

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

Wednesday, 9th May, 2018

10.00 am

Darent Room - Sessions House



AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Wednesday, 9 May 2018 at 10.00 am
Darent Room - Sessions House

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

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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 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
- 4 Minutes of the meeting held on 7 March 2018 (Pages 7 - 18)
To consider and approve the Minutes as a correct record

- 5 Verbal updates by Cabinet Members and Corporate Director
To receive verbal updates by the relevant Cabinet Members
- 6 Kent Foundation (Pages 19 - 22)
To note the Kent Foundation report.
- 7 18/00010 - Proposed Changes to Opening hours of the Archive Search Room at Kent History and Library Centre for decision (Pages 23 - 76)
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 opening hours for the archive search room at Kent History and Library Centre; and
 - (ii) for the LRA service to progress to inform customers of these changes.
- 8 Revision of South East Local Enterprise Partnership's Strategic Economic Plan (Pages 77 - 84)
To note the activity underway to review and revise the South East Local Enterprise Partnership's Strategic Economic Plan.
- 9 Regional Growth Funded Programmes Monitoring Report (Pages 85 - 102)
To note the Regional Growth Funded Programmes Monitoring Report.
- 10 18/00024(a) & 18/00024(b) - Extending the Reach of Superfast Broadband (Pages 103 - 112)
To consider and endorse, or make recommendations to the Cabinet Member for Economic Development, on the proposed decisions to:
 1. Invest the additional £4.545 million of available additional gainshare funding to increase superfast broadband coverage in Kent by extending the Broadband Delivery UK Phase 2 contract, subject to value for money and state aid requirements being met; and
 2. Launch a Kent Voucher scheme to support properties in final 5% locations with poor connectivity to get access to a superfast broadband service.
- 11 Kent Social Enterprise Fund: Report to Kent County Council (Pages 113 - 120)
To note Kent Community Foundation's (KCF) report on the Kent Social Enterprise Fund.
- 12 Members' Visit to Dover District April 2018 (Pages 121 - 128)
To endorse the report on the Members' Visit to Dover District in April 2018.
- 13 Work Programme 2018 (Pages 129 - 136)

To receive a report by General Counsel that gives details of the proposed Work Programme for this Cabinet Committee.

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

Monday, 30 April 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.

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KENT COUNTY COUNCIL

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

MINUTES of a meeting of the Growth, Economic Development and Communities Cabinet Committee held in the Darent Room - Sessions House on Wednesday, 7 March 2018.

PRESENT: Mr D L Brazier (Substitute for Mr A Booth) and Mr M D Payne (Substitute for Mr H Rayner)

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

IN ATTENDANCE: Barbara Cooper (Corporate Director of Growth, Environment and Transport) , Katie Stewart (Director of Environment, Planning and Enforcement), Mark Lumsdon-Taylor (Group Deputy Principle and Chief Executive of Hadlow Group), Richard Fitzgerald (Business Intelligence Manager, Performance, Strategic Business Development & Intelligence), David Smith (Director of Economic Development), Steve Rock (Head of Trading Standards) James Pearson (Head of Service for Libraries, Registration and Archives) , Barbara Bragg Strategic Manager, Specialist and Support services for Libraries, Registration and Archives), Jackie Taylor-Smith (Strategic Manager, Business Development, Libraries, Registration & Archives), Karla Philips (Strategic Business Advisor for GET Strategy, Policy, Relationships and Corporate Assurance), Mark Scrivener (Corporate Risk Manager) and Georgina Little (Democratic Services Officer).

UNRESTRICTED ITEMS**53. Apologies and Substitutes**

(Item 2)

Apologies were received from, Mr H Rayner, Mr A Booth and Mr D Butler
Mr M Payne and Mr D Brazier attended as substitutes respectively.

54. Election of Chairman

(Item 3)

RESOLVED that the decision be deferred to the next meeting on 9 May 2018.
Members agreed that Mr S Holden as Vice-Chairman would continue in this role until a Chairman had been elected.

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

(Item 4)

1. Mr M Dance (Cabinet Member for Economic Development) declared an interest, in relation to the Visitor Economy Services Contract Extension agenda item (no.9), as the Director of Visit Kent. Mr M Dance remained in the room however took no part in the discussion.

2. Mr J Kite declared an interest as an Executive Member of Dartford Borough Council, in relation to the Members Visits to Dartford Borough Council agenda item (no.16).

56. Minutes of the meeting held on 1 February 2018

(Item 5)

RESOLVED that the minutes of the meeting held on 1 February 2018 are a correct record and that they be signed by the Chairman.

