Community and Regulatory Services as shown at Appendix A.

9. Appendices

- Appendix A: Proposed Record of Decision
- Appendix B: Proposed Fees and Charges 2018/19
- Appendix C: Equalities Impact Assessment

10. Report Authors

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

Mike Hill

Cabinet Member for Community and Regulatory Services

DECISION NO:

18/00011

For publication

Key decision*

Yes –

Subject: Libraries, Registration and Archives review of fees and charges

Decision:

As Cabinet Member for Community and Regulatory Services, I agree to the decision to:

- (i) the decision to implement and publish revised fees and charges changes for Libraries and Archives services;
- (ii) for the LRA service to progress to inform customers of these changes;
- (iii) fees for Archives Services to be reviewed and agreed in consultation with the Cabinet Member for Community and Regulatory Services once work on implementing upgrades to management and cataloguing systems is completed; and
- (iv) that the annual review and agreement of the LRA fees be delegated to the LRA Head of Service in consultation with the Cabinet Member for Community and Regulatory Services

Reason(s) for decision:

Each service within Libraries Registration and Archives (LRA) has a range of fees which are either for income generation, statutory fee provision or a combination of both. Statutory fees for some Registration Services are set by the General Register Office.

LRA's approach, which is consistent with wider KCC transformation, is to become more commercial, which this review is part of. Over recent years, there have been some changes and increases to the services' income targets. The integration of Registration into Libraries and Archives has resulted in the service needing to restructure, transform and adapt its delivery model to suit the integrated business. In addition, wider transformation activity across all the services means that as a result LRA has not had the opportunity for a fundamental review of its fees and charges until now.

The review has also highlighted that there is currently no regular review of fees and charges and this report therefore also recommends that in future, fees and charges are reviewed annually.

Cabinet Committee recommendations and other consultation:

Any alternatives considered:

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

.....
signed

.....
date

Name:

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Appendix B: Proposed LRA Fees and Charges 2018/19

Where changes are highlighted, these have remained the same or have been reduced.

Hire charges	Current Charges 2017-18	Proposed Charges 2018-19
DVDS		
Adult Films: New Releases - 3-day loan		£2.50
Adult Films: Standard - 1-week loan	£2.50	£1.50
Children's Films - 1 week loan	£1.00	£1.50
Non-Fiction (special interest) - 3-week loan	No charge	£1.50
TV Programme DVDs - 1-week loan	£1.00	£1.50
TV Boxed sets - 3 weeks loan	£5.00	£5.00
CDs		
Music CDs - per 3-week loan	£1.00	£1.50
Audio books - per 3-week loan	£1.00	£2.00
Language courses - per 3-week loan	£1.00	£2.00

Overdue charges	Current Charges 2017-18	Proposed Charges 2018-19
Per day per item (open days)		
Adult books/audio books	£0.15	£0.20
Children's books borrowed on adult card	£0.02	£0.20
Children's books/audio books borrowed on adult card	No charge	No charge
DVDs	£0.50	Hire charge reapplied
Music CDs	£0.15	Hire charge reapplied
Reminder emails	No charge	No charge
Reminder letters (Adult and Children)	£0.53	£0.60
Debts referred to Debt Collection Agency	£10.00	£10.00
Maximum charges per item per loan		
Adult books (including children's books on an adult card)	£6.00	£8.00
Children's books borrowed on an adult card	£1.00	£8.00
Children's books borrowed on a child card	No charge	No Charge
DVDs		£20.00
CDs		£20.00

Replacement charges	Current Charges 2017-18	Proposed Charges 2018-19
Lost Library Tickets		
Adult replacement	£0.50	£1.50
Child replacement	£0.50	£0.50
Library Stock		
Full replacement cost applied to all lost and damaged items		
Items borrowed by children under 5	No charge	No charge
Inter-library Loans		
Full replacement cost applied to all lost and damaged items		
+ Any additional fee charged by the lending library		
+ Administration fee	£10.00	£10.00

Reservation Charges	Current Charges 2017-18	Proposed Charges 2018-19
Items on library catalogue		
Adult charges	No charge	£0.80
Children and Teenage items	No charge	No charge
Items not in stock		
Purchase requests	No charge	£1.00
Stock items	No charge	No charge
Special loans (charges set nationally)		
Items from SELMS consortium	£3.00	£3.00
Items from other libraries	£4.00	£7.00
Items from special/academy libraries	£4.00	£16.00
Items from British Library	£4.00	£16.00
Renewals from British Library	No charge	£5.00
Items from abroad	£4.00	From £16.00
Photocopied articles from periodicals (from British Library)	£4.00	£10.00

Music & Drama Sets	Kent Groups and Societies		External Groups	
	Current Charges 2017-18	Proposed Charges 2018-19	Current Charges 2017-18	Proposed Charges 2018-19
General hire charges				
Reservation fee (per set)	No charge	£6.00	No Charge	£6.00
Postal charges	Free to local library	Free to local library	£16.50	£17.00
Loans Voices Sets (3 months)				
1 – 20 copies	£12.00	£12.00	£30.00	£24.00
21 – 40 copies	£12.00	£24.00	£30.00	£48.00
41 – 60 copies	£12.00	£36.00	£30.00	£72.00
61 – 80 copies	£12.00	£48.00	£30.00	£96.00
81 – 100 copies	£12.00	£60.00	£30.00	£120.00
101+ copies	£12.00	£72.00	£30.00	£144.00
Band B small sets are charged at half the price of standard sets				
Orchestral Sets (3-month loan)	£12.00	£24.00	£30.00	£44.00
Playsets				
3-month loan	No charge	£12.00	No charge	£24.00
Loans to Reading Groups – less than 3 Months	No charge	No charge		
Obtaining sets from other libraries				
Vocal Set (3-month loan)				
1 – 20 sets	£12.00	£24.00		
21 – 40 sets	£12.00	£48.00		
41 – 60 sets	£12.00	£72.00		
61 – 80 sets	£12.00	£96.00		
81 – 100 sets	£12.00	£120.00		
101+ sets	£12.00	£144.00		
Band B small sets are charged at half the price of standard sets				
Orchestral Sets (3-month loan)	£12.00	£24.00		
Other charges				
Full replacement cost applied to all lost and damaged items				
Pencil marked copies	£10.00	£10.00	£10.00	£10.00

Print and Copy charges	Current Charges 2017-18	Proposed Charges 2018-19
Black and White A4	£0.10	£0.15
Colour A4	£1.00	£0.50
Black and White A3	£0.15	£0.20
Colour A3	£1.50	£0.75

Approved Premise Fees	Current Charges 2017-18	Proposed Charges 2018-19
Approved Premise Licencing		
Licence Fee for premise - 3 years	£1,650.00	£2,000.00
Additional Room or Gazebo	£100.00	£100.00
Ceremonies at Approved Premises		
Monday to Friday	£436.00	£495.00
Weekend and Bank Holiday	£592.00	£675.00

Registration Office Fees	Current Charges 2017-18	Proposed Charges 2018-19
Statutory Marriage or Civil Partnership	46.00	46.00
We have 4 bands of fees reflecting the size and standard of Kent's Registration Office accommodation over and above its basic statutory room.		
1. Monday to Friday	£215.00	£255.00
2. Monday to Friday	£327.00	£390.00
3. Monday to Friday	£553.00	£660.00
4. Monday to Friday	£801.00	£800.00
1. Weekend and Bank Holiday	£327.00	£390.00
2 Weekend and Bank Holiday	£440.00	£525.00
3. Weekend and Bank Holiday	£667.00	£795.00
4. Weekend and Bank Holiday	£1,071.00	£1,070.00

Home Office Services	Current Charges 2017-18	Proposed Charges 2018-19
Nationality Checking Service	£65.00	£80.00
Joint Citizen and Passport Service	£15.00	£15.00
European Passport Return Service	£15.00	£15.00

Administration Fees	Current Charges	Proposed charges
	2017-18	2018-19
Non-Refundable Booking Fee	£55.00	£70.00
Amendment Fee	£25.00	£30.00
Cancellation Fee	£45.00	£55.00
Enhanced upgrade to registration room	£60	£70.00
Commemorative Certificates	£4.50	£4.50

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KCC - Growth, Environment and Transport Directorate (GET).

Equality Analysis / Impact Assessment (EqIA) template

Name of decision, policy, procedure, project or service:

Review of the Libraries, Registration and Archives (LRA) fees and charges and proposals for changes to these to come into effect for the financial year 2018-2019

Brief description of policy, procedure, project or service

The fees and charges have not been fundamentally reviewed for a number of years. There have been some changes but due to other transformation and changes in the LRA service the opportunity for a full review has not been possible until now.

Each service within Libraries Registration Archives (LRA) has a range of fees which are either for income generation, statutory fee provision or a combination of both. Statutory fees are fixed and this review, whilst making reference to them, is unable to alter these. In Registration statutory fees are set by the General Register Office for specific services.

Libraries, Registration and Archives will continue to provide free core offers, which include for example:

- Book loans,
- PC use
- Wi-Fi access
- Archive access
- Ask a Kent Librarian service
- Wide range of digital resources including newspapers and e-books
- Activities including talk time, baby rhyme time and storytime, IT support
- Home library access/Touch a new World

This review covers fees and charges for things we already charge for or have in the past.

Date Document Updated 27/02/2018

Full details of the proposals can be found by reviewing the Growth, Economic Development and Communities Cabinet Committee Paper that accompanies this report.

Aims and Objectives

- To review all LRA fees and charges. The following approach was taken to this;
 - Collate existing fees and charges for the service
 - Compare and where possible, benchmark with other authorities
 - Report and recommend the approach to be taken against LRAs fees and charges
- To review the offers that accompany the fees to see if there is an opportunity to either simplify our charges or improve the offer we are providing for customers.
- Look at how we communicate our fees and charges with the aim that they are clear and easy to understand by both staff and customers

JUDGEMENT

Set out below the implications you have found from your assessment for the relevant Protected Groups. If any negative impacts can be justified please clearly explain why.

- **Adjust and continue** - adjust to remove barriers or better promote equality- see Action plan at the end

I have found the Adverse Equality Impact Rating to be Low

Date Document Updated 27/02/2018

GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	09/02/18	Aisha Affejee	
V0.2	14/2/18	Aisha Affejee	
V0.3	16/2/18	Aisha Affejee/James Pearson/Barbara Bragg	
V0.4	22/2/18	Akua Aguepong	
V0.5	23/2/18	Aisha Affejee & Barbara Bragg	
V1 (this should be assigned to the version the Director signs off)	26/02/2018	Aisha Affejee/James Pearson/Barbara Bragg	

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Document Sign-Off (this must be both the relevant Head of Service and the relevant Director)

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment. I agree with the actions to mitigate any adverse impact(s) that has /have been identified.

Name	Signature	Title	Date of Issue
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Date Document Updated 27/02/2018

James Pearson		Head of Service	
		Director	

Part 1 – Screening (further information included in the Action Plan)

Regarding the decision, policy, procedure, project or service under consideration,

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Could this policy, procedure, project or service promote equal opportunities for this group?

Please note that there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements

Protected Group	You <i>MUST</i> provide a brief commentary as to your findings, or this EqlA will be returned to you unsigned			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age			People over 60yrs paying higher overdue charges - many people over 60 years are retired, often resulting in lower incomes. LRA will focus alongside any increases in charges on promoting how easy it is to renew books via phone, in one of our buildings or on the web to ensure	Children and young people continue to pay no fines or reservation fees until they are 18 yrs old Standardising the fees & charges which will make it easier to understand for all ages Clearer information for

			<p>no barriers to borrowing created.</p> <p>Some older people have little or no experience with digital resources. By offering charges on hard copy reminder letters, it could be viewed older people are being penalised for this lack of knowledge but LRA will focus on promoting ways to avoid overdues in the first place and also highlight that LRA can assist with access to digital and has IT buddies who can support people for example in setting up an email account</p> <p>Change in law requiring all young people to be in a form of education until they are 18yrs old. This</p>	<p>staff to ensure that those who qualify for different age categories (0-4yrs, 5-17yrs, Adult, Over 60) know what it entitles them to</p>
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			<p>means that young people born in the September are disadvantaged compared to their peers in their year group born in the following August, as the former will not receive the same offer although they are in the same year at school / college / apprenticeship. This is a wider issue than fees and charges so will be looked at by LRA in conjunction with our work to review our offers.</p> <p>Upper limit of fines reduced to £5, Once this limit was reached customers would be unable to access the computers, Wi-Fi or take out library stock – However this is also preventing people building up in effect a</p>	
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			<p>debt on their ticket, encouraging prompt payment. It is also clear what services incur a charge and we will also review our promotion of the new fees and charges. We also propose to have a 3 month period before the limit comes into effect allowing customers the chance to bring their accounts in line with the £5 limit.</p> <p>Increased charges for ILL (Inter Library Loans) outside of SELMS (South East Library Management Authorities)- could become a barrier for people trying to access wider material including students for their studies. Kent does have a wide access to stock both in Kent and across the SELMS authorities.</p>	
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			The charges also reflects what Kent is charged by the body loaning us the material.	
Disability			Upper limit of fines reduced to £5, Once this limit was reached customers would be unable to access the computers, Wi-Fi or take out library stock – However this is also preventing people building up in effect a debt on their ticket, encouraging prompt payment. It is also clear what services incur a charge and we will also review our promotion of the new fees and charges. We also propose to have a 3 month period before the limit comes into effect allowing customers the chance	Standardising the fees & charges makes it easier to understand for people with learning and print disabilities Clearer information for staff to ensure that those who qualify for an Exempt card and know what it entitles them to. Communication with our staff and customers about the changes will be a variety of formats, ensuring that all are able to access the information: Face to face with our

			<p>to bring their accounts in line with the £5 limit.</p> <p>People with disabilities and long term illnesses may find themselves in the lower income bracket due to not being able to work full time or at all. LRA will focus on promoting how easy it is to renew books via phone, in one of our buildings or on the web to ensure no barriers to borrowing created.</p>	<p>staff, Hard copy posters displayed around the libraries at prominent points, On our website & via our social media pages, which will be accessible when using our free computers and accessibility software Offer of alternative formats will be included in all of our communications of the changes</p>
Gender	N/A	N/A	N/A	N/A
Gender identity/ Transgender	N/A	N/A	N/A	N/A
Race			Upper limit of fines reduced to £5, Once this limit was reached customers would be unable to access the	Unpaid charges reduce to £5, preventing customers with this amount on their card to access

			<p>computers, Wi-Fi or take out library stock – However this is also preventing people building up in effect a debt on their ticket, encouraging prompt payment. It is also clear what services incur a charge and we will also review our promotion of the new fees and charges. People from different cultural backgrounds may find themselves in the lower income bracket for a variety of reasons, such as some only having basic English. LRA will focus on promoting how easy it is to renew books via phone, in one of our buildings or on the web to ensure no barriers to borrowing created. We also propose to have a 3 month period before the limit comes into</p>	<p>the computers, wi-fi or library stock - this would help support people to pay off charges earlier and not building large amounts on their accounts</p> <p>Communication with our staff and customers about the changes will be a variety of formats, ensuring that all are able to access the information: Face to face with our staff, Hard copy posters displayed around the libraries at prominent points, Offer of alternative formats will be included in all of our communications of the changes On our website & via our social media pages,</p>
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			<p>effect allowing customers the chance to bring their accounts in line with the £5 limit.</p> <p>Increased charges for ILL(Inter Library Loans) outside of SELMS (South East Library Management Authorities)- could become a barrier for people trying to access wider material including in different languages, In mitigation Kent does have community language stock and access to this across the SELMS authorities. Our charges also reflect the charges Kent gets from the body loaning the material to us.</p> <p>Demand for specific languages are monitored by stock team and collection</p>	
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			adjusted according to need so that Kent always maintains a collection for customers to take out.	
Religion and Belief	N/A	N/A	Cease 'Naming/ Welcoming' ceremonies due to constant low take up - This does reduce potential options for 'welcoming' ceremonies for people outside of religious ceremony but despite marketing there is no demand for this offer based on take-up last year. .	N/A
Sexual Orientation	N/A	N/A	N/A	N/A
Pregnancy and Maternity			Cease 'Naming/ Welcoming' ceremonies due to constant low take up - This does reduce potential options for 'welcoming' ceremonies for people outside of religious	

			ceremony but despite marketing there is no demand for this offer based on take-up last year. .	
Marriage and Civil Partnerships			<p>Increases in Ceremony fees could present a concern across the protected characteristic groups. In mitigation there are options to suit what people want to pay across the range of ceremony options including the statutory fee of £46 which is not changing and then the fee bands proposed offer customer choice based on size of room/number of guests that looking at.</p> <p>Increase in licensing may deter venues for applying for a license, potentially reducing the number of venues available in the county</p>	

			but this is felt unlikely due to the fact that ceremonies are a good income potential for many businesses and the licences are for 3 years and Kent does offer that any ceremonies booked will be covered representing a very good offer to the venues.	
Carer's Responsibilities				Clearer information for staff to ensure that those who qualify for this card are able to have it and know what the concessions it holds

Part 2 - Full Equality Analysis /Impact Assessment

Information and Data used to carry out your assessment

- For libraries a yearly report is published by CIPFA called “Fines and Charges in Public Libraries in England and Wales” The report for 2017 has been used in completing this review. Where possible, we have also pulled borrower data against each of the protected characteristics to help inform our assessment.
- For Registration the charges, outside of statutory fees are set by individual authorities. Kent is a member of the South-Eastern Registration Board (SERB) who periodically collate and circulate their fees. This gave us access to compare the fees of authorities with a similar profile to Kent, namely Hampshire, Buckinghamshire, Oxfordshire, East Sussex, West Sussex.

Who have you involved consulted and engaged with?

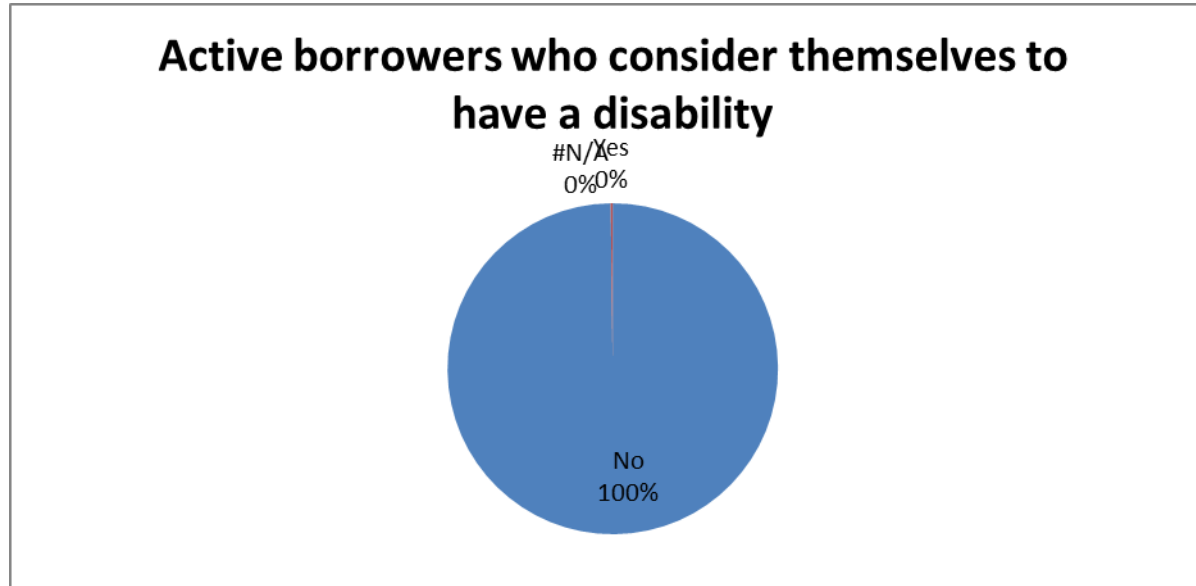
We have worked on revisions to our fees and charges within LRA and used the sources covered above to benchmark our fees and charges against other authorities.

Analysis

We have fees and charges in place currently so these already impact on all protected characteristic groups. For registration services this could have impact on a much wider scale but only those who are looking to take up any of these service offers in the future. Looking at the data we have on impact for libraries we have looked at the proportions of our customers that fit into the different protected characteristic groups as recorded on our Library Management system Spydus. This tells us the following;

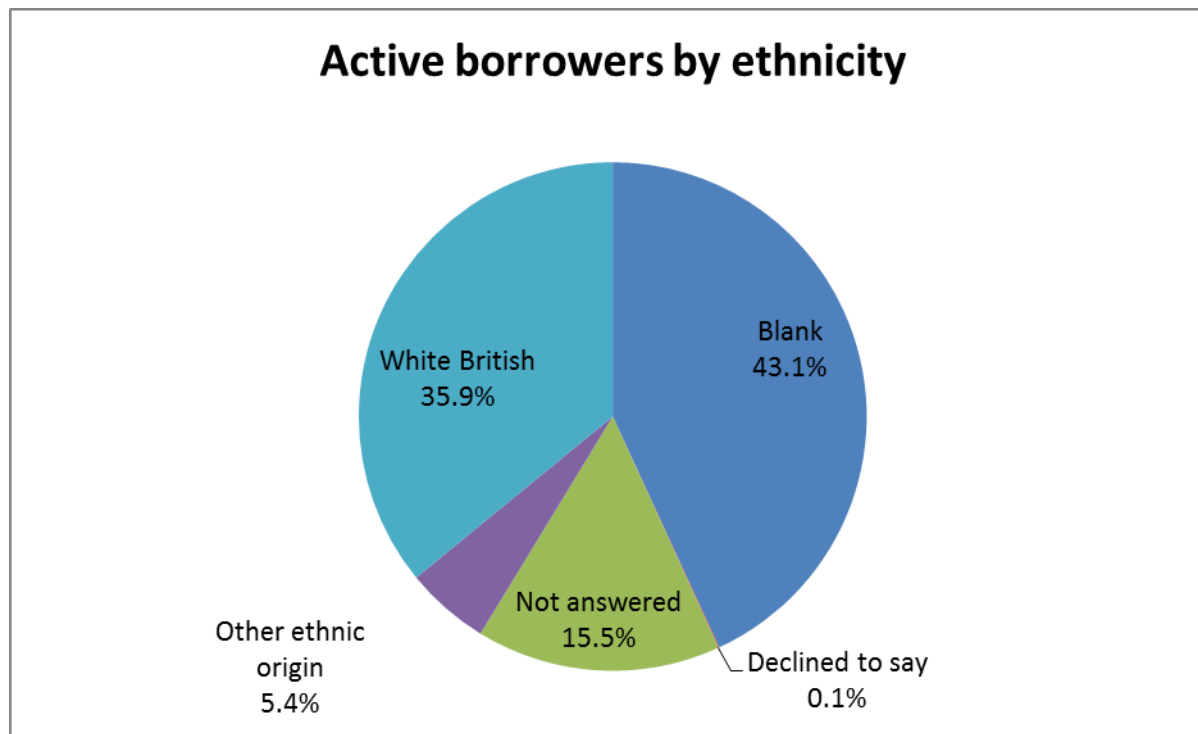
Date Document Updated 27/02/2018

Disability



Count of Borrower ID	Total	Percentage
No	65,408	99.81%
Yes	120	0.18%
#N/A	6	
Grand Total	65,534	

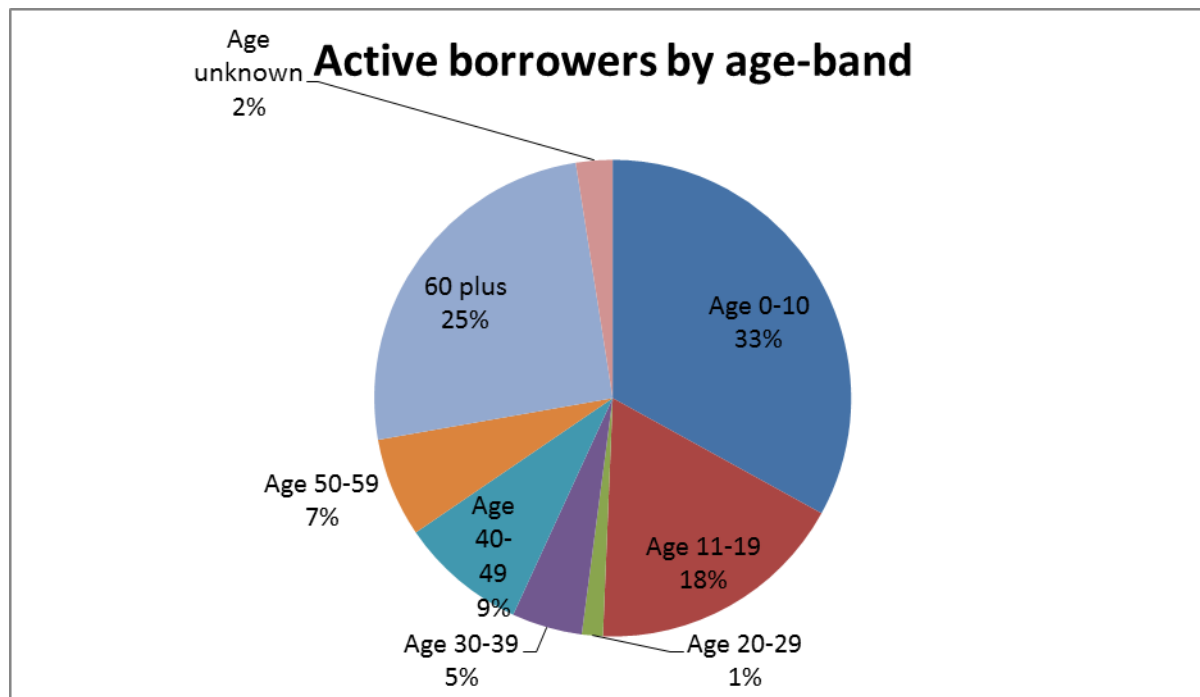
Ethnicity



Count of Borrower ID	
Ethnicity - General	Total
Blank	28,250
Declined to say	43
Not answered	10,189
Other ethnic origin	3,516
White British	23,536

Grand Total	65,534
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Age



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Count of Borrower ID	
Age Band	Total
Age 0-10	21,640
Age 11-19	11,559
Age 20-29	932
Age 30-39	3,134

Date Document Updated 27/02/2018

Age 40-49	5,641
Age 50-59	4,411
60 plus	16,587
Age unknown	1,630
Grand Total	65,534

Adverse Impact,

The revisions to the LRA Fees and Charges affect all users including the protected characteristic groups. The areas highlighted where this may have additional impact on the protected characteristic groups are;

Age:

- People over 60yrs paying higher overdue charges - many people over 60 years are retired, often resulting in lower incomes. LRA will focus alongside any increases in charges on promoting how easy it is to renew books via phone, in one of our buildings or on the web to ensure no barriers to borrowing created.
- Some older people have little or no experience with digital resources. By offering charges on hard copy reminder letters, it could be viewed older people are being penalised for this lack of knowledge but LRA will focus on promoting ways to avoid overdues in the first place and also highlight that LRA can assist with access to digital and has IT buddies who can support people for example in setting up an email account
- Change in law requiring all young people to be in a form of education until they are 18yrs old. This means that young people born in the September are disadvantaged compared to their peers in their year group born in the following August, as the former will not receive the same offer although they are in the same year at school / college / apprenticeship. This is a wider issue than fees and charges so will be looked at by LRA in conjunction with our work to review our offers.
- Upper limit of fines reduced to £5, Once this limit was reached customers would be unable to access the computers, Wi-Fi or take out library stock – However this is also preventing people building up in effect a debt on their ticket, encouraging prompt payment. It is also clear what services incur a charge and we will also review our promotion of the new fees and charges.

Date Document Updated 27/02/2018

We also propose to have a 3 month period before the limit comes into effect allowing customers the chance to bring their accounts in line with the £5 limit.

- Increased charges for ILL(Inter Library Loans) outside of SELMS (South East Library Management Authorities)- could become a barrier for people trying to access wider material including students for their studies. Kent does have a wide access to stock both in Kent and across the SELMS authorities. The charges also reflect what Kent is charged by the body loaning us the material.

Disability

- Upper limit of fines reduced to £5, once this limit was reached customers would be unable to access the computers, Wi-Fi or take out library stock – However this is also preventing people building up in effect a debt on their ticket, encouraging prompt payment. It is also clear what services incur a charge and we will also review our promotion of the new fees and charges. We also propose to have a 3 month period before the limit comes into effect allowing customers the chance to bring their accounts in line with the £5 limit.
- People with disabilities and long term illnesses may find themselves in the lower income bracket due to not being able to work full time or at all. LRA will focus on promoting how easy it is to renew books via phone, in one of our buildings or on the web to ensure no barriers to borrowing created.

Race

- Upper limit of fines reduced to £5, once this limit was reached customers would be unable to access the computers, Wi-Fi or take out library stock – However this is also preventing people building up in effect a debt on their ticket, encouraging prompt payment. It is also clear what services incur a charge and we will also review our promotion of the new fees and charges. People from different cultural backgrounds may find themselves in the lower income bracket for a variety of reasons, such as some only having basic English. LRA will focus on promoting how easy it is to renew books via phone, in one of our buildings or on the web to ensure no barriers to borrowing created. We also propose to have a 3 month period before the limit comes into effect allowing customers the chance to bring their accounts in line with the £5 limit.

Date Document Updated 27/02/2018

- Increased charges for ILL outside of SELMS (South East Library Management Authorities)- could become a barrier for people trying to access wider material including in different languages, In mitigation Kent does have community language stock and access to this across the SELMS authorities. Our charges also reflect the charges Kent gets from the body loaning the material to us. Demand for specific languages are monitored by stock team and collection adjusted according to need so that Kent always maintains a collection for customers to take out.

Pregnancy and Maternity

- Cease 'Naming/ Welcoming' ceremonies due to constant low take up - This does reduce options for 'welcoming' ceremonies for people outside of religious ceremony but despite marketing there is no demand for this offer based on take-up last

Positive Impact:

Age

- Children and young people continue to pay no fines or reservation fees until they are 18 yrs old
- Standardising the fees & charges which will make it easier to understand for all ages
- Clearer information for staff to ensure that those who qualify for different age categories (0-4yrs, 5-17yrs, Adult, Over 60) know what it entitles them to

Disability

- Standardising the fees & charges makes it easier to understand for people with learning and print disabilities
- Clearer information for staff to ensure that those who qualify for an Exempt card and know what it entitles them to.

Date Document Updated 27/02/2018

Race

- Unpaid charges reduce to £5, preventing customers with this amount on their card to access the computers, Wi-Fi or library stock - this would help support people to pay off charges earlier and not building large amounts on their accounts. We also propose to have a 3 month period before the limit comes into effect allowing customers the chance to bring their accounts in line with the £5 limit.

Carer's responsibilities

Clearer information for staff to ensure that those who qualify for this card are able to have it and know what the concessions it holds

General to all characteristics

We will as part of this work review all the current exemptions and concessions to make this simpler.

If any customer does have an issue around the fees and charges for them personally then they can always raise this locally so that individual circumstances will always be considered.

JUDGEMENT

LRA should review its fees and charges appropriately taking account of the impact this will have. Based on the existing concessions plus the actions put in the actions plan it is our judgement that the Fees and Charges can progress and that we;

- **Adjust and continue** - adjust to remove barriers or better promote equality- see Action plan

Please see action plan below. LRA will going forward review its fees and charges on an annual basis and this EQIA.

Date Document Updated 27/02/2018

Part 3 - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
All	Users not being aware of our new fees and charges	Promotional material to be devised also promotion of the many ways that can be used to avoid library overdue charges in particular.	Users aware of the changes	Barbara Bragg	Users to be notified before new fees and charges come into effect	Staff to devise material and cost to produce.
All	Communicating the changes to our customers and staff	<p>We will use a variety of formats, ensuring that all are able to access the information:</p> <ul style="list-style-type: none"> • Emails to our staff • ASM to raise at staff briefing, ensuring all staff not attending to be aware of changes • Staff to mention to customers when serving, 	Staff and customers to be aware of the changes to the fees and charges, and understand what this means for them	Barbara Bragg	<p>Users to be notified before new fees and charges come into effect</p> <p>Ongoing during the period of change</p>	Staff to devise material and cost to produce.

		<p>having face to face conversations with our customers</p> <ul style="list-style-type: none"> • Hard copy posters displayed around the libraries at prominent points, • Offer of alternative formats will be included in all of our communications regarding the changes • On our website & via our social media pages, 				
Age	<p>Older people:</p> <ul style="list-style-type: none"> • not so many use online resources email • Older people 	<p>Computer Buddies available in most libraries to assist those to get online and develop their computer skills</p>	<p>Give customers confidence and support to be able to access information and services digitally, eventually</p>	Districts	<p>Already in place- ongoing</p>	<p>Staff proactive promoting the computer buddy sessions to people with limited/no digital skills</p>

	<p>over 60yrs may find the higher fines a barrier and put them off borrowing items</p>	<p>Touch a New World scheme available to those who may find leaving the house a barrier due to a disability, health issue or due to caring responsibilities</p> <p>Clearer guidance for staff about different Offers, exemptions and concessions for each category.</p> <p>Promotional material to emphasise the way to avoid paying overdue fines.</p>	<p>allowing them to choose e-reminders with no charges and allow them to renew online</p> <p>This will give staff more confidence and enable them to be proactive in ensuring customers have the correct library card category</p>			<p>Potentially may need more volunteers to supply this service</p>
Disability	<p>Upper limit of fines reduced to £5, People with disabilities and long term</p>	<p>Where possible, offering payment options – local decision</p>	<p>With payment options, customers will aim to pay off any fees,</p>	Districts	<p>Already in place – ongoing</p>	<p>Staff proactive promoting the computer buddy sessions to people with</p>

	<p>illnesses may find themselves in the lower income bracket due to not being able to work full time or at all. This could cause a barrier to accessing library services</p>	<p>Computer Buddies available to assist those to get online and develop their computer skills, to be able to access library online services, information and opportunities e.g. renewing books online</p> <p>Offer training to Computer Buddies to learn more about the accessibility options on the library public computers so would be able to assist somebody with a disability access it and learn to use it</p>	<p>allowing them to continue using Libraries services</p> <p>Give customers confidence and support to be able to access information and services digitally, eventually allowing them to choose e-reminders with no charges and allow them to renew online</p> <p>Computer Buddies will be able to offer help for customers with disabilities will be able to access more information about the library and its services online, allowing customers to increase</p>	<p>Service Innovation Team – BDOs & The Information Team</p>	<p>Training to be produced – 2018</p>	<p>limited/no digital skills</p> <p>Potentially may need more volunteers to support people with disabilities online</p> <p>Staff time to produce the training resource & for those to complete it</p>
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		Staff and volunteers to be made aware of the accessibility options on our e-resources such as our eBooks, eMagazines, eAudiobooks & eNewspapers.	confidence and ability to manage their library accounts This will help allow customers with disabilities to access more services and opportunities at times that suit them. There are no fines or charges involved with e-stock so customers could still access the library services without fear they will incur fines due to not being able to return items to their local library	Service Innovation Team – BDOs & The Information Team	Training to be produced - 2018	
		Clearer guidance for staff about different Offers, exemptions and	This will give staff more confidence and enable them to be proactive in	BDO	April 2018	

		<p>concessions for each category</p> <p>Staff being proactive, ensuring people who are eligible for Exempt card or HLS are offered this option</p>	<p>ensuring customers have the correct library card category</p> <p>Customers will be able to access the service and Offer that is best for their situation</p>	Local District Teams	Ongoing	
Race	<p>Upper limit of fines reduced to £5,. People from different cultural backgrounds may find themselves in the lower income bracket for a variety of reasons, such as some only having basic English, and find this causes a barrier to access the services</p> <p>Increased charges for ILL outside of SELMS</p>	Where possible, offering payment options – local decision	<p>With payment options, customers will aim to pay off any fees, allowing them to continue using Libraries services</p> <p>Where there is an identified demand, community language stock will be hired / purchased, minimising the requirement for ILL.</p>	District	Already taking place - ongoing	

	- could become a barrier for people trying to access different language stock not held within Kent Libraries accessing stock in alternative languages	Community language stock has been moved from a central location to district hubs, making the collection more visible and accessible for customers	Customers with need of community language stock are able to search the catalogue and access it easily			
Pregnancy & Maternity	Cease Naming/ Welcoming ceremonies due to constant low take up - reduce options for 'welcoming'	Options exist for civil 'welcoming' ceremonies performed by agencies outside of KCC	Customers who wish for this can still access this option outside of KCC	N/A		

	babies for people outside of a religion					
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Have the actions been included in your business/ service plan? Not yet but subject to the proposal being approved LRA will develop an action plan to implement the revised fees and charges covering the additional actions covered above.



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

To: Growth, Economic Development and Communities Cabinet Committee - 7 March 2018

Subject: Libraries, Registration and Archives Draft Ambition Statements

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary: This report outlines the progress made in developing new ambition statements for the Libraries, Registration and Archives (LRA) service including a copy of the draft ambition statements for comment.

Recommendation: Cabinet Committee are asked for their comment and endorsement of the draft LRA ambition statements.

1. Introduction and background

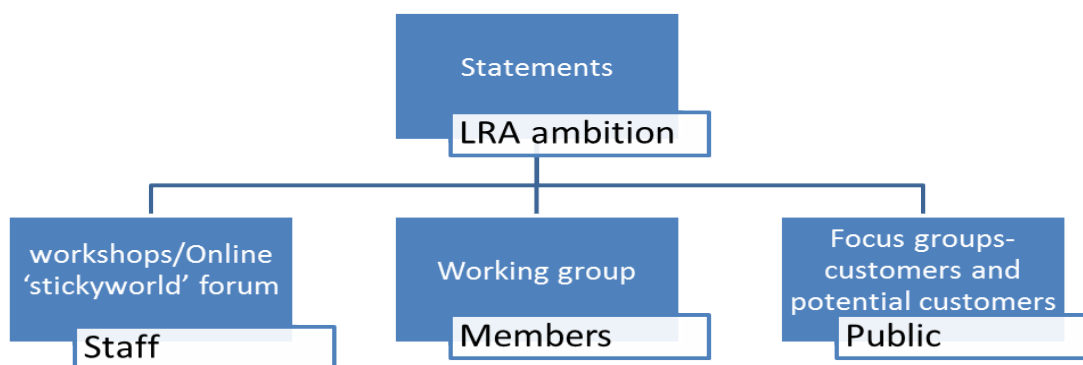
- 1.1 The Libraries, Registration and Archives Service (LRA) is a statutory and highly valued public service delivered through a network of 99 libraries, 6 Register Offices; 5 mobile libraries; an archive centre containing over 8.5 miles of shelving of historic archive documents; the stock distribution and support function building at Quarrywood; the information service comprising the public and KCC Member 'Ask a Kent Librarian' service as well as the 24-hour accessible online services. LRA also currently delivers the record management service on behalf of KCC and is commissioned to deliver the registration service for the London Borough of Bexley and the Prison library service in Kent.
- 1.2 Since April 2016 LRA has been a fully internally commissioned service reporting against its contribution towards the KCC outcomes framework and demonstrating the positive impact these services have on the people and communities of Kent. LRA is in year two of its three-year commission against its current service specification.
- 1.3 Kent County Council along with all local authorities is facing a period of unprecedented financial pressure which demands continued and sustained

innovation, change and focus on positive outcomes from all services. LRA has an excellent record of meeting this challenge and has already achieved significant savings of £4.168m since 2013/14 (Net budget in this financial year was £13.8m) and is on target to deliver further savings (efficiencies and one-off savings) this financial year of £1.3m. LRA will continue to find new ways to continue to meet this continuing challenge.

- 1.4 Alongside the financial pressures the LRA service is experiencing significant changes in demography, spatial geography, how people want to access services and their expectations of those services, technology and IT literacy. The service also needs to look at its marketing and promotion to residents and businesses as well as developing further its commercial approach. Developing partnerships both within KCC and beyond will be key to making the most of the services' reach into communities and to providing a more holistic, sustainable, joined up and collaborative approach to public services.
- 1.5 The production in 2016 of the National strategy document '*Libraries Deliver: Ambition for public libraries in England 2016-2021*' has further highlighted the need for LRA to take stock. The service will also take account of the priorities set out by the National Archives and General Register Office.
- 1.6 In September 2017 the Growth, Economic Development and Communities Cabinet Committee considered the national Ambition document and endorsed a proposal to develop ambition statements for LRA and the setting up of a cross party Member working group to support this work. This report updates on that work and presents a draft of the future ambition statements for LRA.

2. Progress on developing the LRA ambitions

- 2.1 The service supported by Strategy, Policy and Assurance wanted to ensure that the three key stakeholders of staff, members and customers influenced the development of the ambition statements. The service also wanted to ensure it challenged itself to think differently: focusing on what the service needs for the future and not to be constrained by what it is or how it is delivered today.
- 2.2 The diagram overleaf summarises how each of the key stakeholders were engaged:



- 2.3 6 staff workshop sessions were held across the county generating over 1,300 comments. In addition, the service used an online tool called 'Stickyworld' to invite all staff to have their say. This ran for six weeks and generated an additional 248 responses.
- 2.4 The cross-party Member working group is chaired by Sarah Hohler, Deputy Cabinet Member for Community and Regulatory Services, and is made up of 5 members in total. It has met 7 times across a range of different LRA locations to give the Members an insight to different parts of the service and how it currently operates. The focus has been on the future of the service rather than on the number of buildings – an important distinction for the future. The Members' questions, challenge of the status quo and innovative ideas for the future have provided important feedback to influence the ambition statements.
- 2.5 Ensuring that residents voices are reflected in the ambition statements is fundamental. LRA commissioned market research company Lake Market Research to conduct focus group sessions with both current customers and those who have not used LRA services. Those who took part came from a range of protected characteristic groups involving people from across the county to ensure the feedback was as representative of Kent as possible. While at the time of writing we do not have the full feedback from the focus group sessions, the initial interim feedback has been used.
- 2.6 The LRA steering group which includes Mike Hill, Cabinet Member and Barbara Cooper, Corporate Director has also been heavily involved in the development of the ambition statements and have endorsed the draft version. We would welcome further feedback from Cabinet Committee.

3. New draft ambitions for LRA

3.1 Below are the draft ambition statements for LRA:

1. Everyone is welcome

Our services will be open to everyone throughout their lives, whatever their needs; everyone will feel valued, supported and safe. Stories, and storytelling are at the heart of our services and we will celebrate these in

everything we do. People will understand what LRA has to offer and how it can help improve their lives. Our services will be the trusted first choice for everyone who seeks accessible, timely, credible information, advice and support. We will respond positively to customer feedback, to ensure our services focus on giving the best experience to all who use us.

2. Sustainable and Innovative

Our services will meet KCC's clear, long-term commitment to the future of Library Registration and Archive services whilst recognising these are times of unprecedented financial pressure for local Government. To meet the challenge LRA will deliver flexible, innovative and sustainable services. In addition to our free core services we will focus our resources to ensure excellent value for money; be commercial and take opportunities to generate income. We will keep up with trends and developments to ensure we remain relevant and continue to meet the changing needs of people and communities.

3. Enriching people's lives

Our services will make a positive impact by focusing on delivering outcomes that matter. We will put customers at the heart of everything we do. We will provide choice and allow for personal preferences to make it possible to access our services in different ways. We will promote life long and family learning to develop potential, and enable people to flourish. We will promote access to the digital world and emerging technologies to ensure no-one is left behind. We will provide information and advice about careers, business and employment to support the local economy.

4. Helping everyone to live well

Our services will make a real difference to people's lives. We will reduce loneliness and isolation; we will promote literacy and a love of reading and books; we will bring people together through physical and digital services. We will promote healthy choices and self-management of health conditions. We will support people of all ages to live well, adding value to the lives of families, older people, children and young adults. We will complement new local care services to support mental, physical and emotional health for all ages.

5. Resilient and connected communities

Our services will be at the heart of communities, building resilience and helping people to stay safe, connected and living independently. We will connect different community groups, cultures and generations. We will celebrate Kent and its people both past and present. We will stimulate new ideas and experiences, offer volunteering opportunities, and access to cultural, learning and social events. We will fully utilise our community buildings making sure they are welcoming and easy to access. We will provide spaces for people to be calm and reflective or to take part in events and activities, enabling a sense of place and belonging.

4. How we will deliver against these ambitions

4.1 We will look to;

- Make everybody welcome to ensure all are able to use our services.
- Treat everyone with respect.
- Develop strong open communication with customers, communities, staff and partners. Encourage and welcome feedback and actively seek views, ideas, and suggestions.
- Be enterprising and innovative and develop a strong digital presence. Keep an eye on wider local authority and the commercial world for new, successful initiatives.
- Deliver excellent customer service, stay focused on the customer and understand changing needs.
- Support and develop staff and volunteers to ensure that they are equipped with the right skills for the future.
- Develop partnerships to focus and share resources to deliver value for money services that people need and use. Take every opportunity to deliver the best outcomes.
- Constantly evolve the service

5. **Next Steps**

5.1 Following comment and endorsement by Growth, Economic Development and Communities Cabinet Committee, work will then progress to develop a new LRA strategy for the future. This will set out how these ambitions will become a reality, including how LRA will meet its future Medium Term Financial Plan savings targets. The strategy is expected to look at a range of areas including but not limited to;

- Marketing strategy and brand: A key area highlighted to address
- Digital strategy and service offer
- The customer experience to be provided
- Review of our outreach offer including the mobile offer and Home library service
- Looking at our physical service offer including how we could better tier our service offer and looking at data and evidence to review opening hours.
- Reviewing the Materials Fund to look at how we get the right balance between physical and electronic stock.

6. **Equalities Implications**

6.1 An Initial Equalities Impact Assessment has been completed for the draft ambition statements. No adverse impacts have been identified. The ambition statements highlight LRA's inclusive approach to service delivery which is a fundamental principle that these services operate on now and into the future.

7. Recommendation

Summary: This report outlines the progress made in developing new ambition statements for the Libraries, Registration and Archives service including a copy of the draft ambition statements for comment.

Recommendation: Cabinet Committee are asked for their comment and endorsement of the draft LRA ambition statements.

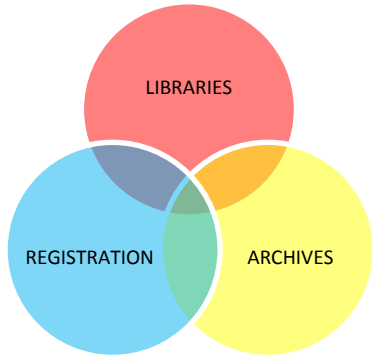
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9. Appendices

Appendix A- LRA Ambition report
Appendix B- Equalities Impact Assessment



Libraries, Registration and Archives

Ambitions for the next five years

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1. A new ambition for LRA

Kent has seen and will continue to see significant changes in demography, spatial geography, how people access services and their expectations of those services, technology and IT literacy. LRA must look at the future challenge of population growth and the emergence of new communities in planning the shape of public service provision.

Taking the Kent and national approach into account, it is timely to define the ambitions for the LRA service for the next five to ten years. This will be a set of ambitions for the whole of LRA, recognising the benefit of integration while also recognising the distinctiveness and importance of each element and the financial context the service operates in.

Once the ambition statement for the whole service has been established, attention will then turn to developing the operational strategy to deliver it. This strategy will necessitate looking at the whole service and how we deliver LRA services across the county.

3. KCC'S Strategic Statement

LRA services play a key role in delivering across all of KCC's strategic outcomes. We make everyone welcome and offer a range of services to people of every age, ability and culture. We bring people together in our network of community libraries to promote literacy and a love of reading and provide access to information.

We offer a range of educational, cultural, health and social events and activities. For example baby rhyme time, computer buddy and health trainer sessions. These are part of our free core service offer to everyone who lives, works or is educated in Kent.

With free public Wi Fi and public PCs in all of our libraries, free online resources and e books we work to ensure that no-one is without access to the digital world. We offer outreach services such as the home library service, services to residential homes and wedding ceremonies at 230 approved venues across the County.

Our Vision

Our focus is on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses.

Strategic Outcome

Children and young people in Kent get the best start in life

LRA supporting outcomes 2016/17

Our libraries provided 4,100 baby rhyme and story sessions attended by 72,104 people. Feedback from parents and carers said that the sessions had improved their children's social (78%); learning (77%) and listening (75%) skills.

91% of attendees said our homework code clubs helped them understand their homework better.

18,129 children registered, and 9,827 completed our summer reading challenge in 2017. 1,209 customers gave feedback and 27% reported that it helped to keep their child motivated to read during the summer break

Strategic Outcome

Kent communities feel the benefit of economic growth by being in-work, healthy and enjoying a good quality of life

LRA supporting outcomes 2016/17

A more enterprising focus helped to maximise income and customer participation.

Supported by 1,200 volunteers over 200,000 activities gave customers a greater sense of place and belonging.

We delivered ceremonies for 1,777 new British citizens.

Over 14,000 customers visited Kent's Archives to access documents and visit exhibitions. Over 800 were using the resources for their own study.

Our teams visited 54 people in their homes or at hospitals to enable them to marry at short notice, often in difficult circumstances.

Strategic Outcome

Older and vulnerable residents are safe and supported with choices to live independently

LRA supporting outcomes 2016/17

Our dementia friendly libraries initiative ensured everyone was welcome. Our Reading Well, books on prescription project provided 3,500 people with 6,669 books to improve awareness of dementia. We assisted 1,400 people unable to visit a library with a home library delivery service

We delivered the Storybook Dad scheme at 5 prisons across Kent to help build confidence and self-esteem.

Over 29,000 customers attended one of our talk time sessions offered at 72 libraries. Customers have given positive feedback about feeling less isolated and motivated to leave the house.

4. Ambition development

The work to develop LRA's ambitions for the next 5 years brings together 3 distinct services - libraries, registration and archives within one service umbrella of LRA. Consideration has been given to the future ambition of each of the three services, whilst acknowledging the values we share such as inclusivity, customer and community focus, sustainability and delivering value for money.

The work to develop LRA's ambitions has considered a range of themes including:

- The financial pressures that local government faces
- Needs and preferences of customers and communities now and in the future
- Changing demographics
- Impact of wider changes, such as Brexit
- Growing demand for digital access to services and information
- Marketing and promotion and the future LRA brand
- Commercial potential
- Increased partnership working
- Sustainability
- Need for continuous service innovation
- Contribution to KCC strategic outcomes
- Contribution to national ambition outcomes

Feedback has been sought on these topics through a programme of staff face to face and online workshops, customer and non - user focus groups and the support of a cross party member working group. We have been mindful of and are connected to the national agenda for libraries, the National Archives and the General Register Office.

5. We Value

- Making everyone welcome
- Delivering excellent customer service
- Being focused on delivering positive outcomes
- Promoting a strong recognisable brand
- Delivering valued, relevant and innovative LRA services
- Working with customers and communities to shape our services
- A diverse, well trained and knowledgeable workforce
- Our volunteers who add huge added value to our services
- Working with partners to focus resources to deliver best value and maximise access to services for customers

6. Ambition statements

1. Everyone is welcome

Our services will be open to everyone throughout their lives, whatever their needs; everyone will feel valued, supported and safe. Stories, and storytelling are at the heart of our services and we will celebrate these in everything we do. People will understand what LRA has to offer and how it can help improve their lives. Our services will be the trusted first choice for everyone who seeks accessible, timely, credible information, advice and support. We will respond positively to customer feedback, to ensure our services focus on giving the best experience to all who use us.

2. Sustainable and Innovative

Our services will meet KCC's clear, long-term commitment to the future of Library Registration and Archive services whilst recognising these are times of unprecedented financial pressure for local Government. To meet the challenge LRA will deliver flexible, innovative and sustainable services. In addition to our free core services we will focus our resources to ensure excellent value for money; be commercial and take opportunities to generate income. We will keep up with trends and developments to ensure we remain relevant and continue to meet the changing needs of people and communities.

3. Enriching people's lives

Our services will make a positive impact by focusing on delivering outcomes that matter. We will put customers at the heart of everything we do. We will provide choice and allow for personal preferences to make it possible to access our services in different ways. We will promote life long and family learning to develop potential, and enable people to flourish. We will promote access to the digital world and emerging technologies to ensure no-one is left behind. We will provide information and advice about careers, business and employment to support the local economy.

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5. Resilient and connected communities

Our services will be at the heart of communities, building resilience and helping people to stay safe, connected and living independently. We will connect different community groups, cultures and generations. We will celebrate Kent and its people both past and present. We will stimulate new ideas and experiences, offer volunteering opportunities, and access to cultural, learning and social events. We will fully utilise our community buildings making sure they are welcoming and easy to access. We will provide spaces for people to be calm and reflective or to take part in events and activities, enabling a sense of place and belonging.

7. How we will deliver our Ambitions

- Make everybody welcome to ensure all are able to use our services.
- Treat everyone with respect.
- Develop strong open communication with customers, communities, staff and partners. Encourage and welcome feedback and actively seek views, ideas, and suggestions.
- Be enterprising and innovative and develop a strong digital presence. Keep an eye on wider local authority and the commercial world for new, successful initiatives.
- Deliver excellent customer service, stay focused on the customer and understand changing needs.
- Support and develop staff and volunteers to ensure that they are equipped with the right skills for the future.
- Develop partnerships to focus and share resources to deliver value for money services that people need and use. Take every opportunity to deliver the best outcomes.

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KCC - Growth, Environment and Transport Directorate (GET).

Equality Analysis / Impact Assessment (EqIA) template

Name of decision, policy, procedure, project or service: Future Libraries, Registration and Archives (LRA) Ambition and Strategy

Brief description of policy, procedure, project or service

We are scoping the future Ambition for LRA services, and developing a strategy for delivering these.

Context

Kent, like all locations, has seen continued change in recent times; from an ever increasing population to growth in the use of the internet, social media, and increased mobility. The Kent of today is evolving and how people want to access services is changing. This is all in the political context where the money for local government is decreasing demand for services like Adult Social care is increasing. Libraries, Registration and Archives, like all local public services, needs to evolve and ensure that it focuses on the best outcomes possible for Kent residents. In order to this, the service needs a new Ambition to drive it forward and set the direction.

Aims and Objectives

The Ambition needs to reflect the changes in use of these services nationally. In Kent, the trends show that library book borrowing is in decline on the whole, but local communities remain as passionate as ever in their continued use of services. We are seeing people coming to our buildings far more for wider uses such as access to a PC or Wi-Fi, study or attending an event. The growth of online access is a driver, as is making more material accessible online for the Archive service. The Registration service has a key statutory role to deliver services throughout people's lives, including birth and death Registration, Weddings and Citizenship; so we need to maintain and develop the service.

LRA is seeking to meet the challenge of providing services into the future where budgets are stretched and demand is changing, whilst also setting a strategic Ambition to ensure we maintain a quality service for the people of Kent.

The way in which we interact with our customers is evolving, specifically with changing technologies. This work endeavours to set an Ambition for the future of Libraries, Registration and Archives in Kent for the next 5 years.

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A wide range of information and data will be used to inform the development of the Ambition and strategy.

Involvement and engagement will consist of:

- Member Task and Finish group
- Staff focus groups
- Customer focus groups leading to later full consultation

JUDGEMENT

- **No major change** - no potential for discrimination and all opportunities to promote equality have been taken

I have found the Adverse Equality Impact Rating to be Low, as the purpose of the scoping of the Ambition is to ensure long term aspirations of the service for the people of Kent, and we will check that the impacts of any changes are not exacerbated for any particular group or groups.

GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	3 March 2017	Jackie Taylor Smith	
V0.2	15 March 2017	SB,EB & JP input	
V0.3	14 Dec 2017	Lindsay Prestage	Review and transfer to new template
V0.4	11 Jan 2017	Jackie Taylor-Smith and Lindsay Prestage	Review
V1 (this should be assigned to the version the Director signs off)			

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Document Sign-Off (this must be both the relevant Head of Service and the relevant Director)

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment. I agree with the actions to mitigate any adverse impact(s) that has /have been identified.

Name	Signature	Title	Date of Issue
		Head of Service	
		Director	

Part 1 - Screening

Regarding the decision, policy, procedure, project or service under consideration,

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Could this policy, procedure, project or service promote equal opportunities for this group?

Please note that there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements

Protected Group	You MUST provide a brief commentary as to your findings, or this EqlA will be returned to you unsigned			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age				High The work to scope the future Ambition will consider all age groups to ensure all people of Kent will have the opportunity to access LRA services. We will use this to inform the development of the LRA Ambition and the following strategy to deliver it. We will use our network of

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				<p>ongoing projects and partner liaison to maximise opportunities to engage with the LRA Ambition development. It is expected that the LRA Ambition and strategy will ultimately have a full public consultation to ensure all those who want to input have the chance to do so. This process will be subject to its own EqIA to ensure it is as inclusive as possible and everyone has the opportunity to have their say. As the Ambition develops we will consult with a wide range of stakeholders to help shape the LRA Ambition. We will use mosaic and other data held by LRA and KCC to identify</p> <ul style="list-style-type: none">• Staff and customers of all age groups• Non users of the service <p>We will engage with KCC and external partner organisations such as</p>
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				Adult and Children's Social Care, Youth Service, Age UK, Children's Centres and Schools.
Disability				High The work to scope the future Ambition will aspire to ensure all of our customers, including those with disabilities, will have the opportunity to access all LRA services. We will consider the range of disabilities including physical, sensory, and hidden. We will engage with customer groups and stakeholders such as beyond word groups and district disability forums. We will engage with the GET representative of Level Playing Field. We will cross reference with other discreet LRA projects to inform and engage. It is expected that the LRA Ambition and

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				<p>strategy will ultimately have a full public consultation to ensure all those who want to input have the chance to do so. This process will be subject to its own EqIA to ensure it is as inclusive as possible and everyone has the opportunity to have their say.</p>
Gender				<p>High</p> <p>The work to scope the future Ambition will consider both men and women to ensure all people of Kent will have the opportunity to access LRA services. We will consider the gender makeup of staff groups who will engage with this Ambition. It is expected that the LRA Ambition and strategy will ultimately have a full public consultation to ensure all those who want to input have the chance to do so.</p>

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				<p>This process will be subject to its own EqIA to ensure it is as inclusive as possible and everyone has the opportunity to have their say.</p> <p>The development of the Ambition will ensure all services and activities are promoted to, and open to men and women.</p>
Gender identity/ Transgender				<p>High</p> <p>The work to scope the future Ambition will consider gender identity to ensure all the people of Kent will have the opportunity to access LRA services.</p> <p>We will ensure that LRA staff groups engaged with the Ambition are aware of gender identity issues.</p> <p>We will engage with the Rainbow Forum and identify any impact.</p> <p>It is expected that the LRA Ambition and strategy will ultimately have a full public consultation to ensure all</p>

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				those who want to input have the chance to do so. This process will be subject to its own EqIA to ensure it is as inclusive as possible and everyone has the opportunity to have their say.
Race				<p>High</p> <p>The work to scope the future Ambition will consider the diverse ethnic make up of the Kent population. We will engage with KCC's Unite group and identify any impact. It is expected that the LRA Ambition and strategy will ultimately have a full public consultation to ensure all those who want to input have the chance to do so. This process will be subject to its own EqIA to ensure it is as inclusive as possible and everyone has the opportunity to have their say. We will consult with a</p>

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				<p>wide range of stakeholders to help shape the LRA Ambition. We will use mosaic and other data held by LRA and KCC to identify:</p> <ul style="list-style-type: none"> • Staff and customers of all ethnic groups • Non users of the service
Religion and Belief				<p>High</p> <p>The work to scope the future Ambition will consider all religions and beliefs of the people of Kent.</p> <p>It is expected that the LRA Ambition and strategy will ultimately have a full public consultation to ensure all those who want to input have the chance to do so. This process will be subject to its own EqIA to ensure it is as inclusive as possible and everyone has the opportunity to have their say.</p>

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Sexual Orientation				<p>High</p> <p>The work to scope the future Ambition will consider sexual orientation to ensure all the people of Kent will have the opportunity to access LRA services. We will engage with the Rainbow Forum and other stakeholders to identify any impact.</p> <p>It is expected that the LRA Ambition and strategy will ultimately have a full public consultation to ensure that all those who want to input have the chance to do so. This process will be subject to its own EqIA to ensure it is as inclusive as possible and everyone has the opportunity to have their say.</p>
Pregnancy and Maternity				<p>High</p> <p>The work to scope the future Ambition will consider the people of Kent at all stages of their</p>

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				<p>lives. We will seek representation from expectant mothers and mothers of young children through the work of the Business Development Officers. It is expected that the LRA Ambition and strategy will ultimately have a full public consultation to ensure all those who want to input have the chance to do so. This process will be subject to its own EqIA to ensure it is as inclusive as possible and everyone has the opportunity to have their say.</p>
Marriage and Civil Partnerships				<p>High The work to scope the future Ambition will consider all people at all stages of their lives and specifically encompass Registration of marriages and civil partnerships.</p>

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				<p>We will consider representation from customers of the Registration service. It is expected that the LRA Ambition and strategy will ultimately have a full public consultation to ensure all those who want to input have the chance to do so. This process will be subject to its own EqIA to ensure it is as inclusive as possible and everyone has the opportunity to have their say.</p>
<p>Carer's Responsibilities</p>				<p>High The work to scope the future Ambition will consider all people at all stages of their lives, including caring responsibilities. We will engage with stakeholders including carers forums. It is expected that the LRA Ambition and strategy will ultimately have a full public consultation to ensure all</p>

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				those who want to input have the chance to do so. This process will be subject to its own EqIA to ensure it is as inclusive as possible and everyone has the opportunity to have their say.
All of the protected characteristics above could be affected both positively and negatively by any of the possible changes to this service. All changes will need to be carefully considered (and special care needed with any action taken to mitigate the changes or serve the existing customers in a different way) to check that the impacts of the changes are not exacerbated for any particular group or groups.				

Part 2 - Full Equality Analysis /Impact Assessment

From the screening grid, identify the Protected Groups impacted

All of the protected groups will be impacted

Who have you involved consulted and engaged with?

- **Residents:** LRA has commissioned a market research company to run a series of focus groups across Kent.
- **Staff:** All grades of staff from all areas of the service have contributed to LRA's ambition development: through a series of workshops across the County and an online interactive survey.
- **Members:** A cross party working Member working group has been formed specifically to help LRA's develop its future ambitions.

Work to develop LRA's strategy to deliver our ambitions will include further engagement with a wide variety of organisations, partners and stakeholders. This work will ensure that our commitment to 'Make everyone Welcome' is fully engaged and that all of the protected groups has an opportunity to shape LRA services for the future. A full public consultation will be also be undertaken and feedback from that will be used to further develop our strategy before any decisions are made.

Adverse Impact,

No adverse impacts have been identified

Positive Impact:

The work to develop LRA's future ambitions has focused on ensuring that 'Everyone is Welcome' The five ambition statements reflect a commitment to inclusivity that will have a positive impact on all of Kent's residents regardless of their status.

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Set out below the implications you have found from your assessment for the relevant protected groups. If any negative impacts can be justified please clearly explain why. Your judgement should explicitly articulate whether you intend

- **No major change** - no potential for discrimination and all opportunities to promote equality have been taken

Next Steps

1. Having completed Part 2, if you have identified potential for adverse impact on particular groups and have found scope to improve the proposal, then move to Part 3
2. Having completed Part 2, if you have identified potential for adverse impact on particular groups but no scope to improve the proposal (remembering that there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements) then please complete the Judgement and the Summary RAG Rating above, and submit this form to your Head of Service and Director for sign off. Once they have both signed, please send to GETcsp@kent.gov.uk and diversityinfo@kent.gov.uk with the title of the project clearly stated along with 'Final EqIA'. It will then be logged and published on the KCC Intranet as well as available to external customers upon request.
3. If the activity will be subject to a Cabinet decision, the EqIA must be submitted to Democratic Services democratic.services@kent.gov.uk along with the relevant Cabinet report.
4. The original signed hard copy and electronic copy should be kept with your team for audit purposes

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Part 3 - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
Age	Ensuring that people of all ages in Kent will have the opportunity to access LRA services	<ul style="list-style-type: none"> • Use our network of ongoing projects and partner liaison to maximise opportunities to engage with the LRA Ambition development. • We will engage with KCC and external partner organisations such as Adult and Children's Social Care, Youth Service, Age UK 	All people of Kent will have the opportunity to access LRA services.	Jackie Taylor-Smith	To go to Cabinet in March 2018	Staff time Consultation materials

Disability	Ensuring that people with disabilities in Kent will have the opportunity to access LRA services	<ul style="list-style-type: none"> Engage with customer groups and stakeholders such as beyond word groups and district disability forums. Engage with the GET representative of Level Playing Field. We will cross reference with other discreet LRA projects to inform and engage. 	All people of Kent will have the opportunity to access LRA services.	Jackie Taylor-Smith	To go to Cabinet in March 2018	Staff time Consultation materials
Gender	Ensuring that men and women in Kent will have the opportunity to access LRA services.	<ul style="list-style-type: none"> We will consider the gender makeup of staff groups who will engage with the Ambition. 	All people of Kent will have the opportunity to access LRA services.	Jackie Taylor-Smith	To go to Cabinet in March 2018	
Gender identity/	Ensuring that everyone in Kent	<ul style="list-style-type: none"> We will ensure that LRA staff 	All people of Kent will have the	Jackie Taylor-	To go to Cabinet in	Staff time Consultation

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Transgender	will have the opportunity to access LRA services, whatever their gender identity.	<p>groups engaged with the Ambition are aware of gender identity issues.</p> <ul style="list-style-type: none"> We will engage with the Rainbow Forum and identify any impact. 	opportunity to access LRA services.	Smith	March 2018	materials
Race	Ensuring that people of all races in Kent will have the opportunity to access LRA services.	<ul style="list-style-type: none"> Consider the diverse ethnic makeup of the Kent population when scoping the Ambition work. We will engage with KCC's Unite group and identify any impact. 	All people of Kent will have the opportunity to access LRA services.	Jackie Taylor-Smith	To go to Cabinet in March 2018	Staff time Consultation materials
Pregnancy and maternity	Ensuring that pregnant women and mothers of young children in Kent will have the	<ul style="list-style-type: none"> We will seek representation from pregnant women and mothers of 	All people of Kent will have the opportunity to access LRA services.	Jackie Taylor-Smith	To go to Cabinet in March 2018	Staff time Consultation materials

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	opportunity to access LRA services.	young children through the work of the Business Development Officer.				
Marriage and civil partnerships	Ensuring that all the people of Kent will have the opportunity to access LRA services.	<ul style="list-style-type: none"> We will consider representation from customers of the Registration service 	All people of Kent will have the opportunity to access LRA services.	Jackie Taylor-Smith	To go to Cabinet in March 2018	Staff time Consultation materials
All	Ensuring that all the people of Kent will have the opportunity to access LRA services	<ul style="list-style-type: none"> The work to scope the future Ambition will consider all protected characteristics. The LRA Ambition and strategy will ultimately have a full public consultation, subject to its own EqlA. We will use mosaic and 	All people of Kent will have the opportunity to access LRA services.	James Pearson		Staff time Consultation materials

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		<p>other data held by LRA and KCC to identify staff and customers, and non users of the service.</p> <ul style="list-style-type: none"> • We will consult with a wide range of stakeholders. 				
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Have the actions been included in your business/ service plan? Yes

The development of LRA's ambitions and strategy will form part of our service plan for 2018/19.



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

To: Growth, Economic Development and Communities Cabinet Committee - 7 March 2018

Subject: Growth, Environment and Transport Directorate Business Plan 2018-19

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Summary: This report outlines the draft Growth, Environment and Transport Directorate Business Plan (2018-19) for consideration and comment, prior to publication online in April 2018.

Recommendation(s):

The Cabinet Committee is asked to:

- (1) Consider and comment on the final draft Growth, Environment and Transport Directorate Business Plan (2018-19)
- (2) Note that the final Directorate Business Plan will be published online in April 2018

1. Introduction

- 1.1 The Strategy, Policy, Relationships and Corporate Assurance division is responsible for coordinating the annual business planning process. the business planning approach for 2018-19 was agreed by Cabinet Members in December 2017.
- 1.2 Directorate Business Plans play an important part in reflecting how each directorate will support the achievement of the County Council’s five-year Strategic Statement “*Increasing Opportunities, Improving Outcomes*”.
- 1.3 Cabinet Members, Corporate Directors and Directorate Management Teams have taken strong ownership of the development of draft Directorate Business Plans, with appropriate support from the Policy team.
- 1.4 The business planning process has evolved over the past few years to support the organisation in its move to becoming a strategic

commissioning authority, and as part of this, takes a rolling three year approach to its priority setting and commissioning activity. This year's process follows on from that for 2017-18 and so continues to take into account the the findings of the Internal Audit of the 2016-17 business planning process.

2. Growth, Environment and Transport Directorate Business Plan

2.1 The draft Growth, Environment and Transport Directorate Business Plan is set out in **Appendix 1**. This provides the Cabinet Committee with the opportunity to comment before final approval by Cabinet Members.

2.3 The features in this year's plan follow the format of the previous year, and include sections that set out:

- the directorate's role and structure
- progress made against the directorate's 2017-18 priorities
- the operating environment that will impact the directorate over the next three years, to provide context for its priority setting.
- a focus on the directorate, rather than divisional priorities for 18-19; the divisional-level priorities will be set out in divisional business plans where further operational detail is provided.
- a new table that sets out the directorate's major service activity for the coming year
- information on major commissioning activity for the next three years and which services are delivered internally or externally, with the expectation that further detail on external contracts can be found in KCC's contract register.
- the directorate's Key Performance Indicators set against performance from 2017-18
- how the business plan will be monitored and reviewed.

2.4 Building on last year's progress, the Growth, Environment and Transport directorate has identified the following priorities for 2018-19:

- 1) Be ambitious, innovative and brave in our role as the custodians of 'place', ensuring that Kent is home to appropriate, well designed housing, infrastructure and economic growth
- 2) Develop and deliver GET's county-wide strategies
- 3) Strengthen the County's resilience
- 4) Further develop GET's commissioning, procurement and contract management knowledge, skills and expertise
- 5) Drive forward our directorate-wide customer service priorities, ensuring that we continually review performance and use customer insight to shape future priorities
- 6) Work both across KCC and with our partners to deliver shared outcomes and ensure best use of our combined assets for the benefit of local communities
- 7) Explore smart technology and use innovation to drive GET's deliver of better outcomes

2.5 We welcome the opportunity for the Cabinet Committee to consider and comment on the draft content, and wherever possible we will reflect this feedback in the final version of the document.

3. Next Steps

3.1 This draft of the business plan will also be considered by the Environment and Transport Cabinet Committee on the 20th March. The final version will then be approved by the Corporate Director for Growth, Environment and Transport and Cabinet Members for Community & Regulatory Services, Economic Development, and Planning, Highways, Transport & Waste. It will then be published online on Kent.gov.uk in April 2018.

3.2 As with previous years, divisional and service business plans will be made available to elected members and staff in a single area of KNet from May 2018. This allows sharing of good practice and provides members with the opportunity to see the detail of service delivery in areas of particular interest.

3.3 The Strategy, Policy, Relationships and Corporate Assurance division will then review the effectiveness of this year's business planning approach during summer 2018, in order to make iterative improvements for next year's process.

4. Recommendations

4.1 The Cabinet Committee is asked to:

(1) **Consider and comment** on the final draft Growth, Environment and Transport Directorate Business Plan (2018-19).

(2) **Note** that the final Directorate Business Plan will be published online in April 2018.

Appendices:

Appendix 1: Draft Growth, Environment and Transport Directorate Business Plan (2018-19)

Report Author: Karla Phillips Strategic Business Adviser for GET Strategy, Policy, Relationships and Corporate Assurance 03000 410315 karla.phillips@kent.gov.uk	Relevant Director: David Whittle Director of Strategy, Policy, Relationships and Corporate Assurance 03000 416833 david.whittle@kent.gov.uk
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Growth, Environment and Transport

Directorate Business Plan 2018-19

Draft

(Comms' standard cover & back pages to be added)

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A. Corporate Director’s Foreword

To be added

DRAFT

B. GET at a Glance

The Growth, Environment & Transport directorate is considerable in its breadth and depth. With a budget of **£165.5 million** and over **1300 staff** (FTE), we are responsible for an array of services that include the more familiar services that shape our communities such as maintaining and improving Kent's roads, protecting communities against flooding, managing our waste, celebrating weddings, citizenship or registering births and deaths, and fostering a lifelong love of reading through our libraries. But we also provide loans to help local businesses grow or convert empty properties into much needed homes, introduce children and families to an understanding and love of the outdoors through our Country Parks, protect vulnerable residents against scams and doorstep criminals, actively support the low carbon sector, and bring history alive for local communities through Kent's rich archive collections.

Building on the progress of last year, the Growth, Environment and Transport (GET) priorities for 2018-19 will be to:

- 1) Be ambitious, innovative and brave in our role as the custodians of 'place', ensuring that Kent is home to appropriate, well designed housing, infrastructure and economic growth
- 2) Develop and deliver GET's county-wide strategies
- 3) Strengthen the County's resilience
- 4) Further develop GET's commissioning, procurement and contract management knowledge, skills and expertise
- 5) Drive forward our directorate-wide customer service priorities, ensuring that we continually review performance and use customer insight to shape future priorities
- 6) Work both across KCC and with our partners to deliver shared outcomes and ensure best use of our combined assets for the benefit of local communities
- 7) Explore smart technology and use innovation to drive GET's delivery of better outcomes

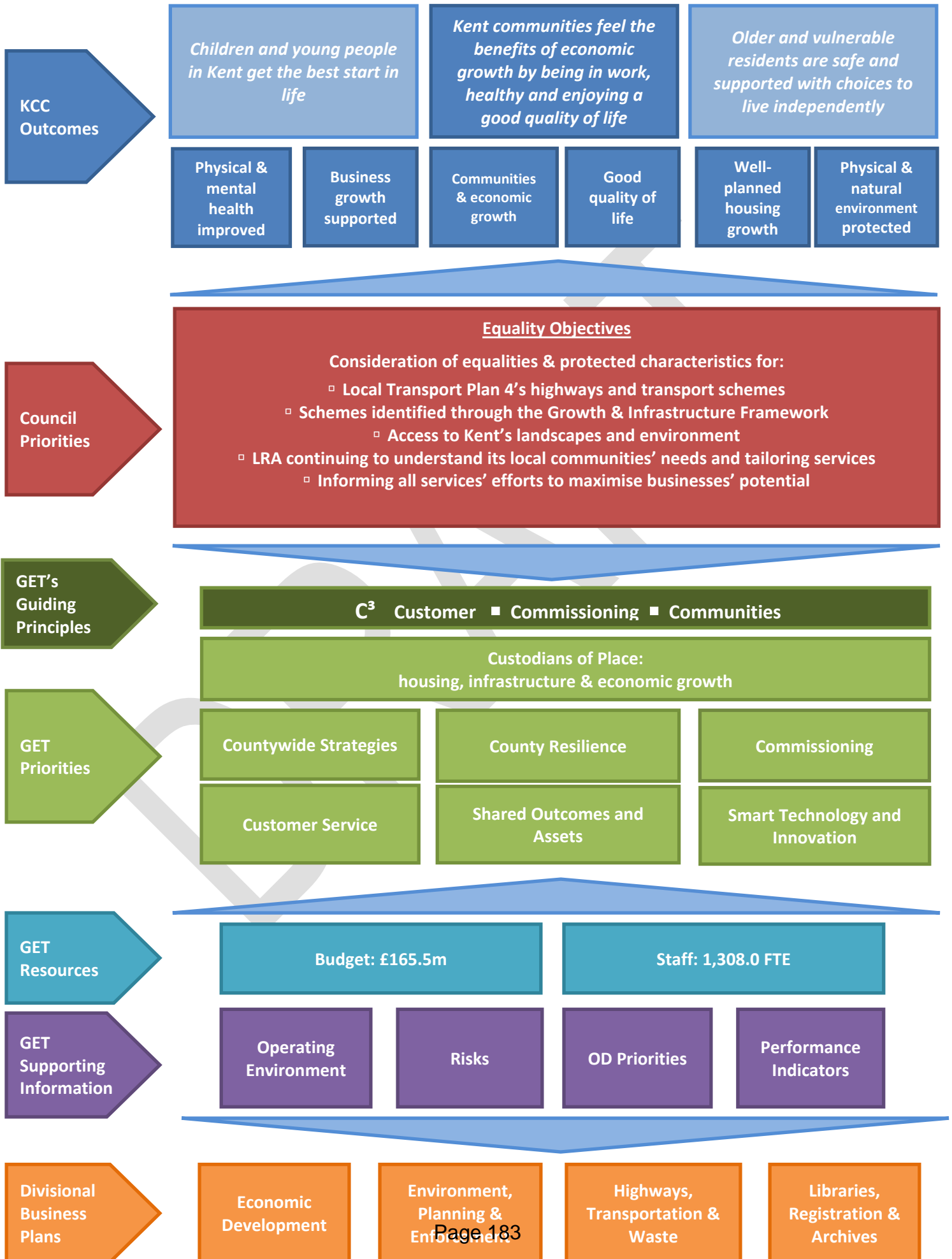
Our business plan also provides an update on progress against last year's priorities, sets out the challenges and opportunities of the operating environment that shapes GET's priorities, our significant service activity for the coming year, the major commissioning activity planned for the next three years and provides information on how our services are delivered.

A summary of our resources for 2018-19 is as follows:

Net Budget	£165.5m
Capital (part of £762.8m five-year programme)	£127.5m
Staff Resource	1,308.0 FTE

As with last year, overleaf you will find our 'plan on a page' which draws together all of the key components that shape our work for this year: KCC's strategic outcomes and corporate priorities that are relevant to GET's services, our directorate's cross-cutting principles and priorities, and the resources and measures required to implement them. A glossary on page 45 explains our acronyms.

GET's Plan on a Page



C. GET - Who we are and what we do

The Growth, Environment and Transport directorate (GET) covers a wide and diverse range of functions that deliver much valued services directly to residents and businesses as well as keeping the county moving. The directorate consists of four divisions:



Below is an overview of each division. Information on which GET services are delivered internally and externally can be found in **Appendix 1**, and you can find out more about our services in our [divisional business plans](#) on KNet.

Economic Development

The Economic Development division (ED) supports business and housing growth and comprises of four services:

Infrastructure negotiates and secures financial contributions including Section 106 and the Community Infrastructure Levy (CIL) from property developers to fund the delivery of Council services such as schools, as well as managing programmes of activity including our No Use Empty scheme which brings long-term empty properties into residential use.

Business and Enterprise includes financial and advisory support for established businesses and start-ups, local support for trade development, management of broadband infrastructure rollout across the county and support for the delivery of inward investment and visitor economy services across the county.

Economic Strategy and Partnerships includes European and international partnerships and funding, strategy development, strategic partnerships such as supporting the South East Local Enterprise Partnership, Kent & Medway Economic Partnership and Business Advisory Board, and the central project monitoring and support function.

Cultural and Creative Economy helps to maximise the contribution of the arts and creative sector to economic growth and community wellbeing, working directly with the sector to ensure both excellence in delivery and product, and widening participation.

Environment, Planning and Enforcement

The Environment, Planning and Enforcement division (EPE) delivers a range of strategic and frontline services to create a quality and safe environment for sustainable economic and housing growth. From managing 4286 miles of Public Rights of Way to attracting and lobbying for millions of pounds in infrastructure investment, its services deliver against a host of wider Kent County Council (KCC) outcomes, including a healthier lifestyle for our residents and a safer environment for our younger, older and vulnerable residents across six teams:

Strategic Planning and Policy (SPP) develops and delivers strategic policy and advice including identifying the infrastructure necessary to support planned growth, providing advice and consultee responses across a range of environmental and technical disciplines from transport and flood risk to the natural and historic environment.

Public Protection (PP) provides a range of services for safer communities and businesses (often in close partnership with other agencies) from emergency planning and resilience to community safety and our Community Wardens service; regulatory services such as Trading Standards and Kent Scientific Services; the Coroners Service; the Public Rights of Way network and management of Gypsy and Traveller sites; all underpinned by a business development and intelligence team.

Planning Applications and Minerals & Waste Policy Planning (PAG) is responsible for the Council's statutory planning functions, determining planning applications for minerals and waste developments in Kent and for KCC's own developments such as schools and care facilities, and pre-application advice and planning enforcement. It is also responsible for preparing the Kent Minerals and Waste Local Plan.

Countryside, Leisure and Sport (CLS) provides a strategic coordinating role for sport and recreational activity, manages the Explore Kent brand to promote outdoor activities, manages nine country parks, hosts four Countryside Partnerships and oversees the County Council's approach to volunteering.

Sustainable Businesses and Communities (SBC) develops, delivers and manages the Kent Environment Strategy and KCC's Environment Policy; works with businesses to support the low carbon and resource efficient economy; delivers energy efficiency projects; and works with public sector partners to help residents and businesses be more resource efficient and develop resilience to severe weather events, and protects and enhances the natural environment.

Kent Downs Area of Outstanding Natural Beauty Unit (KDAONB) conserves and enhances the nationally protected Kent Down AONB. It is a partnership hosted by KCC to support the Council and 11 other local authorities to fulfil their statutory responsibilities.

Highways, Transportation and Waste

The Highways, Transportation and Waste division (HTW) consists of four service groups and has a duty to ensure the effective discharge of the Council's statutory duties and powers as Local Transport & Highway Authority and that of the Waste Disposal Authority. It has three core purposes:

- the management, maintenance, emergency response and improvement of the County's 5,400 miles of highway network and associated assets enabling all journeys to be made as safely and efficiently as possible, whilst supporting viable alternatives to the car and supporting growth by delivering major projects and managing development
- The processing and disposal of the household waste and recyclate collected by the twelve district and borough councils in Kent, provision of a Household Waste Recycling Centre (HWRC) service to residents, encouraging the use of waste as a resource to reduce waste to landfill and managing closed landfill sites to prevent pollution
- Enabling access to education, health and community services through planning, procurement and management of public transport services

The four service groups are:

Highways Asset Management inspects and maintains highways assets, balancing asset management principles and local needs to keep them safe, and coordinate all activities on the highway to minimise disruption to all road users. This includes planned highway maintenance, cleaning highway drains, managing soft landscaping, winter gritting, resolving faults reported by customers, managing and coordinating all roadworks and keeping people informed of incidents that may affect their journey.

Transportation plans and improves Kent's highway network, including casualty reduction, delivery of major capital projects and local growth fund schemes, promoting walking and cycling as sustainable alternatives to the car for shorter journeys, cycling and driver training, freight and network improvement, parking, congestion relief and maintenance of traffic signals.

Public Transport enables access to education, health and community services through the planning, procurement and management of public transport services, including subsidised bus services, delivering KCC's statutory and discretionary transport, issuing the Young Person's Travel Pass, delivering free bus passes for older and disabled people and providing information about bus times and routes.

Waste & Business Services manages waste disposal through partnership working with the Districts, managing Household Waste Recycling Centres, managing closed landfill sites to prevent pollution and working with agencies to deter environmental crime. We also provide a robust approach to contract management and performance throughout the HTW division together with the delivery of other discrete commercial services such as driver training courses.

Libraries, Registration and Archives

Libraries, Registration and Archives (LRA) is internally commissioned to deliver services that support people throughout their lives. LRA's services are open to everyone, but also targeted to help those who most need them. Through these services, people improve their literacy and foster a lifelong love of reading; are supported in finding information, developing the skills to use online channels and becoming more active citizens; register key points in their lives and the lives of their families; and come together to form strong community ties. The service also contributes to improved health and wellbeing, and tackling social isolation. LRA is committed to continually developing to ensure that it meets the ever-changing needs of the people of Kent. This offer is delivered through three services:

Libraries: The service is delivered through library buildings across the county, the mobile library service, our online offer, and for those unable to use these options, a range of outreach services such as the home library and postal loan services. As well as books, we also offer access and support for ICT and digital services (including e-books), a place to meet others, provide support for people to live well and a range of events and activities for all ages.

Registration: Through this service people can register a birth or death, give notice of marriage, get married, have a civil partnership or renew their vows. They can have a ceremony at one of our KCC registration offices or a licensed venue across the county. They can also use the European Passport Checking Service or apply for Citizenship through the Nationality Checking Service. Following a successful British Citizenship application, new Kent citizens are invited to attend a Citizenship ceremony at the Register Office.

Archives: With over nine miles of unique and precious historical archive material, the service works to conserve, protect and provide access to this remarkable collection for current and future generations. Based at the Kent History and Library Centre in Maidstone, the service is working to make more material available to a wider audience by digitising parts of the collection.

D. Progress on 2017-18 Directorate Priorities

GET has worked hard to deliver its directorate priorities for 2017-18. This is a flavour of what we have been doing:

1. Further develop and refine GET's approach to commissioning services

By following KCC's commissioning framework, Highways, Transportation & Waste's (HTW) new bus stop infrastructure contract has achieved savings of over 40% per annum, and the division's new Dynamic Purchasing System has been used to successfully procure SEN transport, mainstream education transport and supported bus services. Libraries, Registration & Archives (LRA) has developed and agreed an outcomes framework based on KCC's Strategic Outcomes, is collecting information from customers to build an evidence base of contribution to the outcomes and has embedded a quarterly and annual reporting system to inform the internal commissioning of LRA services. Work with Corporate Services has included HTW fully adopting Corporate Assurance's triage process to ensure consistency of project prioritisation and governance, and LRA have been working with Infrastructure and Gen² to maximise use of their buildings.

HTW has published case studies of using Social Value in its commissioning activity to encourage HTW staff about the opportunities available. Economic Development (ED) has worked with HTW to develop a programme of work to help raise awareness for recycling and encourage young entrepreneurs to develop environmental awareness in design, choice of materials and manufacturing.

2. Deliver and embed our Customer Service Programme

For 2017-18, the Customer Service Programme focused on two key priorities. The **Digital Transformation** strand prioritised all of GET's services and so far has introduced a comprehensive online booking system ('Booking Bug') for Kent Country Parks, created a mobile version of Highways' 'Report a Fault' service for phones and tablets, and developed and tested an online payment capability which is now being applied to a range of GET services to improve customers' payment experiences. LRA is also the first KCC service to implement Contactless payments at 21 sites. The **Digital Inclusion** strand has devised a performance framework comprising connectivity, digital skills and accessibility to improve GET's services. Kent Country Parks' online booking system was the first KCC service to be accessibility audited and fully meet Government's Digital Service's Accessibility Standards.

Our Community Wardens have been developing the 'Community Agent' aspect of their role in conjunction with Adult Social Care to increase the support they provide to vulnerable people in the community. They are taking referrals from Adult Social Care and undertaking welfare checks on vulnerable individuals, providing support to scam victims, helping individuals access services and assisting in the development of local clubs that offer support e.g. dementia cafes and walking clubs; all of which contribute to reducing the demand for social care.

Environment, Planning & Enforcement (EPE) and ED have begun work on the Business Advice and Support Services (BASS) project to deliver an integrated suite of services to businesses and the project to develop a single communications channel to improve interaction with developers and districts to expedite development proposals. Both projects are in their initial stages and will continue into 2018.

3. Explore and develop multi-agency approaches to improve delivery of GET's services

The success of the Kent Resilience Team (KRT) has been built upon as KCC continues to influence the development of multi-agency working through its role as chair of the KRT Steering Group, by chairing several Kent Resilience Forum working groups and is represented on every task and finish group to maintain relationships and identify opportunities for joint working. The Kent Community Safety team continues to provide strategic leadership and coordination at the county partnership level. This included delivering a conference on behalf of multi-agency partners to explore closer collaborative working to protect vulnerable people from organised crime, and

formally agreed an equitable and sustainable model of delivery with all 'responsible authorities' for the statutory Domestic Homicide Review process, which included securing annual funding contributions.

A number of GET services are working with partners to deliver better outcomes. A successful 'Operation Coachman' project saw the Public Transport team join forces with district councils' licensing departments, the Driver and Vehicle Services Agency (DVSA) and Kent Police to visit a selection of Kent schools to undertake intensive inspections to continue to raise school transport standards. The Waste team, working with the Waste Collection Partnerships has implemented an approach for performance payments and funding arrangements to reward and incentivise improved recycling performance. Significant progress has been made in delivering a new cultural hub with Tunbridge Wells Borough Council, as well as a hub with Southborough Town Council to incorporate a library, parish council office, medical centre and community hall, and LRA has also worked with Children's Centres to develop a joint volunteer role to encourage more cross-working, with currently five posts established across the county.

4. Develop and deliver GET's county-wide strategies

Several strategies and implementation plans were developed and launched in 2017-18. The Kent and Medway Growth and Infrastructure Framework (GIF) was fully refreshed to include a new section on the long-term growth and infrastructure requirements for 2050, and will be published in early 2018. Kent's Cultural Strategy was formally adopted by the Council in July 2017, as was the Local Transport Plan 4, which sets out the county's key transport priorities and projects to 2031; an example being the Ashford Spurs works, on schedule with a new timetable for Ashford to Paris due in April, while LTP4's priorities will enable us to target new funding sources such as the National Productivity and Investment Fund and the Housing and Infrastructure Fund. Delivery of the Kent Waste Disposal Strategy is underway, and has included a comprehensive review of KCC's waste sites that concluded that the existing network should not be reduced in light of increasing demand pressures by 2030. Implementation of the Kent Environment Strategy is also in progress, and has published a [report into its impact](#).

In addition to those highlighted in last year's business plan, work was underway to develop other strategies to deliver improved outcomes and services. Those published include the Freight Action Plan, which sets out our plans to reduce the negative impacts of road freight on local communities, and the Kent Country Parks Strategy which was recently refreshed to increase visitors particularly from under-represented groups, and to achieve greater self-sufficiency. Work has also begun on the Ambition for Libraries, Registration and Archives: to date, activity has included convening a Member working group, staff workshops and customer and non-customer focus groups to help to identify the aspirations for the service. Once developed, the second phase will see the development of the strategy to deliver the Ambition.

5. Develop GET's offer of a preventative model to supporting the health and wellbeing of Kent's residents and related outcomes across KCC and our partners

In order to build the directorate's offer, EPE mapped GET's services and resources against ten public health outcomes, which is now being used to inform Public Health's commissioning and devolution work. In addition, work to support residents' health and wellbeing has continued: a new Community Alcohol Partnership, managed by Trading Standards has been established in Thanet (with now ten across the county), and the Kent Community Safety team secured £12k from the Kent Police and Crime Commissioner to train Community Wardens in 'mental health first aid'. Using combined funding from partners of £2.9million to date, the Warm Homes scheme has so far helped over 2,229 homes to subsidise energy measures, many of whose residents are at risk of exacerbating illnesses from living in a cold home. LRA has strengthened its health and wellbeing offer, which this year included working with Canterbury's Clinical Commissioning Group to engage in 'social prescribing', working with Public Health to deliver weekly poetry workshops, and added new titles on long term conditions to the Books on Prescription collection. GET's services are also achieving national recognition: Thanet's Community Alcohol Partnership Project Officer received a national award for their outstanding contribution; LRA received a Silver Reading Ahead Award for its work with HMP Maidstone, and Touch a New World, LRA's digital inclusion scheme for older

customers was recognised by the Arts Council England report 'Stand By Me' as an example of best practice on how libraries support the wellbeing of older people.

6. Strengthen the County's resilience

We have undertaken a full programme of activity in the past year to enhance the Council's preparedness and capacity for responding to emergency situations. Our Emergency Planning service has developed 'Move to Critical' plans to mitigate the impact of a terrorist attack. The team has also facilitated a training and exercise programme for Strategic, Tactical and Operational Roles and communicated with KCC staff on a wide range of resilience related issues to help prepare the Council to respond and recover from emergencies and major incidents. As part of this, several emergency response plans have been tested and validated through exercises covering a range of emergency situations ranging from the Dungeness B Power Station to reservoir inundation. KCC's Resilience and Emergency Service was restructured in 2017, resulting in better oversight and flexibility of staff resource across KCC and the Kent Resilience Team, and the 'tactical manager role' is now an established part of KCC Command Control with 16 new tactical managers recruited across the Council and working through a training programme, with more to come on board.

We also continue to embed the Prevent strategy at a GET and KCC level: The Prevent strategy is now included as part of the Cross-Directorate Resilience Group's remit, our Head of Public Protection sits on the Prevent Duty Delivery Board and our Head of Community Safety is a member of the monthly Channel Panel meetings. We are ensuring that staff are undertaking Prevent training, and relating to the Prepare strategy, LRA have carried out audits on its network of service points to identify safe places in our buildings in the event of an emergency.

7. Plan and deliver appropriate growth in the County and in doing so, explore and utilise smart technology to support delivery of better outcomes

Smart place-shaping and design: ED supported the Cultural Transformation Board to secure Great Places Fund monies to engage communities directly in regeneration projects. EPE worked to influence the government's preferred route announcement for a new Lower Thames Crossing, which will provide essential infrastructure in connecting the Port of Dover to the Midlands and the North, and achieved 'Approval in Principle' from Network Rail for Thanet Parkway, which is a significant step towards delivering a new station to unlock growth in East Kent. We have also delivered community infrastructure, including sustainably designed school development.

Infrastructure: We secured £13.7million of developer funding up to the end of December 2017 towards provision of KCC services, and in assessing over 200 planning applications last year for impact on KCC services have sought financial and non-financial mitigation from every applicable development. We have established constructive relationships with a range of utility providers to align infrastructure provision with planned growth and are piloting new ways of working in various parts of the county. And we have submitted two Expressions of Interest to the Forward Funding Stream of the Housing Infrastructure Fund for Otterpool Park in Shepway and a package of transport infrastructure in Swale.

Business support: ED has created or safeguarded 198 jobs through its business finance schemes, secured a commitment of 1880 new jobs from businesses through our inward investment service, and assisted over 2300 businesses through our Kent and Medway Growth Hub contract. ED continues to work with a range of partners through the Kent International Business programme to help local firms access opportunities in overseas markets, and is leading the Interreg-funded 'Boost4Health' project that helps life science companies to access markets on the European mainland.

Smart technology: EPE have initiated trials to test Artificial Intelligence energy optimisation in KCC properties and to test new smart energy technologies for use in domestic properties. LRA has begun work in preparation to pilot 'Open +' in Deal, Paddock Wood and Higham to open library buildings to customers out of hours, and EPE's support and seed-funding has led to an innovative new Water Efficient Technology Centre being based in Kent and attracting five new businesses to the county.

E. What's influencing GET's business?

There are a number of external factors that will shape GET's operating environment and impact upon its business over the next three years, including:

Brexit

- Opportunities include increased tourism both from EU visitors and 'staycations', and favourable exchange rate for visitors to the UK
- Challenges and uncertainties include the end of European Union funding; implications for environmental tariffs and subsidies; access to European markets and cross-border trade for waste disposal and recycling; potential changes to customs checks with implications for Heavy Goods Vehicle (HGV) volumes at the Port of Dover and the Channel Tunnel; potential regulatory and legislative changes

Devolution

- An opportunity to strengthen our relationship with London to find solutions to mitigate additional pressures from the London Plan, and to engage on transport strategy through the newly formed shadow Sub National Transport Body: Transport for the South East
- An opportunity for the Kent & Medway Economic Partnership to strengthen its role and to continue to articulate our priorities for the forthcoming refresh of the South East Local Enterprise Partnership's (SELEP) Strategic Economic Plan and future development of a Local Industrial Strategy
- A potential opportunity to review the LEP geography

Economic factors

- Further reductions in public spending leading to reduced budgets will affect both revenue and capital, and will put additional pressure on delivering KCC's Medium Term Financial Plan (MTFP). The impact on Kent's capital programme will necessitate the need for alternative funding sources, especially for asset management.
- Significant pressure on price increases is anticipated which will put pressure on contracts especially those commissioned in the past year. Price increases will not only impact KCC, but will also affect residents who will experience pressures on income. Rising energy prices add to this challenge
- Opportunity to bid for and deliver key infrastructure projects through external funding, for example One Public Estate, the Housing Infrastructure Fund and National Productivity Investment Fund; however, additional resource pressures are needed to successfully participate in increasingly competitive bidding for national funding
- Opportunities from the work and conclusions of the Thames Estuary Commission; its report is anticipated in Spring 2018
- Upcoming removal of the ring fence for the public health grant
- The impact of business rate rises on businesses but also the success of business rate appeals could lead to variability and vulnerability of local government finances. The recently awarded business rate retention pilot to KCC presents an opportunity to mitigate these challenges.
- The Apprenticeship Levy will present opportunities for KCC, not just as an employer but also in supporting businesses to navigate the Levy and its funding opportunities

Demographic pressures and social factors

- The county's population is projected to grow by at least 396,300 by 2031; 23% growth, while housing demand is also growing: 178,600 homes are planned; 24% growth by 2031
- Increase in demand for services such as Coroners and Registration as populations and housing developments increase. Annual waste tonnage for the county is predicted to increase by 20% by 2031, from 726,000 to 869,800 tonnes.

- Rising numbers of mainstream school pupils needing transport, and rising costs for Special Educational Needs transport with a need to clarify transport provision to meet increasing and changing needs for our SEN transport, and an increased demand and pressure on the Young People's Travel Pass
- An aging population: by 2031, those aged 65 and above are forecast to increase by 64%; those aged 80 and above will increase by 94%. The total share of the population will shift: by 2031, those aged 20-64 will decline in their share by 5% while those aged 65 and above will increase their total share by 6% of the population. This creates an increase in demand pressures on concessionary fares' usage and costs, social care and demand for suitable housing.
- Impact of increasing obesity and an increase in the proportion of the population who are physically inactive
- The need to build sufficient and appropriate infrastructure to support new developments, as well as the need to consider existing communities affected by increasing housing growth and resultant pressure on infrastructure
- The need to better understand communities and their changing expectations of how they want to access services, and to continually assess the cumulative impact of savings' proposals on communities. This is coupled with the need to continue to focus on community cohesion by understanding and addressing issues such as an increase in social tensions and the needs of excluded communities.
- The need to continue to work with districts, parishes, partners and communities to consider ways to better deliver services and collectively maximise the use of assets
- Opportunities to address housing pressures through the emerging housing and planning legislation's intention to speed up housebuilding by encouraging Small and Medium Enterprise (SME) builders, custom builders and offsite manufacture of pre-constructed houses
- The impact of Brexit upon the workforce and migration

Technology

- Opportunity to exploit technology and innovation to transform our digital platforms to deliver GET services and managing our assets more effectively. However, the pace of digital development coupled with diminishing funding presents a risk of insufficient resources or agility to invest in new technology, so that services get left behind and become less relevant. There is also pressure to improve connectivity to homes and businesses in the 'final 5% locations' (those areas without access to superfast broadband).
- The risk of digital exclusion where individuals do not have easy access or an inequality of access to digital technology
- Opportunities presented by 'smart places' and smart technology innovations to improve and future-proof infrastructure, especially with the advent of autonomous vehicles and Government's commitment to phasing out non-electric vehicles; a pressure to invest in ultrafast digital infrastructure to support future growth and service transformation (e.g. smart city and transport applications)
- Cyber security and maintaining customer trust in our ability to handle their data securely if they use our digital services, and the need to prepare and respond to the new General Data Protection Regulation (GDPR) to be implemented from May 2018
- Easier access to services through platforms such as mobile technology may lead to increased demand for services, such as highway fault reporting

Upcoming or potential legislative, regulatory and policy changes

- Government's Industrial Strategy white paper, which sets out the need for local Industrial Strategies, a review of LEPs, priorities for key sectors including Sector Deals, and measures such as boosting digital infrastructure, supporting electric vehicles and investing in a new Industrial Strategy Challenge Fund to help meet the four 'Grand Challenges' of artificial intelligence/data, clean growth, the future of mobility and an aging society
- Requirement to respond to legislative changes brought in by 'Well Managed Highways', the code of practice for maintaining highways

- The creation of the shadow Sub National Transport Body ('Transport for the South East') provides an opportunity for greater influence over strategic transport planning across the region
- The Housing White Paper has introduced measures that will affect Local Authorities regarding planning and development. Upcoming changes to the way in which housing need is calculated are expected; such changes will increase pressure on Kent to accommodate further growth.
- Expected Government announcements, including the National Infrastructure Commission's National Infrastructure Assessment following the consultation on its interim priorities document 'Congestion, Capacity Carbon', and the report from the Thames Estuary 2050 Growth Commission expected in May 2018
- A new statutory responsibility upon KCC to provide Medical Examiners from April 2019; as yet its funding stream is unknown and potentially an additional spending demand on KCC, and is likely to increase referrals to the Coroners Service and impact upon Registration Services
- Potential for new legislation to require the inclusion of the mothers' details on marriage certificates, and a move from a paper-based system to an electronic register. Timeline and details are unclear but the Private Members' Bill has the support of Government.
- The introduction of the General Data Protection Regulation (GDPR) to be implemented from May 2018 requiring changes to how personal data is managed, used and accessed
- Upcoming Brexit legislation will affect aspects such as customs, freight management, food security, product security, animal movement and environmental regulations
- A new 'Contest' anti-terrorism strategy is expected from Government in Spring 2018
- The recent publication of the Government's 25 Year Environment Plan and the Clean Growth Strategy (increased economic growth and decreased emissions through nurturing low carbon technologies), with a Clean Air Strategy expected in 2018

Environmental factors

- An increase in severe weather events such as flood, drought, heat and wind will put an additional demand on GET services' responses to them, such as Highways, Waste and Community Wardens; severe weather will also put pressure on the balance between investment and maintenance
- Pressure on water, energy, land resources and green infrastructure caused by population increases and housing growth
- The county is seeing increasing freight volumes and this growth is set to continue: 'Port Boulogne Calais' forecasts that cross-Channel traffic will grow by 40% by 2030. The Department for Transport forecasts that Heavy Goods Vehicles (HGV) volumes will grow by 43% and Light Goods Vehicles by 88% by 2035. This would equate to 3.8 million HGVs using Dover – increased from the current 2.5 million HGVs per annum, putting additional pressure on Kent's roads and communities.
- The impact of Brexit will require new solutions to freight management, both on and off highways
- Less investment in both the natural and physical environment will impact on quality of life, health and will be detrimental to the heritage sector and tourism
- The importance of air quality is rising on the political agenda, with much stronger evidence coming forward linking poor air quality to health outcomes. This requires us to strongly influence planning and design of new infrastructure and deliver further partnership action to reduce energy and fuel use, particularly from transport, where overall emissions levels are increasing nationally in comparison to other sectors. A national Clean Air Strategy is expected in 2018.
- Acceleration of Ash Dieback will impact both Kent's environment and increase service pressures to manage/mitigate the problem
- Food security may be increasingly put at risk due to factors such as major events, for example bird flu, or increasing pressure on land resources for farming and agriculture
- Increasing demand for minerals and waste provision to accommodate predicted growth in the county

F. Directorate Risks

There are a number of strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment and Transport directorate. Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage a number of corporate risks, with all risks reviewed by the Directorate Management Team on a quarterly basis. Further details on these risks and their mitigations can be found in the corporate and directorate risk registers.

Summary Risk Profile

Low = 1-6

Medium = 8-15

High =16-25

Risk Title	Current Risk Rating	Target Risk Rating
Corporate level risks		
Ability to access resources to aid economic growth and enabling infrastructure across the county	16	12
Civil contingencies and resilience - ensuring effective planning for, and the response to, incidents and emergencies	12	8
Directorate level risks		
Internal supply chain does not offer the required level of service thereby impacting on GET Directorate customer satisfaction	16	9
Delivery of MTFP budget targets which could impact on service standards	16	4
Ensuring the services across the directorate are resilient and respond effectively to severe weather incidents, minimising subsequent disruption to the people of Kent	12	6
Delivery of in-year budget targets	12	4
Health & Safety considerations across the directorate due to the nature of the work they undertake	10	10
Skills shortage and capacity issues to apply for funding and manage contracts and projects	9	6

G. Directorate Priorities for 2018-19

Building on the progress towards last year's priorities and taking into account the external factors influencing our operating environment as highlighted in Section E, we have refreshed and evolved the cross-cutting priorities that we will focus on this year. As ever, our 3 'Cs' of *Customers, Commissioning and Communities* remain central to GET's activity; this is our approach to customer service coupled with commissioning which equips us to build sustainable services for the future, continuing to meet the needs of our communities.

Continuing to support KCC's Strategic Statement

In shaping our priorities for 2018-19, GET continues to work towards delivering KCC's Strategic Outcomes:

- 1) Children and young people in Kent get the best start in life
- 2) Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life
- 3) Older and vulnerable residents are safe and supported with choices to live independently

The full list of Strategic and Supporting Outcomes can be found in **Appendix 2**, and progress on how we are delivering them is set out in KCC's latest [Annual Report](#) for 2017.

Our directorate priorities for the coming year are as follows:

1. Be ambitious, innovative and brave in our role as the custodians of 'place', ensuring that Kent is home to appropriate, well designed housing, infrastructure and economic growth

Infrastructure:

- a) We will promote our role as the custodians of 'place' by using the GIF to promote and enable housing and employment growth, working in partnership with districts and infrastructure providers (including utilities) to support the delivery of the full range of infrastructure necessary for sustainable, safe communities
- b) We will identify infrastructure requirements to support future growth, attract funding to these priorities and where appropriate lead the delivery of these projects. This includes our work to attract investment to a range of strategic infrastructure including the Lower Thames Crossing and Crossrail to Ebbsfleet, and our role in both bidding for and managing the delivery of the Local Growth Fund schemes.
- c) We will work closely with the Department for Transport, Highways England and district and borough partners in determining their priorities for the Strategic Road Network and Major Roads Network and for providing appropriate lorry parking and enforcement across the county
- d) We will work with BDUK in further extending the reach and availability of superfast and ultrafast broadband services, including the introduction of a Kent voucher scheme

Smart place-shaping and good design: sustainability and community

- e) We will work positively with Local Planning Authorities to ensure that the importance of health, arts, sport, education, transport and libraries is understood in building new communities
- f) We will facilitate conversations about good design by working closely with Design South East, developers and local authorities on building knowledge and sharing good practice
- g) We will work with developers and Local Planning Authorities in planning and delivering major sites across Kent including Ebbsfleet, Chilmington, Otterpool, Whitfield (Dover), and South East Canterbury
- h) We will lead the county debate on driving forward the sustainability agenda particularly in regard to local heat and energy systems

- i) We will continue to support the arts and the ever-growing creative sector in Kent, particularly building on the success of Turner Contemporary to continue the regeneration of Margate and Thanet
- j) As part of our approach to smart place-shaping, we will work to ensure effective management of our heritage assets and explore how we capitalise on the community and health aspects of those assets

Further building our offer for businesses

- k) We will focus support on start-ups and micro businesses through developing new packages within our Kent and Medway Business Fund, our recently launched Life Sciences Equity Fund and our continued role as partner in the South East Business Boost project. We will also develop packages to support overseas trade development through the Kent and Medway Business Fund.
- l) Through Locate in Kent we will push to make the county an even more attractive place to invest, developing innovative new tools and support packages to encourage businesses to relocate
- m) Through Visit Kent we will plan the promotion of our upcoming major cultural and sporting events: the Turner Prize 2019 in Margate and the 149th Open Golf Championship in Sandwich ensuring we exploit the opportunities for the whole county

2. Develop and deliver GET's county-wide strategies

- a) We will articulate Kent's needs and priorities at a national and sub-national level by influencing national and regional strategies and by engaging bodies such as the National Infrastructure Commission, SELEP, the shadow Subnational Transport Body 'Transport for the South East' (TfSE) and the Thames Estuary Commission. Our primary focus will relate to the SELEP's new Strategic Economic Plan and TfSE's South East Transport Strategy. We will influence county-wide strategic partnerships such as the Kent and Medway Economic Partnership, the Kent Resource Partnership, Thames Gateway Partnership and Medway Flood Partnership.
- b) We will develop new strategies to drive forward our services, notably the Ambition for Libraries, Registration & Archives, the Energy & Low Emissions Strategy and the Enterprise & Productivity Strategy, while delivering recently approved strategies such as the refreshed GIF, Local Flood Risk Management Strategy, Country Parks Strategy, the Cultural Strategy, the Minerals and Waste Local Plan, and the Countryside and Coastal Access Improvement Plan

3. Strengthen the County's resilience

In our role as both a key member of Kent Resilience Team and in KCC as an organisation we will:

- a) Enhance the Council's preparedness for the 'move to critical' through the continued development of our 'Operation Quantity' plan, including the roll out of associated training and exercises
- b) Roll out the new model for KCC's command and control arrangements for emergency response and recovery, and embed a cross-council approach to emergency planning
- c) Embed business continuity planning within the Council, including facilitating the development, operation and testing of robust Business Continuity Plans across the organisation
- d) Embed and continue communications and training for Prevent across the directorate, and explore wider training opportunities for GET staff for the 'Prepare' strand of the national Contest strategy, e.g. rolling out Project Argus across the directorate
- e) Work with our partners in the Kent Resilience Forum to roll out the Community Resilience Strategy and develop KCC's role alongside blue light services as a critical Category 1 responder

- f) Continue to work with the cross-government group for planning customs and freight movements post 29th March 2019

4. Further develop GET's commissioning, procurement and contract management knowledge, skills and expertise

- a) We will work with Strategic Commissioning to deliver KCC's Commissioning Success strategy
- b) We will develop our staff as commissioners and contract managers, and make this a key priority of GET's Workforce Strategy, focusing on developing the skills and experience needed and establish a GET commissioners' network to build and share a collective knowledge of best practice
- c) Build social value into all of our major commissions, and work to position GET's services as providers of social value for other commissioners across the Council and beyond

5. Drive forward our directorate-wide customer service priorities, ensuring that we continually review performance and use customer insight to shape future priorities

- a) In our role as a pilot for the Government's digital accessibility programme we will focus on digital inclusion to achieve insight driven service improvements, 'Digital by Design', and a consistent customer experience
- b) We will prioritise services for digital transformation where there are opportunities to improve the customer journey and share the learning from these initiatives
- c) We will continually develop and evolve the directorate's Equalities programme to ensure that the Equalities and Diversity agenda is embedded into our commissioning and service delivery
- d) We will continue to improve our customer complaints experience
- e) We will review how best to communicate with business and developer communities, advancing projects for business advice and a single communications channel for developers
- f) We will develop our approach to collating and understanding customer and community data and information and use this understanding in commissioning services

6. Work both across KCC and with our partners to deliver shared outcomes and ensure best use of our combined assets for the benefit of local communities

Shared Outcomes

- a) Working with a range of partners, we will identify and target opportunities and potential for GET to deliver services or contribute to improving health and wellbeing, and the lives of children, older people and vulnerable residents
- b) Work more closely with Strategic Commissioning (including Public Health), Adults Social Care and Children's Services at all levels to determine how GET and these directorates and divisions will work together to secure and deliver better outcomes for Kent residents
- c) Build better relationships with commissioners, including jointly agreeing national data and sourcing local data as well as evaluation methodologies to be used to inform future investment decisions

Shared Assets

- d) Work with transport providers, local communities, parishes in identifying the opportunities for better transport provision across the county through our Total Transport project

- e) Explore the potential opportunities across the county to join up services across GET, KCC and our external partners to better deliver at a community level ensuring we maximise the use of our buildings
- f) Continue to realise opportunities to work with Districts particularly in relation to waste and parking
- g) Work increasingly with partners shaping and delivering the Sustainability & Transformation Partnership (STP) to ensure that partners are exploiting the opportunities offered by GET services

7. Explore smart technology and use innovation to drive GET's delivery of better outcomes

Explore opportunities for innovative approaches and smart technology to facilitate better management of GET's services and resources and for enhancing customer service. We want to use innovation and technology, for example, to ensure planning for future-proofed infrastructure, testing our highways assets, and provide better ways for customers to tell us about faults and things we need to fix.

Embedding Equalities in everything we do

GET continues to make great strides in its work to improve and embed consideration of equalities and diversity into its commissioning, service planning and delivery, and is an integral strand of our Customer Service Programme, supported by a committed directorate Equalities Group. As part of this activity, the directorate is working towards the following equalities objectives, as set out in KCC's [Equality and Human Rights Policy 2016-20](#).

- Protected characteristics will be considered within all highways and transport schemes identified within Local Transport Plan 4, as well as the schemes' potential to advance equality of opportunity
- The protected characteristics of all members of a community will be considered when investing in road, facilities and utilities that are identified through the Growth and Infrastructure Framework and delivered to meet the needs of Kent's population changes
- Irrespective of Age, Disability, Race or Religion and Belief, Kent residents should be able to access our county's high quality landscapes and environment
- The Libraries, Registration and Archives service in Kent will continue to understand its local communities' needs and tailor its services accordingly
- The Equality Duty will inform all services' efforts to maximise businesses' potential

Information on actions that each division will take to support these priorities can be found in the [divisional business plans](#) on KNet. GET's progress towards these objectives during 2017-18 will be presented in an annual report to our respective Cabinet Committees in Spring 2018.

Getting ready for the General Data Protection Regulations

The introduction of the General Data Protection Regulations will take place in May 2018 and will require important changes to how personal data is managed, used and accessed.

Therefore, we will ensure that GET is well placed to meet the GDPR requirements by working with our colleagues in KCC's Governance and Law division to put relevant policies and procedures in place and ensure that our staff undertake the necessary mandatory information governance training.

H. Significant Service Activity

The table below sets out the major service activity for the coming year, which will include but is not limited to activities such as forthcoming policies or strategies, service redesign, changes to service delivery, and launching or piloting a new service activity. Further information and a full list of all service activity for 2018-19 can be found in the [divisional business plans](#) on KNet.

Name of activity	Brief description of activity	Lead service	Date for Key Decision (if required)	Is public consultation required? Y/N
Economic Development				
Enterprise and Productivity Strategy	Production of local economic strategy for Kent focusing on measures to improve growth and productivity	Economic Development	Q4 18-19	Y
Developer contributions	Working with developers and local planning authorities and coordinating the securing of developer funding towards provision of KCC's community services	Infrastructure	n/a	N
Kent and Medway Business Fund	Provision of financial support for businesses	Business and Enterprise	Already obtained	N
Updated Kent Design Guide	The current version was adopted in 2010. A refreshed version to incorporate new guidance and reflect current best practice is to be produced	Economic Development	(if required, early 2019)	Y
Updated Guide to Developer Contributions	A comprehensive update to the Guide to be produced to pull together the individual methodologies for services in one document	Economic Development	October 2018	N
Kent Life Sciences Fund	Launch and operation of new equity fund focused on 'Life Sciences' businesses	Economic Development	n/a	N
BDUK Phase 2 Contract Extension & Kent Vouchers Scheme	Re-investment of recycled funding to extend the BDUK Phase 2 project, and establish a broadband vouchers scheme	Business and Enterprise	May 2018	N
Turner Prize (December 2019)	Preparation work for using the Turner Prize event to maximise opportunities for economic development in Kent	Cultural and Creative Economy	tbc	tbc

Name of activity	Brief description of activity	Lead service	Date for Key Decision (if required)	Is public consultation required? Y/N
No Use Empty Commercial	Extension of existing project to provide commercial space for businesses	Infrastructure	n/a	N
Tunbridge Wells Cultural Hub	Development of heritage, cultural and learning hub as a catalyst for town regeneration as a cultural destination (with Tunbridge Wells Borough Council)	Cultural and Creative Economy	tbc	Y
Environment, Planning & Enforcement				
Preparation of Mineral Sites Plan and partial review of Kent M&W Local Plan 2013-30.	Following public consultation detail technical assessment of sites to identify preferred site allocations	Planning Application Group	Q2 18-19	Y (completed in March 17/18)
Thanet Parkway	Submission and determination of the planning application, acquisition of the land and procurement of the next stage of design (subject to obtaining full funding)	Strategic Planning and Policy (SPP)	December 2018	N
Overnight lorry parking	Completion of the business case and development of a strategy to enable delivery	SPP	June 2018	Y
Kent Biodiversity Strategy	Review of the existing strategy in light of the recently published national 25-year Environment Plan	SPP	Spring 2019	Y
Kent & Medway Energy and Low Emission Strategy	Strategy to identify partnership activity required to address air quality and health impacts	SBC	Q3 18-19	Y
Countywide Gypsy and Traveller unauthorised encampment strategy	Define and agree a countywide multi-agency approach to managing unauthorised encampments	Public Protection (GTS)	n/a	tbc
KCC Gypsy and Traveller site portfolio asset management plan	Produce an asset management plan for KCC's eight sites	Public Protection (GTS)	tbc	tbc
Countryside and Coastal Access Improvement Plan 2018-28	A refresh of the existing statutory Rights of Way Improvement Plan 2013-17	Public Protection (PRoW)	Q4 18/19	Y
Electronic data management process development	Development of electronic data management processes at ports of entry with UKBF and other partners	Public Protection (TS)	n/a	N

Name of activity	Brief description of activity	Lead service	Date for Key Decision (if required)	Is public consultation required? Y/N
Low Carbon Across the South East (LoCASE) continuation	Extension of existing programme activity in addition to offering new services around public sector building improvements and public-private innovation and foresight	Sustainable Business & Communities (SBC)	Q2 18-19	N
Statutory review of Kent Downs AONB Management Plan	Take forward the statutory review of the Kent Downs AONB Management Plan for KCC and 11 other Local Authorities	KDAONB	Q4 18-19	Y
Kent Climate Change Risk Assessment and Adaptation Plan	Review the risk assessment undertaken in 2010, to take account of the considerable policy developments and the Committee on Climate Change's Risk Assessment 2017	SBC	n/a	N
Highways, Transportation & Waste				
Well Managed Highways	Continue service wide review and planning for implementation of the code in October 2018	Highways Asset Management	tbc	tbc
Approach to Highways Asset Management	Achieving the DfT Highways Maintenance Efficiency Programme top band 3 assessment, finalising asset performance measures across all key assets, develop a process to prioritise across assets group implement lifecycle planning for all teams maintaining and creating new assets	Highways Asset Management	n/a	N
Permanent Pothole Repairs	Following the winter weather deliver a successful 2018 Pothole Blitz and continue to review and improve our approach to life cycle planning and how we link this to our asset management plan and routine maintenance activities	Highways Asset Management	n/a	N
Streetlight LED Programme	Successful completion of year three of the programme to convert 118,000 lanterns and transfer of routine maintenance from Amey to Bouygues	Highways Asset Management	n/a	N
Winter Service Routes Review	Review and optimise routes to meet our MTFP savings for 2018/19 – September 2018	Highways Asset Management	Q3 18-19	Potentially
Commuted Sums Review	Complete the review and seek approval for commuted sums for new developments, how this aligns to our	Transportation	tbc	N

Name of activity	Brief description of activity	Lead service	Date for Key Decision (if required)	Is public consultation required? Y/N
	asset management principles, mitigates impacts on the growth in our adopted highway network and our ability to maintain assets in the future			
On-street Parking Management	Lead a project working with District Councils to improve the efficiency and outcomes of service delivery to create a surplus to re-invest into local transport improvements	Transportation	tbc	N
Delivery of our 2018/19 major capital programme milestones	Procure and commence the major capital programme due to start in 2018/19 and meet budget commitments	Transportation	Various	Potentially for some schemes
Waste Contracts Commissioning Plan	Develop a commissioning plan for major Waste Services contract renewal including in the short term a Prior Information Notice for HWRC services and market engagement for the analyse phase of processing of food waste	Waste & Business Services	n/a	N
Total Transport Project	Develop and deliver, with relevant partners, a Total Transport pilot to test the concept for future roll-out across Kent	Public Transport	n/a	Y
Libraries, Registration & Archives				
LRA Ambition and Strategy	Development of a new Ambition and Strategy for LRA which will lead to a new strategy covering the range of LRA services	LRA	Q1 19-20	Y
Open +	A pilot to extend library opening hours without incurring additional staff costs using innovative technology at Deal, Paddock Wood and Higham libraries	LRA	n/a	N
Archive digitisation	Project to digitise parts of the Archive collections and making these available online, following the successful procurement of Find My Past as the confirmed commercial partner.	LRA	n/a	N
Registration Management System	Working with Corporate Services regarding the Agilisys/Zipporah upgrade of the Registration booking	LRA	n/a	N

Name of activity	Brief description of activity	Lead service	Date for Key Decision (if required)	Is public consultation required? Y/N
	system			
Respond to any new Civil Partnerships, Marriages and Deaths (Registration etc) Bill	Subject to the Private Members' Bill being passed in Parliament, the Registration service will need to plan and implement any changes within required timelines	LRA	n/a	N
Tunbridge Wells Cultural Hub	A major project to incorporate the library, adult education, museum, tourist information centre, etc into one public hub	Tunbridge Wells District Council	tbc	Y- Ongoing through project

I. Significant Commissioning Activity

The table below summarises the Directorate's expected major commissioning activity over the next three years. Further information on specific contracts can be found in KCC's [contract register](#).

	Brief description of activity (inc. partners if co-commissioning)	Lead service	Expected Value (£)	Date for Key Decision (if required)	Is public consultation required? Y/N
Economic Development					
Turner Contemporary Phase II	Planning and development of upgrade and extension to Turner Contemporary at Margate (with Turner Contemporary)	Cultural and Creative Economy	£6 million (capital)	Q1 18-19	Y
Javelin Way, Ashford	Proposed light industrial estate and dance studio (in partnership with Jasmin Vardimon Dance Company)	Cultural and Creative Economy	£6 million (capital)	n/a	N
Faversham Creek Bridge	Consider options for the funding of a replacement swing bridge in the context of wider economic growth and regeneration	Infrastructure	£2.5 million (capital)	tbc	tbc
Inward Investment service	Delivery of inward investment services in Kent and Medway: award of 12-month contract extension to Locate in Kent until August 2020	Business and Enterprise	£580,000	n/a	N
Kent & Medway Growth Hub	Service to signpost business support services in Kent and Medway: 2-year contract to Kent Invicta Chamber of Commerce until October 2018. New contract from Nov 2018 subject to government funding	Business and Enterprise	£500,000	Q2 18-19 for new contract	N
Visitor Economy contract	Delivery of visitor economy services in Kent: 24-month contract extension	Business and Enterprise	£620,000	March 2018	N

	Brief description of activity (inc. partners if co-commissioning)	Lead service	Expected Value (£)	Date for Key Decision (if required)	Is public consultation required? Y/N
	to Visit Kent until March 2020				
South East Business Boost	Business support and grant funding to SMEs in Kent and Medway	Business and Enterprise	£530,000	n/a	N
BDUK Phase 2 Contract extension and Kent Vouchers Scheme	Re-investment recycled funding to extend the BDUK Phase 2 project, and establish a broadband vouchers scheme	Business and Enterprise	tbc	Q1 18-19	N
Environment, Planning and Enforcement					
Thanet Parkway Railway Station	Submission and determination of the planning application, acquisition of the land and procurement of the next stage of design (subject to obtaining full funding)	Strategic Planning & Policy (SPP)	Overall: £24.1m GEN ² : £98k	tbc	N
Highways, Transportation and Waste¹					
Soft Landscaping contracts	Urban Grass, Hedges and shrubs Dartford, Maidstone, Canterbury and Thanet	Highways Asset Management	£3 million	Q1 18-19	N
Thames Way dualling (subject to future developer funding)	Highway Improvement	Transportation	£20 million	Q4 20-21	Y
Maidstone Integrated Transport	Junction/highway improvements	Transportation	£4 million	Q1 18-19	N
A2 Wincheap, Canterbury (LGF)	New slip road	Transportation	£4 million	Q3 18-19	Y
A2500 Lower Road (LGF)	Junction/highway improvements	Transportation	£6 million	Q1 18-19	N
Kent Medical Campus	Junction/highway improvements	Transportation	£10 million	Q3 18-19	tbc
Soft Landscaping contracts	Urban Grass, Hedges and Shrubs (Sevenoaks, Tonbridge & Malling,	Highways Asset Management	£910,000	Q1 18-19	N

¹ Where contract values are shown as per annum, these are activity-based contracts and spending may be lower or higher depending on need

	Brief description of activity (inc. partners if co-commissioning)	Lead service	Expected Value (£)	Date for Key Decision (if required)	Is public consultation required? Y/N
	Tunbridge Wells)				
Highway Term Maintenance	Routine pothole repairs, winter gritting, gully cleaning, streetlight maintenance, surface dressing etc across Kent. Ends Aug'18 with extension	Highways Asset Management	£20m to £25m per annum	Q2 19-20	N
Replacement Professional Services Contract	Specialist consultancy services such as highway design, surveys, investigations and transportation modelling	Transportation	£4m to £5m per annum	Q1 19-20	N
Surface Treatments; linked to Highways Term Maintenance Contract review	Surface dressing, micro-surfacing and slurry seal	Highways Asset Management	Possible £4m per annum	Q2 19-20	N
Management of 12 Household Waste Recycling Centres and 3 Transfer Stations (TfS) Lots 2 and 3	The management and running of (1) New Romney, Ashford, Church Marshes, Sheerness & Faversham HWRCs & TfS and (2) Folkestone, Dover, Deal Richborough, Margate, Herne Bay, Canterbury HWRCs & TfS	Waste & Business Services	(1) £2.3m and (2) £2.9m per annum	Q2 19-20	N
North Farm and Dunbrik Household Waste and Transfer Stations	The management and running of North Farm and Dunbrik HWRCs and Transfer Stations	Waste & Business Services	£2.3 million per annum	Q2 19-20	N
Dry Recyclate Processing Lots 1 and 2	Dry recyclate and co-mingled glass processing from (1) Ashford, Allington and Sittingbourne and (2) North Farm, Dunbrik and Pepperhill	Waste & Business Services	(1) £1.32m and (2) £356k per annum	Q3 19-20	N
Dartford Heath, Swanley and Tovil Household Waste and Recycling Centre and Transfer Station	(Lot P1) The management and running of Dartford Heath, Swanley and Tovil HWRCs	Waste & Business Services	£1 million per annum	Q2 19-20	N
Processing and Recycling of Wood Waste	Recycling of wood waste	Waste & Business Services	£775,000 per annum	Q3 19-20	N

	Brief description of activity (inc. partners if co-commissioning)	Lead service	Expected Value (£)	Date for Key Decision (if required)	Is public consultation required? Y/N
Provision of Organic Waste processing for KCC Lots 4 and 5 for Mid and West Kent	Waste processing of organic waste collected from kerbside	Waste & Business Services	£620,000 and £341,000 per annum	Q3 19-20	N
Reception Bulking & Transport of Residual Waste Thanet Area to Allington Waste to Energy Facility or other nominated facilities Lot 2	Haulage of waste from Thanet to Allington Waste to Energy plant	Waste & Business Services	£471,000 per annum	Q1 18-19	N
Provision of Organic Waste processing for KCC Lot 3 East Kent at Ridham Docks	Waste processing of organic waste collected from kerbside	Waste & Business Services	£440,000 per annum	Q3 19-20 or Q4 24-25	N
Reception Bulking & Transport of Residual Waste Canterbury Area to Allington Waste to Energy Facility or other nominated facilities Lot 1	Haulage of waste from Canterbury to Allington Waste to Energy plant	Waste & Business Services	£413,000 per annum	Q1 18-19	N
Highway Condition Survey	Provision of specialist survey and data interpretation services to determine condition of highway	Highways Asset Management	£400,000 per annum	Q2 18-19	N
Customer enquiry, job and asset management software	Computer software that facilitates customer enquiries, allows the placing of orders and contains highway asset information	Waste & Business Services	£200,000 per annum	Q1 19-20	N
West Kent HWRC Textiles and Shoes Collection and Processing	Collection and processing of Textiles from Dartford Heath, Swanley, Tovil, Pepperhill, Dunbrik & North Farm HWRCs	Waste & Business Services	£185,000 per annum	Q2 18-19	N
Collection and/or Processing & Disposal of Clinical waste 2016-2018	Collection and Disposal of Clinical waste in Kent	Waste & Business Services	£131,000 per annum	Q3 18-19	N
SEN Home to School Transport	Arrangement of transport services on behalf of EYP to enable students to access their learning provision.	Public Transport	Various and ongoing	n/a	N

	Brief description of activity (inc. partners if co-commissioning)	Lead service	Expected Value (£)	Date for Key Decision (if required)	Is public consultation required? Y/N
	We currently transport approximately 4000 SEN clients around Kent consisting of more than 1200 different contracts				
Mainstream Home to School Transport	Arrangement of transport for mainstream students on behalf of EYP, enabling access to their learning provision. We currently transport in excess of 9000 students travelling on various public networks and on over 400 hired contracts	Public Transport	Various and ongoing	n/a	N
Libraries, Registration & Archives					
Southborough Community Hub	Re-location of Southborough Library to a brand-new community hub that will be built including a GP surgery, café, Southborough Town council office and a theatre/hall	Southborough Town Council & Tunbridge Wells Borough Council	£1.54 million (capital)	tbc	Completed
Registration Management System	Working with Corporate Services regarding the Agilisys/Zipporah Registration booking system	LRA	£200,000 per annum	n/a	N
Herne Bay Library Modernisation	Significant capital project in partnership with Canterbury City Council to modernise the service and make necessary building improvements	LRA	tbc	n/a	Y

J. Directorate Resources

Our Financial Resources for 2018-19

The total net 2018-19 revenue budget for GET is £165.5million

Division	Staffing	Non Staffing	Gross Expenditure	Income	Grants	Net Cost
	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Management & Directorate Budgets	190.5	630.3	820.8	-68.0	0.0	752.8
Economic Development	3,011.2	5,023.6	8,034.8	-3,052.8	-678.7	4,303.3
Highways, Transportation & Waste	17,439.7	139,972.7	157,412.4	-18,879.4	-1,195.2	137,337.8
Environment, Planning & Enforcement	15,051.7	10,242.5	25,294.2	-8,895.4	-2,453.6	13,945.2
Libraries, Registration & Archives	11,374.6	4,306.9	15,681.5	-6,514.0	0.0	9,167.5
DIRECTORATE TOTAL	47,067.7	160,176.0	207,243.7	-37,409.6	-4,327.5	165,506.6

CAPITAL 2018-19	£127.5m (part of £762.8m five-year programme)
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NB. Figures are taken from the draft Budget Book (January 2018), with updates from County Council on 20th February. The figures will be updated to reflect the final Budget Book, March 2018.

Meeting the Financial Challenge

The net revenue budget of **£165.5million** for 2018-19 includes anticipated additional spending pressures upon GET's services balanced against savings and income opportunities. As identified in our section about what influences GET's operating environment, there are a number of pressures upon GET's services, which amount to an **additional spending requirement of £9.4 million** for 2018-19. As GET is a predominantly activity-led directorate, with in excess of 75% of its funding tied up in contracts, a considerable proportion of the additional spending requirement accounts for the pressure of price inflation (£4.3m of the £9.4m), particularly for highways and waste contracts, and demography: the increasing use of our services due to an increasing population, for example regarding waste disposal, concessionary bus travel and providing the Young People's Travel Pass. Such demography pressures account for £1m of the £9.4m of additional spending. There is also an additional investment of £2.4m for drainage and pothole repairs to complement the asset management approach to the Highways network.

We are responding to these additional spending requirements by offsetting them through efficiency and transformation **savings and income which will amount to £6.1m**. In fact, nearly a third of our savings will be achieved through income from either new or increased levels of charging across our services, and in total, a fifth of GET's gross spend is now funded by income, as grants and other traditional revenue sources diminish.

This revenue budget also supports the management and administration of our significant capital programme, which at **£127.5m** for 2018-19 is part of a **£762.8m programme** over five years. This coming year we will be funding capital projects such as the final year of the conversion to LED streetlighting which is already mitigating future price inflation due to a two thirds reduction in energy costs; numerous Local Growth Fund projects critical to regeneration and improving our highways; and continuation of our highly successful No Use Empty scheme that by bringing empty properties back into use boosts council tax and business rates receipts, thereby helping towards sustaining the Council's funding.

Our Staff Resource for 2018-19

Our workforce comprises highly skilled teams across a diverse range of specialisms working in an increasingly challenging climate. The number of staff in GET currently sits at 1,304.2 FTE, with 78% at grade 9 and below, and our part time staff make up 25% of our directorate's workforce.

Over the year ahead, we will continue our focus on making our staff resource as effective as possible, to respond to the need for a more flexible and commercial approach to the way we deliver our services. To this end, our Organisational Development priorities, including our Workforce Strategy are outlined in the following section.

Division	FTE	Headcount
Economic Development	45.6	49
Environment, Planning & Enforcement	376.4	485
Growth, Environment & Transport	6.0	6
Highways, Transportation & Waste	446.1	646
Libraries, Registration & Archives	433.9	838
Total	1,308.0	2,024

GET by Grade Band ²	FTE	%
KR6 & below	580.1	44.3%
KR7-9	436.7	33.4%
KR10-13	271.2	20.7%
KR14-15	14	1.1%
KR16+	6	0.5%
Total	1308.0	100%

NB. The staffing numbers are as at January 2018, and will be updated to reflect February 2018 figures, when available.

² Staff paid on Non KR Grades have been grouped according to full time salary.

K. Directorate Organisational Development Priorities

Our Organisational Development priorities are ambitious and will be delivered over a three-year programme until 2020/21. Our priorities are:

- **Implementing our workforce strategy for the future** – In 2017/18, the GET OD Group developed and consulted on a [Vision](#) for a Future Workforce Strategy. This vision and strategy will provide objectives that will challenge the Directorate to step up and deliver a more effective workforce that is able to meet the challenges we will face in the future. In 2018/19, we will develop the strategy and implementation plan for turning that vision into action, starting with a robust evidence base of where we are now – including the skills we need and the skills we have – and the route map to achieving our vision. We will be engaging staff throughout this process.

Within this strategy, we will particularly focus on the following two priorities:

- **Building resilience in our workforce** – The Directorate will build on the delivery of an emotional intelligence pilot from 17/18, identifying the skills and the need for this kind of training/development across the Directorate. The OD Group will work with KCC's Engagement, Organisation Design & Development service in this roll out.
- **Effective horizontal progression** – Long an ambition of GET, the OD Group will identify the tools and mechanisms by which we can enable the Directorate to get the most out of the talent we have in the organisation. This will see the Directorate exploring the use of technology to capture the skills that our staff have, and match that talent with opportunities across the organisation. This will ultimately make it possible for our Directorate to better manage, recruit and retain talent.

In pursuing these ambitions, the Directorate will be seeking to keep tools and processes as simple as possible, and will seek to innovate and do things differently, using technology wherever possible to make the changes we are pursuing sustainable and lasting. In doing so, the GET OD Group will lead by example through being “constructively disruptive” – whether that is challenging how we do things or challenging the way in which we think, and being open to being challenged.

We will also underpin our OD agenda with a **proactive communications plan** and a **principle of two-way accountabilities**, building on the work we did in 2016-17 to develop the [‘What’s expected of you’ tool](#). And we will **work proactively with the GET Equalities and Diversity Group** through our joint work programme to ensure that we actively pursue our ambition of a more diverse workforce. Together we will work to support our staff to realise their full potential.

Our focus on these priorities will contribute to KCC's corporate vision for OD, which is detailed in the [Organisational Development Medium-Term Plan 2017-20](#). In summary, KCC's OD priorities are:

- | | |
|---|--|
| ▫ Leadership and management development | ▫ Apprenticeships |
| ▫ Workforce planning, succession planning and talent management | ▫ Partnership working and integration |
| ▫ Digitally enabled workforce | ▫ Managing change and new operating models |
| | ▫ Resilience |
| | ▫ Workforce development |

L. Directorate Performance Indicators

Each Directorate produces a regular report of performance against targets set for Key Performance Indicators and monitoring of activity against expected Upper and Lower thresholds. This is set out in a Directorate Dashboard which is regularly reviewed by the relevant Cabinet Committee. A selection of the Key Performance and Activity Indicators are also reported each quarter in the Council-wide Quarterly Performance Report.

The targets for Key Performance Indicators and Activity Thresholds for 2018-19 for GET are outlined below.

Performance Indicators relating to Customer Service

All of the following Indicators relate to our Customer Service Priority, details of which are on page 18.

Ref	Indicator Description	2017/18 Target	2017/18 Actual ³	2018/19 Floor ⁴	2018/19 Target
HT02	Routine faults/enquiries reported by the public completed in 28 calendar days	90%	93%	80%	90%
HT04	Customer satisfaction with routine Highways service delivery (100 Call back survey)	75%	83%	60%	75%
HT08	Emergency incidents responded to within 2 hours <i>(NEW)</i>	n/a	n/a	95%	98%
WM04	Customer satisfaction with Household Waste Recycling Centre Services (on-line and face to face)	96%	98%	85%	96%
LRA06	Customer satisfaction with Birth and Death Registration	95%	94%	90%	95%
LRA07	Customer satisfaction with Ceremonies	95%	97%	90%	95%
LRA12	Customer satisfaction with Libraries	95%	97%	90%	95%
LRA13	Customer satisfaction with Archives	90%	87%	82%	90%
LRA18	Customer satisfaction with Citizenship Ceremonies	95%	97%	90%	95%
EPE16	Median number of days to resolve priority Public Right of Way faults (Rolling 12 months)	25	18	28	24
DT01	Report a Highways fault online	40%	38%	25%	50%

³ Estimate based on trend or latest result

⁴ 'Floor standard' is the minimum level of acceptable performance

Ref	Indicator Description	2017/18 Target	2017/18 Actual ³	2018/19 Floor ⁴	2018/19 Target
DT02	Apply for a Young Person's Travel Pass online	75%	79%	60%	80%
DT03	Apply for a Concessionary Bus Pass online	15%	16%	5%	20%
DT04	Book a Speed Awareness Course online	75%	80%	65%	80%
DT05	Apply for a HWRC recycling voucher online	90%	97%	80%	98%
DT06	Highways Licence applications online	60%	56%	50%	60%
DT11	Number of automated book renewals (online, self-service, automated phone)	75%	73%	74%	77%
DT12	Birth Registration appointment booked online	75%	74%	74%	77%
DT14	PROW faults reported by the public online	66%	85%	75%	85%

Activity Indicators relating to Customer Service

All of the following Indicators relate to our Customer Service Priority, details of which are on page 18.

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2018/19 Expected
HT05	Total number of contacts received from the public for HTW services	Upper	65,000	65,000	65,000	65,000	240,000
		Lower	55,000	55,000	55,000	55,000	
HT06	Number of enquiries raised for action by HTW	Upper	28,000	28,000	28,000	28,000	107,000
		Lower	23,000	23,000	23,000	23,000	
HT07a	Work in Progress at any point in time (open routine enquiries) for Highways & Transport services	Upper	2,000	2,000	2,200	2,900	N/a
		Lower	1,500	1,500	1,700	2,400	
HT07b	Work in Progress at any point in time (non-routine enquiries) for Highways & Transport services	Upper	4,900	4,900	4,700	5,500	N/a
		Lower	3,900	3,900	3,700	4,500	

³ Estimate based on trend or latest result

⁴ 'Floor standard' is the minimum level of acceptable performance

Performance Indicators Relating to Business Activity

Where applicable, we have indicated where the Performance Indicators relate to our directorate priorities for 18-19, which are set out on pages 16 to 19; all other indicators relate to 'business as usual' (BAU).

KPI Ref	Priority Ref	Indicator Description	2017/18 Target	2017/18 Actual ⁵	2018/19 Floor ⁶	2018/19 Target
HT01	BAU	Potholes repaired in 28 calendar days	90%	98%	80%	90%
HT03	BAU	Street lights repaired in 28 calendar days	90%	94%	80%	90%
HT11	BAU	Number of actual LED streetlight conversions against programme conversions (cumulative; completion by March 2019)	100,000	90,000	106,000	118,000
ED04a	BAU	Jobs: Jobs created/safeguarded through RGF jobs committed numbers	757	365	425	472
ED04b	BAU	Jobs: Jobs created through inward investment services contract	1,600	2,816	600	1,600
ED05	1	Homes: units brought back to market (through No Use Empty)	400	436	350	400
ED07	BAU	Investment: External investment secured (overall target £70m from 2014-2020)	£10.5m	£5.3m	£8.5m	£10.5m
ED08	1	Infrastructure: developer contributions secured against total contributions sought	90%	96%	80%	90%
ED09	1	Successful projects achieved through inward investment services contract	40	65	15	40
ED10	1	Businesses assisted via Kent and Medway Growth Hub contract (<i>cumulative from Nov '16</i>)	4,000	3,650	3,600	4,000
ED11	1	Businesses assisted through intensive support provided via Growth Hub contract (<i>cumulative from Nov '16</i>)	400	136	360	400
EPE02	BAU	Value of Criminal Activity investigated by Trading Standards	£250k	£1.427m	£450k	£500k
EPE03	BAU	Value of items prevented from entering or removed from the market by Trading Standards	£200k	£9.980m	£450k	£500k

⁵ Estimate based on trend or latest result

⁶ 'Floor standard' is the minimum level of acceptable performance

KPI Ref	Priority Ref	Indicator Description	2017/18 Target	2017/18 Actual ⁵	2018/19 Floor ⁶	2018/19 Target
EPE04	BAU	Total number of businesses supported (Trading Standards & Sustainable Business Team)	350	379	378	420
EPE14	2	Total Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes	38,800	41,113	40,000	37,000
EPE15	BAU	Income generated by EPE services (charged services)	£3.54m	£3.2m	£3.2m	£3.55m
EPE18	BAU	Investment secured by EPE services (Grants/EU funding) - <i>this data is also captured within the wider ED07 indicator</i>	£3.25m	£3.2m	£6.07m	£6.75m
EPE19	BAU	Number of volunteer hours contributing to delivery of EPE services	29,340	38,800	49,200	54,660
EPE20	1	Percentage of planning applications which meet MHCLG standards and requirements	100%	100%	80%	100%
LRA14	6	Number of customers using outreach services (Home Library Service, Touch a New World)	1,500	1,370	1,350	1,500
LRA15	BAU	Total number of customers attending events in Libraries and Archives – 000s	210	210	195	215
LRA16	BAU	Number of physical archival documents utilised by the public	30,000	34,000	34,000	36,000
LRA17	BAU	Number of volunteer hours adding extra value to the LRA service	45,000	41,000	40,500	45,000

KPI Ref	Priority Ref	Indicator Description	Floor	Target			
				Q1	Q2	Q3	Q4
WM01	BAU	All municipal waste (HWRC & District collections) recycled and composted	5% Under Target	50.6%	47.7%	45.2%	42.9%
WM02	BAU	All municipal waste (HWRC & District collections) converted to energy		44.4%	47.0%	49.4%	51.5%
WM03	BAU	Percentage of waste recycled and composted at Household Waste Recycling Centres	2% Under Target	72.6%	71.3%	67.6%	63.3%

⁵ Estimate based on trend or latest result

⁶ 'Floor standard' is the minimum level of acceptable performance

Activity Indicators Relating to Business Activity

All of the following indicators relate to 'business as usual' activity.

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2018/19 Expected
WM05	Tonnage collected by districts (rolling 12 months) (WM05)	Upper	560,000				550,00
		Lower	540,000				
WM06	Tonnage managed through HWRC (rolling 12 months) (WM06)	Upper	190,000				180,000
		Lower	170,000				
WM05 + WM06	Total Waste Tonnage	Upper	750,000				730,000
		Lower	710,000				
LRA01	Number of visits to static buildings (excluding mobiles due to current redesign of service) - 000s	Upper	1,290	1,400	1,240	1,250	4,950
		Lower	1,170	1,280	1,120	1,130	
LRA02	Number of books issued (includes eBooks and audio books) - 000s	Upper	1,200	1,330	1,160	1,170	4,650
		Lower	1,090	1,220	1,050	1,060	
LRA04	Number of digital visits to Libraries, Registration and Archives (000s)	Upper	400	390	390	400	1,500
		Lower	360	350	350	360	
LRA05	Number of ceremonies conducted by KCC officers, including Bexley	Upper	1,900	2,800	1,300	800	6,500
		Lower	1,700	2,600	1,100	600	

M. Monitoring and Review

The GET directorate has the following processes in place to monitor work towards achieving its business plan priorities and targets:

1. GET's Directorate Management Team (DMT), consisting of the Corporate Director and Directors undertakes regular monitoring of progress against the business plan priorities and quarterly reviews of the risks through the Risk Register and Performance Indicators through the Performance Dashboard. It also regularly considers updates on delivery of the Medium Term Financial Plan (MTFP) and reviews the budgets monthly.
2. GET's Portfolio Board monitors progress for all major transformation and commissioning activity on a monthly basis.
3. GET's Divisions regularly monitor progress against their divisional business plans through their Divisional Management Teams (DivMTs).
4. Key projects, contracts and commissioning activity receive oversight from the Environment and Transport Cabinet Committee and Growth, Economic Development and Communities Cabinet Committee.
5. The Infrastructure Funding Group (IFG) receives regular updates on the progress of major sites, developer contributions and Local Plans.

N. Appendices

Appendix 1 - Who delivers our services?

The following services are internally delivered in GET

Economic Development	Highways, Transportation and Waste	Libraries, Registration and Archives
<p>Business and Enterprise</p> <p>Infrastructure</p> <p>Strategy and Partnerships</p> <p>Culture and Creative Economy</p>	<p>School Crossing Patrols</p> <p>Closed landfill monitoring</p> <p>Highway Development Planning</p> <p>LEP programme management</p> <p>Major Project Management</p> <p>Cycle proficiency training</p> <p>Driver Diversion Schemes</p>	<p>Libraries</p> <p>Registration</p> <p>Archives</p>
Environment, Planning and Enforcement		
<p>Countryside, Leisure & Sport services: Kent Country Parks, Sport & Physical Activity, Explore Kent, and Volunteering</p> <p>Planning Applications and Minerals & Waste Local Plan</p>	<p>Public Protection services: Community Safety, Trading Standards, Coroners, Public Rights of Way, Kent Scientific Services, Gypsy & Traveller Service, Resilience & Emergency Planning, and Business Development</p> <p>Sustainable Business & Communities</p>	<p>Strategic Planning & Policy: Transport Strategy, Strategic Planning & Infrastructure, Heritage Conservation, Flood & Water Management, and Natural Environment & Coast</p>

The following services are delivered externally for GET

Further information on specific contracts can be found in KCC's [contract register](#).

Service Name	Contract end date
Economic Development	
Inward investment service	August 2020
Appraisal of applications financial schemes RGF Recycled and Innovation Investment Funds	February 2018
No Use Empty Specialist Advice	Rolling one-year contract
Visitor economy	March 2020
Kent & Medway Growth Hub	October 2018
South East Business Boost	July 2019
Kent Foundation (grant based)	Ongoing
Produced in Kent (grant based)	Ongoing
No Use Empty PR – rolling contract	Rolling one-year contract
Environment, Planning and Enforcement	
CLS: Countryside Management Partnerships	Annual SLA: March 2019
CLS: County Sports Partnership	March 2021
KDAONB: Kent Downs AONB Unit	Annual SLA: March 2019
PP: Kent Resilience Team (Partnership)	Annual SLA: March 2019
PP: Fair Trader Scheme	Rolling two-year partnerships

Service Name	Contract end date
SBC: Kent Warm Homes (Government-funded grants)	Insulation: September 2018 Heating: April 2018
Highways, Transportation and Waste	
Highway Term Maintenance: routine pothole repairs, winter gritting, gully cleaning, streetlight maintenance (finishes Aug 2018), surface dressing etc across Kent	Current: Aug 2020 Max ⁷ : Aug 2021
Surface Treatments; linked to Term Maintenance Contracts review	Current; August 2020 Maximum: August 2021
Streetlight LED conversion and maintenance: a contract over 15 years to convert all 120,000 streetlights to LED and maintain the whole of the streetlighting asset	Current: March 2031 Max: March 2041
Allington Waste to energy: managing approximately 325,000 tonnes of waste	Max: July 2030
Road Resurfacing: a contract to deliver larger road reconstruction and resurfacing schemes	June 2018 (out to tender Jan 2018)
SEN Home to School Transport: the arrangement of transport services on behalf of EYP to enable students to access their learning provision. We currently transport approximately 4000 SEN clients around Kent consisting of more than 1200 different contracts	Various - % of contacts to be retendered in following years: 17% of contracts in 2018 35% of contracts in 2019 25% of contracts in 2020
Mainstream Home to School Transport: the arrangement of transport for mainstream students on behalf of EYP, enabling access to their learning provision. We currently transport in excess of 9000 students travelling on various public networks and on over 400 hired contracts	Various - % of contacts to be retendered in following years: 29% of contracts in 2018 28% of contracts in 2019 25% of contracts in 2020
Management of 12 Household recycling centres and 3 transfer stations	Current: Oct 2020 Max: Oct 2026
Professional specialist consultancy services such as highway design, surveys, investigations and transportation modelling: these services will be provided via several approved frameworks from April 2018	Various

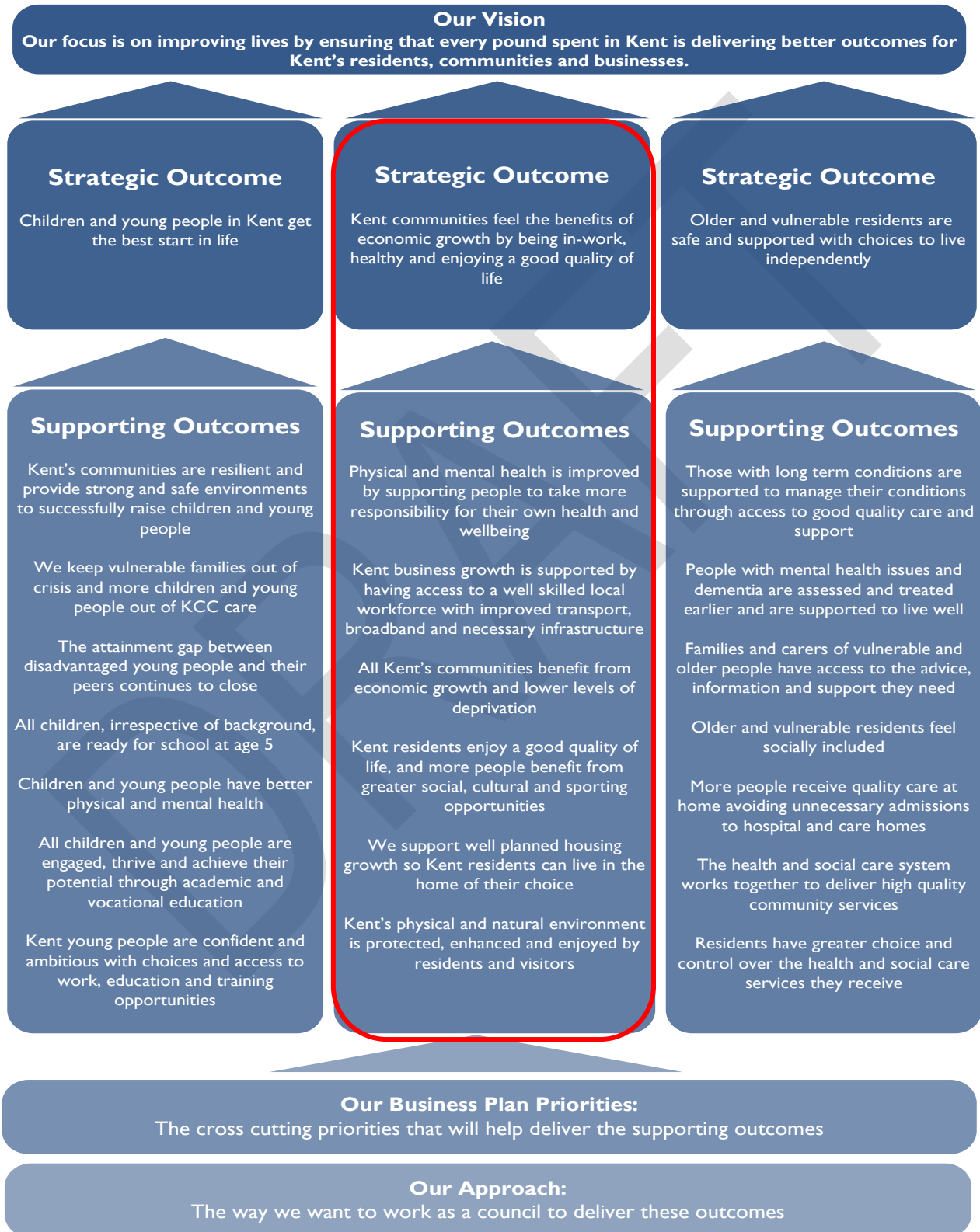
⁷ 'Max' refers to the 'maximum possible extension' that the contract can allow, over and above the current contract end date.

Service Name	Contract end date
Provision of Organic Waste processing for KCC Lots 4 and 5 for mid and west Kent	Current: Mar 2020 Max: Mar 2026
Provision of Organic Waste processing for KCC Lot 3 East Kent at Ridham Docks	Current: Mar 2020 Max: Mar 2026
Pepperhill: Household Waste Recycling Centre and Transfer Station Built by FCC and awarded a 25 yr. contract	February 2035
Highway Condition Survey Contract: to survey the condition of roads and footways and prioritise sites for repair	Current March 2018 Max: March 2019
Traffic Signal & Systems: maintenance of all traffic signals, variable message signs etc in Kent	Current: March 2021 Max: March 2026
Reception Bulking & Transport of Residual Waste Canterbury Area to Allington Waste to Energy Facility or other nominated facilities Lot 1	Nov 2019
Reception Bulking & Transport of Residual Waste Thanet Area to Allington Waste to Energy Facility or other nominated facilities Lot 2	Nov 2019
Soft landscaping: Urban Grass, Hedges and Shrubs (Sevenoaks, Tonbridge & Malling, Tunbridge Wells)	December 2019
Soft landscaping: Urban Grass, Hedges and Shrubs (Dartford, Maidstone, Canterbury and Thanet)	December 2019
Coring and materials testing	August 2019
Ridham Docks: Processing and Recycling of Wood Waste	October 2020
Customer enquiry, job and asset management software	August 2020
Collection & or Processing & Disposal of Clinical waste 2016-2018	December 2019

Service Name	Contract end date
West Kent HWRC Textiles and Shoes Collection and Processing	June 2018
Rural Swathe Cutting and Visibility Splays	March 2020
Arboriculture Works Term Contract	August 2019
Highway weed control	March 2020
Dartford Heath, Swanley and Tovil Household Waste and Recycling Centre and Transfer Stations	June 2019
North Farm and Dunbrik Household Waste and Transfer Stations	March 2020
Dry Recyclate Processing Lots 1 and 2	July 2020
Waste Treatment and/or Final Disposal Lot 1 and 2	Current April 2021 Maximum: April 2023
Waste Treatment and/or Final Disposal Lot 3a	Current July 2021 Maximum: July 2023
Waste Treatment and/or Final Disposal Lot 3b	Current July 2021 Maximum: July 2023
Libraries, Registration and Archives	
Volunteer Programme	October 2018

Appendix 2 - KCC's Outcome Framework from the Strategic Statement

GET supports and delivers primarily to the second Strategic Outcome of KCC's [Strategic Statement 'Increasing Opportunities, Improving Outcomes'](#), as highlighted, but our services are also increasingly working to deliver to the other Strategic Outcomes.



Appendix 3 - Glossary

AONB	Area of Outstanding Natural Beauty
BAU	Business As Usual
BDUK	Broadband Delivery UK
CIL	Community Infrastructure Levy
CLS	Countryside, Leisure and Sport (EPE)
DfT	Department for Transport
MHCLG	Ministry of Housing, Communities and Local Government
ED	Economic Development
EPE	Environment, Planning and Enforcement
GIF	Growth and Infrastructure Framework
GTS	Gypsy and Traveller Service (EPE)
HTW	Highways, Transportation and Waste
HWRC	Household Waste Recycling Station
KDAONB	Kent Downs Area of Outstanding Natural Beauty Unit (EPE)
KES	Kent Environment Strategy
KMEP	Kent and Medway Economic Partnership
LEP	Local Enterprise Partnership
LGF	Local Growth Fund
LoCASE	Low Carbon across the South East
LRA	Libraries, Registration and Archives
LTP4	Local Transport Plan 4
MTFP	Medium Term Financial Plan
OD	Organisational Development
PAG	Planning Applications Group (EPE)
PP	Public Protection (EPE)
PROW	Public Rights of Way (EPE)
RGF	Regional Growth Fund
SBC	Sustainable Businesses and Community (EPE)
SELEP	South East Local Enterprise Partnership
SEN	Special Educational Needs
SME	Small or Medium Enterprise
SPP	Strategic Planning and Policy (EPE)
TfSE	Transport for the South East - Sub National Transport Body
TMC	Term Maintenance Contract (Highways)
TS	Trading Standards
TfS	Transfer Station (Waste)
TW Cultural Hub	Tunbridge Wells Cultural Hub
UKBF	Border Force UK

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

To: Growth, Economic Development and Communities Cabinet Committee – 7th March 2018

Subject: Risk Management: Growth, Environment and Transport Directorate

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary:

This paper presents the strategic risks relating to the Growth, Economic Development and Communities Cabinet Committee, in addition to two risks featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner' on behalf of the Corporate Management Team. The paper also explains the management process for reviewing key risks.

Recommendation(s):

The Cabinet Committee is asked to consider and comment on the directorate risk register and relevant corporate risks outlined in Appendices 1 and 2.

1. Introduction

- 1.1 Directorate business plans are reported to Cabinet Committees each March / April as part of the Authority's business planning process. The plans include a section relating to key directorate risks, which are set out in more detail in this paper.
- 1.2 Risk management is a key element of the Council's Internal Control Framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled. The process of developing the registers is therefore important in underpinning business planning, performance management and service procedures. Risks outlined in risk registers are taken into account in the development of the Internal Audit programme for the year.

- 1.3 Directorate risk registers are reported to Cabinet Committees annually, and contain strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment & Transport directorate, and often have wider potential interdependencies with other services across the Council and external parties.
- 1.4 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register. The Corporate Director for Growth, Environment & Transport Directorate is designated 'Risk Owner' on behalf of CMT for several corporate risks, two of which (CRR0003 – access to resources to aid economic growth and enabling infrastructure; and CRR0004 – contingencies and resilience) are of relevance to this Committee and are presented for comment in Appendix 1. CRR0003 – access to resources to aid economic growth and enabling infrastructure, has been assessed as being "High" (Red). Mitigation controls and actions are outlined within the detail of the risk in Appendix 1.
- 1.5 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly, the current level of risk is assessed, taking into account any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a 'target' risk level is set and further mitigating actions introduced with the aim of reducing the risk to a tolerable and realistic level.
- 1.6 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the KNet intranet site.

2. Financial Implications

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

3. Policy Framework

- 3.1 Risks highlighted in the risk registers relate to strategic priorities and outcomes featured in KCC's Strategic Statement 2015-2020, as well as the delivery of statutory responsibilities.
- 3.2 The presentation of risk registers to Cabinet Committees is a requirement of the County Council's Risk Management Policy.

4. Risks relating to the Growth, Environment & Transport directorate

- 4.1 There are currently six directorate risks featured on the Growth, Environment & Transport directorate risk register (appendix 2), two of which are rated as 'High'. (GT0020- Identification, planning and delivery of Medium Term Financial Plan targets and GT 0021 - Internal supply chain not offering required level of service). Many of the risks highlighted on the register are discussed as part of regular items to Cabinet Committees.
- 4.2 Since last reported to Cabinet Committee in March 2017, the previously recorded finance risk has been split in two, reflecting differing factors and risk levels associated with delivery of in-year budget targets versus identification, planning and delivery of medium-term savings and income. The previous risk relating to partner organisations / contractors not offering the required level of service has been narrowed to focus on the internal supply chain. One risk has been taken off the directorate register relating to loss of ICT systems, with the risk now being held at divisional level as appropriate.
- 4.3 Mitigations for risks are developed and implemented on a regular basis as required. For example, in relation to GT0001 Health and Safety considerations, conflict resolution training has been organised, completed and evaluated for library staff and the service's lone working policy is being reviewed. There are also regular exercises throughout the year to test services' preparedness for and response to severe weather incidents (GT0003), and there is a GET directorate Organisation Development Group developing a forward-looking workforce strategy to identify skills needed for the medium to long term, with an action plan to follow that aims to mitigate the potential skills shortages and capacity issues in applying for funding and managing contracts and projects.
- 4.4 The Libraries, Registration & Archives service has conducted a comprehensive review of risks and opportunities to achievement of service objectives, including piloting a structured approach to management of opportunities, with the potential for this approach to be rolled out more widely across the Authority.
- 4.5 Inclusion of risks on a register does not necessarily mean there is a problem. On the contrary, it can give reassurance that they have been properly identified and are being managed proactively.
- 4.6 Monitoring & Review – risk registers should be regarded as 'living' documents to reflect the dynamic nature of risk management. Directorate Management Teams formally review their risk registers, including progress against mitigating actions, on a quarterly basis as a minimum, although individual risks can be identified and added to the register at any time. Key questions to be asked when reviewing risks are:

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

5. Recommendation

Recommendation:

The Cabinet Committee is asked to consider and comment on the directorate risk register and relevant corporate risks outlined in appendices 1 and 2.

6. Background Documents

6.1 KCC Risk Management Policy on KNet intranet site.

7. Contact details

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Relevant Corporate Director:

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APPENDIX 1

Corporate Risks of particular relevance to the Growth Environment & Transport Directorate Summary Risk Profile

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

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since March 2017
CRR 0003	Access to resources to aid economic growth and enabling infrastructure	16 (High)	12 (Medium)	↔
CRR 0004	Civil Contingencies and Resilience	12 (Medium)	8 (Medium)	↔

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

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



Risk Register - Corporate Risk Register

Current Risk Level Summary

Green	0	Amber	1	Red	1	Total	2
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Current Risk Level Changes

0	0	0	0	0	0
0	0	0	1	0	0
0	0	0	1	0	0
0	0	0	0	0	0
0	0	0	0	0	0

Risk Title and Cause	Risk Ref	Owner	Last Review date	Next Review Date
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Access to resources to aid economic growth and enabling infrastructure	CRR0003	Barbara Cooper	20/12/2017	20/03/2018
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The Council seeks access to resources to develop the enabling infrastructure for economic growth, regeneration and health. However, in parts of Kent, there is a significant gap between the costs of the infrastructure required to support growth and the Council's ability to secure sufficient funds through s106 contributions, Community Infrastructure Levy and other growth levers to pay for it. At the same time, Government funding for infrastructure is limited and competitive and increasingly linked with the delivery of housing and employment outputs. It is currently unknown what, if any, sources of funding there may be to replace EU funding streams in the longer term.

Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Days Overdue	Target Risk Level
Inability to secure sufficient contributions from development to support growth. Funders do not recognise Kent priorities for investment. Lack of resources to continuously shape and determine bids.	Key opportunities for growth missed. The Council finds it increasingly difficult to fund KCC services across Kent (e.g. schools, waste services) and deal with the impact of growth on communities. Kent becomes a less attractive location for inward investment and business. Our ability to deliver an enabling infrastructure becomes constrained. Reputational risk.	High		<ul style="list-style-type: none"> Engage with stakeholders to draw up an agreed Enterprise & Productivity Strategy 2018-2050 	David Smith	A -Accepted	30/04/2018	
		16		<ul style="list-style-type: none"> Growth & Infrastructure Framework – interim refresh being conducted including reviewing key actions arising from the framework 	Tom Marchant	A -Accepted	31/03/2018	
		Serious (4)		<ul style="list-style-type: none"> Contribute to refresh of Strategic Economic Plan 	Barbara Cooper	A -Accepted	30/03/2018	
		Likely (4)		<ul style="list-style-type: none"> Strong engagement with South East LEP and with central Government to ensure that KCC is in a strong position to secure resources from future funding rounds. 	Dave Hughes	Control		
				<ul style="list-style-type: none"> Dedicated team in Economic Development in place, working with other KCC directorates, to lead on major sites across Kent. 	David Smith	Control		
				<ul style="list-style-type: none"> Coordinated approach in place between Development Investment Team and service directorates 	David Smith	Control		

			<ul style="list-style-type: none"> • Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer Group 	David Smith	Control			
			<ul style="list-style-type: none"> • Continued co-ordinated dialogue with developers, Districts and KCC service directorates 	Nigel Smith	Control			
			<ul style="list-style-type: none"> • Local Transport Plan 4 produced and approved by County Council 	Tom Marchant	Control			
			<ul style="list-style-type: none"> • KCC is actively engaged in preparation of local plans across Kent and Medway, responding to all consultations. 	Tom Marchant	Control			
			<ul style="list-style-type: none"> • Environment Planning & Enforcement and Economic Development teams working with each individual District on composition of infrastructure plans including priorities for the CIL and Section 106 contributions, from which gaps can be identified. 	Katie Stewart / David Smith	Control			
			<ul style="list-style-type: none"> • Growth and Infrastructure Framework for Kent and Medway published, setting out the infrastructure needed to deliver planned growth. 	Katie Stewart	Control			
			<ul style="list-style-type: none"> • Infrastructure Funding Group established and receives regular performance reports, potential issues for resolution and highlights funding gaps etc. 	Barbara Cooper	Control			
			<ul style="list-style-type: none"> • Organisational Development plan is targeting gaps in resources to support bids 	GET Directorate Management Team	Control			

Risk Register - Corporate Risk Register

Risk Title and Cause		Risk Ref	Owner	Last Review date	Next Review Date			
Contingencies and Resilience		CRR0004	Barbara Cooper	20/12/2017	20/03/2018			
<p>The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood, and impact, of high impact incidents and emergencies. This includes responses associated with the Counter-terrorism and Security Act 2015 (CONTEST). The Director of Public Health has a legal duty to gain assurance from the National Health Service and Public Health England that plans are in place to mitigate risks to the health of the public including outbreaks of communicable diseases e.g. Pandemic Influenza. Ensuring that the Council works effectively with partners to respond to, and recover from, emergencies and service interruption is becoming increasingly important in light of recent national and international security threats, severe weather incidents and the increasing threat of 'cyber attacks' (see risk CRR 0014).</p>								
Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Days Overdue	Target Risk Level
Failure to deliver suitable planning measures, respond to and manage these events when they occur. Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities. Lack of resilience in the supply chain hampers effective response to incidents.	Potential increased harm or loss of life if response is not effective. Serious threat to delivery of critical services. Increased financial cost in terms of damage control and insurance costs. Adverse effect on local businesses and the Kent economy. Possible public unrest and significant reputational damage. Legal actions and intervention for failure to fulfil KCC's obligations under the Civil Contingencies Act or other associated legislation.	Medium 12 Serious (4) Possible (3)		<ul style="list-style-type: none"> Implementation of a more formalised team structure across the council for emergency planning, ensuring it is embedded as part of the corporate responsibilities of managers. 	Amanda Beer	A -Accepted	31/03/2018	Medium 8
				<ul style="list-style-type: none"> Contribute to the Kent Resilience Forum Local Authorities Emergency Planning group's updating of mutual aid arrangements with District Councils, other councils across the region. 	Fiona Gaffney	A -Accepted	31/03/2018	
				<ul style="list-style-type: none"> Exercise the procedures for a move in national threat level 	Katie Stewart	A -Accepted	30/04/2018	
				<ul style="list-style-type: none"> Respond to any issues arising from upcoming audit of KCC Business Continuity arrangements 	Corporate Management Team	A -Accepted	31/07/2018	
				<ul style="list-style-type: none"> Prevent Duty Delivery Board established to oversee the activity of the Kent Channel Panel, co-ordinate Prevent activity across the County and report to other relevant strategic bodies in the county 	Anu Singh	Control		
				<ul style="list-style-type: none"> Management of financial impact to include Bellwin scheme 	Cath Head	Control		
				<ul style="list-style-type: none"> Local multi-agency flood response plans in place for each district/borough in Kent, in addition to overarching flood response plan for Kent 	Tom Marchant	Control		
				<ul style="list-style-type: none"> Fire Safety Guidance provided by KCC reviewed and updated 	Flavio Walker	Control		

			<ul style="list-style-type: none"> • Senior Management on-call rota devised and agreed • KCC Business Continuity Management Policy and overarching Business Continuity Plan in place, underpinned by business continuity plans at service level. • Local procedures have been and are being continually reviewed and refined for occasions the national threat level increases to critical. This includes an update of the Corporate Business Continuity Plan. • New Quality Assurance approach introduced for business continuity plans to emphasise service accountability. This includes the testing of interdependencies between KCC business continuity plans and those of 3rd parties. • New approach to Business Continuity Governance arrangements to enable increased focus on directorate Issues implemented • Multi-agency recovery structures are in place at the strategic and tactical levels and working effectively • Emergency planning training rolled out at strategic, tactical and operational levels. KCC Resilience Programme in place to deliver further training opportunities and exercises regularly conducted to test different elements of KCC emergency and business continuity arrangements with partners (e.g. Exercise 'Loki@' and Exercise 'Surge'). • On-going programme of review relating to ICT Disaster Recovery and Business Continuity arrangements. • ICT resilience improvements are embedded as part of the ICT Transformation Programme. 	<p>Katie Stewart</p> <p>Katie Stewart</p> <p>Katie Stewart</p> <p>Katie Stewart</p> <p>Katie Stewart</p> <p>Katie Stewart</p> <p>Katie Stewart</p> <p>Michael Lloyd</p> <p>Michael Lloyd</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>				
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			<ul style="list-style-type: none"> • Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Includes sub-groups relating to Health and Severe Weather. • Kent Resilience team in place bringing together personnel from KCC, Kent Police and Kent Fire & Rescue Service in an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent • Winter Resilience Planning Group and action plan in place • Kent Channel Panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) established at district and borough level. • Implementation of Kent's Climate Adaption Action Plan • The Director of Public Health works through local resilience fora to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to public health. • KCC and local Kent Resilience Forum partners have tested preparedness for chemical, biological, radiological, nuclear and explosives (CBRNE) incidents and communicable disease outbreaks in line with national requirements. 	<p>Mike Overbeke</p> <p>Mike Overbeke</p> <p>Mike Overbeke</p> <p>Nick Wilkinson</p> <p>Carolyn McKenzie</p> <p>Andrew Scott-Clark</p> <p>Andrew Scott-Clark</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>			
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APPENDIX 2

GROWTH, ENVIRONMENT AND TRANSPORT DIRECTORATE RISK REGISTER MARCH 2018

Summary Risk Profile

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

Risk No.*	Risk Title	Current Risk Rating	Change since Spring 2017	Target Risk Rating
GT 0001	Health & Safety considerations	10 (Medium)	↔	10 (Medium)
GT 0003	Directorate response and resilience to severe weather incidents	12 (Medium)	↔	6 (Low)
GT 0004	Skills shortage and capacity issues to apply for funding and manage contracts and projects	9 (Medium)	↔	6 (Low)
GT 0019	Delivery of in-year budget targets.	12 (Medium)	↔	4 (Low)
GT 0020	Identification, planning and delivery of Medium Term Financial Plan targets.	16 (High)	New Risk	4 (Low)
GT 0021	Internal supply chain not offering required level of service.	16 (High)	Amended from broader risk	9 (Medium)
CLOSED	Loss of ICT systems	Risk moved to relevant divisional registers		

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

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

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

Full Risk Register

Risk Register - Growth, Environment and Transport

Current Risk Level Summary

Green	0	Amber	4	Red	2	Total	6
Current Risk Level Changes				1	4	↗	1 4 ↗

0	0	0	0	0
0	0	0	2	0
0	0	1	2	0
0	0	0	0	1
0	0	0	0	0

Risk Title and Cause	Risk Ref	Owner	Last Review date	Next Review Date
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Health and Safety considerations	GT0001	GET Directorate Management Team	08/02/2018	08/05/2018
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Services across the directorate need to pay due regard to potential Health and Safety issues due to the nature of the work they undertake.

Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Days Overdue	Target Risk Level
There is a risk of death, or serious injury to the public, KCC staff or contractors, where KCC fails to take all reasonable steps to prevent such an incident. Page 237	Distress to families concerned, possible legal action against the authority and reputational damage.	Medium 10 Major (5) Unlikely (2)		<ul style="list-style-type: none"> Ensuring recommendations of the independent Health and Safety review are monitored and improved as required 	Roger Wilkin	Control		Medium 10
				<ul style="list-style-type: none"> GET Health and Safety group reports regularly to Directorate Management Team 	Roger Wilkin	Control		
				<ul style="list-style-type: none"> Health & Safety Audit on Waste Management now completed and we received a good / substantial level of improvement. 	Roger Wilkin	Control		
				<ul style="list-style-type: none"> Maintain sound Health and Safety systems at waste sites including reviewing accidents and near-misses. 	Roger Wilkin	Control		
				<ul style="list-style-type: none"> Conflict resolution training completed and evaluated. 	Barbara Bragg	Control		
				<ul style="list-style-type: none"> Library staff have taken personal safety e-learning module 	Barbara Bragg	Control		
				<ul style="list-style-type: none"> Review conducted of Fire Wardens and First Aiders. Gaps identified and contractor has organised training and updating of lists for HQ buildings. 	Mark Duggan GEN2	Control		
				<ul style="list-style-type: none"> Libraries Registration and Archive Lone Working Policy is being reviewed 	James Pearson	Accepted		
				<ul style="list-style-type: none"> Regular reporting of accident data and H&S updates to Senior managers. 	GET Directorate Management Team	Control		
<ul style="list-style-type: none"> Regular risk assessments of all Directorate sites and testing for hazards 	GET Directorate Management Team	Control						

Growth, Environment and Transport

Risk Register - Growth, Environment and Transport

			<ul style="list-style-type: none">• Staff to follow Health and Safety legislation and guidance	GET Directorate Management Team	Control			
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Growth, Environment and Transport

Risk Register - Growth, Environment and Transport

Risk Title and Cause		Risk Ref	Owner	Last Review date	Next Review Date				
Directorate Response and Resilience to Severe Weather incidents		GT0003	GET Directorate Management Team	08/02/2018	08/05/2018				
The number of severe weather events affecting the county has increased in the past few years, which can have a significant impact on all GET services, businesses and the Kent community. A number of services within the directorate play an important role in planning for, and responding to, these events.									
Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Days Overdue	Target Risk Level	
Failure by key services in GET to deliver suitable planning measures, respond to and manage these events when they occur.	Excessive damage/congestion/closed roads following severe weather leading to disruption to the public of Kent including KCC staff. This in turn would impact on key services being delivered by the directorate and reputational damage for KCC if responses are judged to be inadequate.	Medium 12 Serious (4) Possible (3)		<ul style="list-style-type: none"> Continue to train and exercise against the Surge scenario and expand on the Recovery table-top exercise. Deliver a Recovery exercise based on "Surge + 6 months" to test partners' abilities to support the community in the return to normality in the longer term 	Katie Stewart	A -Accepted	31/05/2018		Low 6
				<ul style="list-style-type: none"> Continue to train and exercise against the Exercise Surge scenario and test the Kent Resilience Forum Media and Communications Plan elements that were not covered by the exercise including the management of real media and the use of real media to warn and inform the community. Test the cell's capacity to work "virtually". 	Katie Stewart	A -Accepted	31/03/2018		
				<ul style="list-style-type: none"> Review, update and circulate the Kent Resilience Forum Evacuation and Shelter Plan to reflect learning from Exercise Surge 	Katie Stewart	A -Accepted	01/04/2018		
				<ul style="list-style-type: none"> The Kent Resilience Forum are working on a range of e-learning products, which will include welfare centre documentation training 	Fiona Gaffney	A -Accepted	31/03/2018		
				<ul style="list-style-type: none"> Severe Weather Impacts Monitoring System now in use to support the Authority with its response to extreme events 	Carolyn McKenzie	Control			
				<ul style="list-style-type: none"> Business Continuity Plans are kept under constant review 	GET Directorate Management Team	Control			
				<ul style="list-style-type: none"> Local Flood Risk Strategy delivered and Flood Risk Management Plan in place 	Tony Harwood	Control			
				<ul style="list-style-type: none"> Post Winter plan completed 	Andrew Loosemore	Control			
				<ul style="list-style-type: none"> Kent Resilience Forum Severe Weather Advisory Group established to convene in the event of a severe weather incident. 	Tony Harwood	Control			

			<ul style="list-style-type: none"> • Priority salting routes agreed and published and plan to ensure salt bins are provided and filled • Recommendations from the Winter Flooding Plan are being delivered. • Training is available and being rolled out at strategic, tactical and operational level • Carry out a lessons learnt review after each winter • Contractual issues have been raised with Agilysis commissioners regarding Out of Hours response in severe weather incidents. • Senior Management on-call rota devised and now in place • Support gained from the local community who undertake snow ploughing • Local Emergency Plans agreed and published with districts/borough councils. • Exercises regularly conducted to test different elements of emergency and business continuity arrangements with partners (e.g. Exercise Surge). • Cross Directorate Resilience Group briefed on the SWIMS system • A Training Needs Analysis for Welfare Centre Managers and Staff required to staff two welfare centres for a period of 24 hours and ensure that the KRF Welfare Centre training is internally promoted, has been completed. • Kent Resilience Team have updated welfare centre training and have delivered specific documentation training to those who took part in Exercise Surge where the learning need was identified. 	<p>Andrew Loosemore</p> <p>Sarah Anderson</p> <p>Tony Harwood</p> <p>Andrew Loosemore</p> <p>GET Directorate Management Team</p> <p>Katie Stewart</p> <p>Andrew Loosemore</p> <p>Andrew Loosemore</p> <p>Tony Harwood</p> <p>Katie Stewart</p> <p>Katie Stewart</p> <p>Fiona Gaffney</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>			
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Growth, Environment and Transport

Risk Register - Growth, Environment and Transport

Risk Title and Cause		Risk Ref	Owner	Last Review date	Next Review Date			
Skills shortage and capacity issues to apply for funding and manage contracts and projects Funding has been received to deliver major infrastructure projects. The funding is being administered by Essex CC (on behalf of the South East Local Enterprise Partnership), and detailed business cases are required to be completed to obtain the funding through Essex CC.		GT0004	GET Directorate Management Team	08/02/2018	08/05/2018			
Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Days Overdue	Target Risk Level
There is a risk that KCC will be unable to satisfactorily submit suitable business cases and manage the projects due to a shortage of staff with the appropriate skill set within KCC. In addition it is possible that the Authority will be unable to attract suitably trained project managers as the private sector remains competitive in this area.	Funding may not be forthcoming if suitable business cases are not presented, however, even when the funding has been received, the major projects may not be managed appropriately leading to possible delays or difficulties with the funding arrangements. This could impact on the Authority's reputation and even lead to the Authority having to return some of the funding to Central Government.	Medium		<ul style="list-style-type: none"> GET Organisation Devt Group are developing a forward-looking workforce strategy for GET, currently out to consultation, which will identify skills needed for the next 5-10 years, from which an action plan can be drawn. 	A -Accepted	31/03/2018		Low
		9		<ul style="list-style-type: none"> Relevant KCC staff are helped to access external funding programmes including form completion and bid writing. 	Control			6
		Significant (3)		<ul style="list-style-type: none"> Local Growth Fund Project and Steering Group established 	Control			
		Possible (3)		<ul style="list-style-type: none"> Highways contractor has funded Microsoft Project training for its managers to improve their skills base. 	Control			
				<ul style="list-style-type: none"> Workforce Planning exercise conducted with Highways, Transportation & Waste Division to identify gaps in relation to critical roles and recommendations for action and next steps 	Control			
				<ul style="list-style-type: none"> Workforce planning now takes place across EPE division at different times in order that services plan ahead for retirements and identify experience opportunities to bring in new talent. 	Control			
				<ul style="list-style-type: none"> EPE are leading a continual transformation programme that will respond to issues raised in workforce planning 	Control			
				<ul style="list-style-type: none"> Growth, Environment & Transport Change Portfolio Board established to monitor risks and key issues 	Control			


Growth, Environment and Transport

Risk Register - Growth, Environment and Transport

Risk Title and Cause		Risk Ref	Owner	Last Review date	Next Review Date				
Delivery of in-year budget targets. Financial challenges facing services across the directorate, which are becoming harder to mitigate year-on-year. For example a number of services rely on significant external funding, grants and partner contributions. Demand for some services can also fluctuate. In addition, approval of funding for capital projects is often given in stages meaning that the directorate is working 'at risk' should these projects not ultimately proceed.		GT0019	GET Directorate Management Team	08/02/2018	08/05/2018				
Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Days Overdue	Target Risk Level	
There is a risk that budget targets are not met, including the risk of greater than planned for reductions or cessation of external funding and grants or reduced funding. Risk of costs from any aborted capital projects being charged back to the directorate creating additional in-year pressures.	Insufficient budget to maintain service standards. Reputational damage. An over-spend could impact on other parts of the Authority and / or mean additional savings required in future years.	Medium 12 Serious (4) Possible (3)		<ul style="list-style-type: none"> External funding team in place to support KCC officers (including those in GET directorate) in identifying and accessing external funding in line with strategic outcomes 	David Smith	Control			Low
				<ul style="list-style-type: none"> Collaborative Planning (CP) is used for financial monitoring within services. Directorate Management Team (DMT) receives monthly financial monitoring updates 	GET Directorate Management Team	Control			4
				<ul style="list-style-type: none"> Full participation in KCC Medium Term Financial Plan and financial monitoring processes 	GET Directorate Management Team	Control			
				<ul style="list-style-type: none"> GET Portfolio Board established to oversee delivery of change across the directorate 	GET Directorate Management Team	Control			
				<ul style="list-style-type: none"> Regular monitoring of income and fees through the budget process 	GET Directorate Management Team	Control			
				<ul style="list-style-type: none"> Regular review of amber and red rated savings according to KCC BRAG system 	GET Directorate Management Team	Control			
				<ul style="list-style-type: none"> Management teams across the directorate work to resist in-year pressures. 	GET Directorate Management Team	Control			

Growth, Environment and Transport

Risk Register - Growth, Environment and Transport

Risk Title and Cause		Risk Ref	Owner	Last Review date	Next Review Date				
Identification, planning and delivery of Medium Term Financial Plan targets. Financial challenges facing services across the directorate with a reduced ability to mitigate year-on-year. E.g. there is a significant capital programme for the directorate to support. For example a number of services rely on significant external funding, grants and partner contributions. Demand for some services can also fluctuate.		GT0020	GET Directorate Management Team	08/02/2018	08/05/2018				
Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Days Overdue	Target Risk Level	
There is a risk that Medium Term Financial Plan (MTFP) budget targets are not met, including the risk of greater than planned for reductions or cessation of external funding and grants or reduced funding.	Insufficient budget to maintain service standards. Reputational damage. An over-spend could impact on other parts of the Authority and / or mean additional savings required in future years.	High	12	<ul style="list-style-type: none"> GET Portfolio Board established to oversee delivery of change across the directorate External funding team in place to support KCC officers (including those in GET directorate) in identifying and accessing external funding in line with strategic outcomes Savings and income proposals developed to feed into the KCC MTFP. Full participation in KCC Medium Term Financial Plan and financial monitoring processes Regular review of amber and red rated savings according to KCC BRAG system 	GET Directorate Management Team	Control		Low	
		16			GET Directorate Management Team	Control		4	
		Serious (4)			4	GET Directorate Management Team	Control		
		Likely (4)				GET Directorate Management Team	Control		
						GET Directorate Management Team	Control		

Growth, Environment and Transport

Risk Register - Growth, Environment and Transport

Risk Title and Cause		Risk Ref	Owner	Last Review date	Next Review Date				
Internal supply chain not offering required level of service. The GET Directorate relies on services from such as Invicta Law, Gen2 TFM and Agilisys to maintain and provide its services to the public of Kent.		GT0021	GET Directorate Management Team	08/02/2018	08/05/2018				
Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Days Overdue	Target Risk Level	
There is a risk that the quality of the services that are provided to the Directorate do not meet required standards, causing a reduction in the performance of the Directorate's services in the eyes of the public and service users.	Reduction in customer service levels and therefore customer satisfaction with services provided by the directorate. Potential compliance concerns. Reputational damage.	High 16 Serious (4) Likely (4)		<ul style="list-style-type: none"> Work to ensure appropriate involvement of GET representatives in shaping specification and overseeing performance e.g. attendance at Infrastructure Stakeholder Group. Issues with Contact Point provider being raised through the Customer Service Board Continual liaison with Infrastructure commissioners to raise issues with Total Facilities Management (TFM) 	GET Directorate Management Team GET Directorate Management Team GET Directorate Management Team	A -Accepted Control Control	30/09/2018 	9 	Medium

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

To: Growth, Economic Development and Communities Cabinet Committee
7 March 2018

Subject: Members' Recent Visit to Dartford Borough

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This report is in two parts. Firstly, it summarises the outcomes of the recent visit by KCC Members to Dartford Borough. The second part of the report outlines the programme of further visits to other Kent districts during 2018 and 2019.

Recommendation: The Cabinet Committee is asked to receive and endorse the report.

1. Introduction

- 1.1 At the November 2017 meeting of this Cabinet Committee, Members agreed that officers be tasked with arranging a programme of informal visits to each of the Kent districts. The objective of the district visits programme is to provide an opportunity for Cabinet Committee Members to gain an understanding of the economic development and regeneration opportunities and challenges within each of the Kent districts.
- 1.2 At the last meeting of this Cabinet Committee on 1st February, Members approved further visits to districts.
- 1.2 The purpose of this report is to summarise the main outcomes of Members' recent visit to Dartford Borough on 9 February and the programme of district visits during 2018 and 2019.

2. Outcome of the Visit to Dartford Borough

- 2.1 The visit to Dartford Borough on 9 February was arranged with the full support of officers and Members of Dartford Borough Council, who also attended to provide details about the economic development and regeneration opportunities and challenges for their district. The key points from the visit are described in Appendix 1 to this report:

- Northern Gateway Development
- Bob Dunn Way
- The Bridge Development
- M25 Junction 1A
- Crossways

- St Clements Roundabout transport scheme and St Clements Lakes housing.
- Bluewater
- A2 Bean Junction
- Stone
- Dartford Town Centre

3. Programme of Further Visits

- 3.1 Further Member visits to Kent districts are being arranged for the next 12 to 18 months, in collaboration with district and borough officers and Members. The format for each visit will be similar to that for Swale and Dartford, involving a day-long tour of the principal economic development and infrastructure developments within each district. An information pack and location map will be provided to each Member.
- 3.2 The third visit, to Dover District Council is planned for 19 April 2018. The itinerary has yet to be finalised with district council colleagues, but it is anticipated Dover town centre, transport and housing schemes within the town will be the main feature.
- 3.3 The fourth visit, to Ashford Borough Council, is being arranged for June. Currently it is planned to visit to Thanet and Gravesham in the autumn.
- 3.4 Due to the scale and complexity of proposed development, a separate visit to the Ebbsfleet Garden City will be arranged for Members as part of the overall programme.

4. Financial Implications

- 4.1 The cost of coach hire is expected to be £350 per visit.

5. Recommendation

Recommendation: The Cabinet Committee is asked to receive and endorse the report.

6. Appendices

Appendix 1: Highlights of the visit to Dartford Borough Council

7. Contact details

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Highlights of the visit to Dartford Borough Council and key economic development and regeneration priorities:

Introduction

- Dartford is the leading authority in Kent for growth and has the benefit of being close to London.
- One of the smallest Kent Districts but the most densely populated / fastest growing.
- M25 cuts through Dartford and is one of the main problems as when there are incidents on the M25 Dartford the local road network in Dartford grinds to a halt.
- Population growth predicted to increase by 60% by 2031
- Housing completions - 530 per year to 2016. Will be 1,200 per year to 2026 then reducing.
- Certainty around growth – market confidence, 12,500 permitted homes plus 2,000 on other sites.
- Characterised by issues with transport namely A2/M25/Rail/CTRL
- Earning levels relatively high

EDC area (Ebbsfleet Garden City) is largely within Dartford and covers Eastern Quarry, Ebbsfleet and Swanscombe Peninsula. Not covered on tour as a separate tour planned for EDC area.

Focus for Development

- North end of the Borough and town centre
- Large sites, accessible locations with infrastructure provided in tandem
- Train stations (Dartford, Swanscombe and Stone) are a critical issue as not fit for purpose with poor access to platforms, no facilities for disabled and no footways for pedestrians
- All other infrastructure is at capacity, schools, leisure, roads.

Pipeline Projects with Expected Dates

Committed:

- St Clements Way roundabout - imminent
- A2 Bean Junction - 2021
- M25 Jct 2 improvements -Spring 2018
- Northern Gateway Primary School: Sept 2020
- Stone Lodge Secondary School: Sept 2020
- Stone Primary School: Date not yet set
- Town Centre Health Hub –2020
- Stone Health Hub -2020
- Lower Thames Crossing –2027

Uncommitted:

- Further Fastrack extensions/improvements
- Major improvements on A282 at Jct 1a,1b, 2
- Crossrail Extension to Ebbsfleet - 2030
- Darenth Valley Hospital Expansion
- CrossRail Extension subject to Business case and viability

Key Issues

- High and sustained growth
- Need to plan for longer term demand to avoid current over-subscribed service infrastructure.
- Timely delivery of infrastructure.
- DBC would like to see separation of strategic and local road networks to avoid the congestion of local roads when strategic network is overloaded. This is an unusual ask of Govt/HA who currently prefer to join up of networks to relieve congestion on strategic network.
- Modal shift – big effort required to reduce car and increase walk/cycle/bus/train
- Co-ordinate with central gov't agencies and joint work with KCC officers
- Anticipate long term demand
- Affordability still an issue for younger people
- Dartford Tunnel improvements
- A2 capacity issue

Coach Tour of Sites:

Northern Gateway Development

- Mill Pond Development - former GSK site.
- Six blocks and 330 homes. Very popular.
- Developer Weston Homes has acquired adjacent site to add 400 more units.
- Some industrial/commercial remains but long-term plan is to move it.

Bob Dunn Way

- Open land seen as an 'opportunity' by developers
- Will create traffic / transport problems at M25 J1A
- Lower Thames Crossing will not change this scenario
- Thames Estuary Green Belt and Air Quality Management Zone.

Therefore, DBC unable to support additional development:

1. Howbury Railfreight Interchange – planning refused and appeal in June. Estimated 5,000 HGV trips generated a day and 2,500 car/light goods vehicles a day.
2. Land identified in KCC Minerals & Waste Local Plan 2013 – 2030
3. Littlebrook Power Station - Logistics hub on former power station site. HA and DBC object to this also on highway capacity grounds at M25 Junction 1A

The Bridge Development

Prologis and DBC joint venture of 264 acre brownfield site:

- Nucleus business centre
- High tech manufacturing
- High quality residential – 1,500 new homes with 300 homes still to be built

M25 Junction 1a

- M25 traffic numbers is the issue not the traffic generated from new development
- Major hold ups due to tunnel operating at capacity

Crossways

- High quality landscaped business park adjacent to Dartford Bridge
- Three million sq ft with some potential to increase density in future
- Includes the former Thames Europort roll on roll off site – no longer viable. Likely to come forward for redevelopment – 850 homes, riverside site, employment, offices, housing.

A226 London Road/St Clements Junction

- Junction capacity is required to be increased
- Joint DBC/KCC/HA project funded via developer contributions and LGF funding
- St Clements Lakes, popular residential development of 1000 homes

Bluewater Retail

- Originally 150,000 sq m – now to be extended by 30,000sq m
- Eastern Quarry development site on opposite side of the dual carriage-way on the chalk spine. Tunnel proposed through to Bluewater

A2 Bean Junction

- Long term scheme to improve junction – out to consultation soon. Completion 2021/22.
- Improvements now at detailed design stage – National Infrastructure Project
- Will deal with traffic congestion from Bluewater and increase in local traffic as Eastern Quarry built out.
- New roundabout/widen overbridge/new access to A2

Stone

- Lots of potential development land but affected by being landfill sites with gasification
- Lots of pressure to permit development
- Stone Lodge site – owned by DBC. Pylons to be put underground with agreement of UKPN. Not former landfill. 2,000 homes planned.

Walking Tour:

Dartford Town Centre

- Attractive building and grounds at Acacia House being refurbished.
- Later buildings to be demolished and new dance hall provided nearby.

- Will re-connect to the high street.
- New bridges provided and riverside walk to be created to link to existing Central Park.
- Outdoor theatre, Fastrack connection, new café, refurbished Fairfield Sports Centre, new 'Victorian' bandstand, KCC refurbished library
- Market Square – public realm scheme to create shared space / event space linking parks to high street. Forms a bid to SELEP.
- Lowfield St – the former Tesco development site. New micro- brewery. New entrance to 8 storey residential square overlooking park and 540 homes and retail.
- Former Co-Op Site and DBC car park - was HCA owned. Links through to Northern Gateway. New cinema, retail, health provision, residential, restaurants. Developers lined up for 140 homes and public realm improvements

Working Lunch at the Civic Centre

Summary of short presentation: Town centre transport and public realm improvements:

- Planning for 4000 homes in the town centre and possibly 3000 more
- All within 1 mile of town centre to make town 'person centred'
- Town Centre Framework created to guide public/private investment
- Growing investor confidence
- Popularity as a place to live
- Significant residential growth
- Combination of public and private investment
- Critical mass for change

Key drivers:

- Increased population driving town centre spend
- Changing population profile
- Need for more/better facilities to draw residents in
- Leisure / food / drink offer key
- Ease of access into town centre
- Redress balance between cars and people - make more people-friendly town centre
- Quality of public spaces, enhanced historic character

Actions now:

- Commissioning design of transport and public realm
- Securing grant funding – initial £12m
- Public realm improvements aiming to lift quality of private investment
- Engagement with private sector to secure improvements to town centre offer

From: Benjamin Watts, General Counsel

To: Growth, Economic Development and Communities Cabinet Committee -
7 March 2018

Subject: Work Programme 2018

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 2018.

1. Introduction

- 1.1 The proposed Work Programme, appended to the report, has been compiled from items in the Future Executive Decision List and from actions identified during the meetings and at agenda setting meetings, in accordance with the Constitution.
- 1.2 Whilst the Chairman, in consultation with the Cabinet Members, is responsible for the programme's fine tuning, this item gives all Members of this Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Work Programme 2018

- 2.1 The proposed Work Programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions of this Cabinet Committee, identified at the agenda setting meetings [Agenda setting meetings are held 6 weeks before a Cabinet Committee meeting, in accordance with the Constitution.
- 2.2 The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings, where appropriate.
- 2.3 The schedule of commissioning activity which falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance.
- 2.4 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.

2.5 In addition to the formal work programme, the Cabinet Member for Economic Development, the Chairman of the Cabinet Committee and other interested Members are intending to visit all district councils over the next two years starting with Dover, Dartford, Swale and Thanet.

3. Conclusion

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

5. Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2018.

6. Background Documents: None

7. Contact details

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**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 2018**

(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)

Item	Cabinet Committee to receive item
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 (March)
Directorate Business Plan	Annually (March)
Work Programme	At each meeting
Programme of Visits to Districts	At each meeting
Regional Growth Funding Monitoring	Bi-annual reporting

Page 2 of 3

Wednesday 9 May 2018				
No	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard (Standing Item)			
7	LRA Access Service			<ul style="list-style-type: none"> deferred from Feb to March deferred March to May (agenda setting on 25/01/2018)
	SELEP's Strategic Economic Plan			<ul style="list-style-type: none">
	RGF			(6 monthly) – last one presented on 21/11/2017
	Report back from district visits (Standing Item)			
	Work Programme (Standing Item)			

Tuesday 3 July 2018				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard (Standing Item)			
	Report back from district visits (Standing Item)			
	Work Programme (Standing Item)			

Wednesday 5 September 2018				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard (Standing Item)			
	Annual Equality and Diversity Report			
	Report back from district visits (Standing Item)			
	Work Programme (Standing Item)			

Thursday 15 November 2018				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard (Standing Item)			
	Budget Consultation			
	Report back from district visits (Standing Item)			
	Work Programme (Standing Item)			

Items for Consideration that have not yet been allocated to a meeting	
Presentations	Margate Seafront
Other	Otterpool Garden Town
	Thames Estuary Commission
	Theme Park project on Swanscombe Peninsula – regular updates
	Ebbsfleet Development Corporation - Tom Marchant
	17/00047 Faversham Creek Swing Bridge
	Enterprise and Productivity Strategy

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