57. Verbal updates by Cabinet Members and Corporate Director

(Item 6)

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory services) commended the work of all Kent County Council staff during the harsh winter weather, in particular, the efforts undertaken by the Highways Team, Adult Social care and Community Wardens for their significant endeavours in keeping the community safe. Mr M Hill also said that a number of libraries were able to remain open and the communication teams were busily occupied in making sure both community and staff were kept up-to-date with the safety measures and contingency plans throughout the week.
2. Mr M Hill also provided an update on the opening of the new Meopham Library on 13 February 2018 and informed the committee that it had been well received.
3. Mr M Dance (Cabinet Member for Economic Development) highlighted to the committee the significance of the district visits and asked that Members took the opportunity to attend future events.

58. Rural Economy by Kent Rural PLC (presentation)

(Item 7)

Mark Lumsdon-Taylor (Group Deputy Principle and Chief Executive of Hadlow Group) was in attendance for this item.

1. Mr Lumsdon-Taylor presented a series of slides which promoted the work carried out by Kent Rural PLC and highlighted three key objectives that had been identified within the Financial Statement, these were: to provide a focal point for promotion and profile of the rural economy and its value proposition to investors; to create a unified portal of business requirement matching career pathway to maximise the job opportunities in the rural sector; and to secure the highest level of investment in the rural sector for Kent. Comments were welcomed from the committee.
2. In response to Members concerns regarding cultural change within the urban areas and its perception of the agriculture sector, Mr Lumsdon-Taylor said that urban areas were disconnected from the innovations and opportunities within the agriculture sector and the way in which the rural industry had transformed the way in which it approached matters with supply chains. Mr Lumsdon-Taylor emphasised to the committee the need to raise the profile within the rural sector and reinforced the message that it was the Council's obligation to

change people's perception of job opportunities within the urban regions. He said that it was key for Rural PLC to establish a business engagement piece through the Kent Rural Board and that this would become a permanent fixture in the way in which Rural PLC reported, promoted and managed its expectations which would then be cascaded to the Growth, Economic Development and Communities Cabinet Committee.

3. With regard to supermarkets and their perception of stocking local produce, Mr Lumsdon-Taylor said that Rural PLC worked with companies such as Waitrose and Sainsbury's who have adopted a Corporate and Social Responsibility to society however other companies were willing to stock the produce dependent on price.
4. In response to members enquiries regarding job opportunities within the rural sector and how to effectively promote this, Mr Lumsdon-Taylor advised the committee that it was very difficult to promote agriculture within schools because it was not considered to be vocational. He reiterated the importance of Kent County Council's role in promoting the rural sector and the digital advancements that had been made. He informed the committee that a piece of work had been done around apprenticeships however advertisement around this still needed to be stronger; he put before the committee the suggestion that Kent Rural PLC apprenticeships needed its own section on the Kent Apprenticeship website. Mr Lumsdon-Taylor addressed the gender gap and said that it was a challenge within the rural sector and that it was the culture of the industry that needed to be changed. Rural PLC offered qualifications at both Masters and PHD level and there were opportunities for both men and women within the sector however this had not been effectively promoted.
5. Members enquired about the potential of the new Agriculture Act and whether Rural PLC was involved in the consultation. Mr Lumsdon-Taylor confirmed that prior to the consultation period, Rural PLC wrote a response to DEFRA's 10 Point Plan and said that both Rural PLC and Kent County Council needed to develop a plan that focused on employment, expansion and housing within the rural areas to help support employment within the agriculture sector.
6. In response to concerns around workforce issues, Mr Lumsdon-Taylor referred to Thanet Earth which was leading the industry through innovative ideas and had a 5 year forward plan which looked at the type of labour and engagement required to grow and maintain a successful industry. When Thanet Earth employed its workers it had over 400 applications and only appointed 4 local workers, this was primarily due to the fact that smaller businesses that were family orientated were not forward thinking in their approach to farming, nor did they have the required skill-set or work ethos compared to those who work within larger industries.
7. With regard to Betteshanger sustainable energy park, Mr Lumsdon-Taylor said that this had been a monumental challenge and had been deliberately underexposed as the building required more work. Betteshanger aimed to be a flagship sustainability project which provided future life chances through linking green technologies and old energy production and was due to be opening in October 2018 with the official grand launch in early 2019.

8. In response to Members suggestions for a county-wide campaign that would be advertised through various forms of social media and television, Mr Lumsdon-Taylor fully supported Members comments and welcomed the opportunity to explore this with Kent County Council.
9. RESOLVED that the information set out in the presentation and given in response to comments and questions be noted.

59. Performance Dashboard

(Item 8)

Richard Fitzgerald (Business Intelligence Manager, Performance, Strategic Business Development & Intelligence) and Katie Stewart (Director of Environment, Planning and Enforcement) were in attendance for this item.

1. Mr Fitzgerald introduced the report which provided an update on the progress of performance against the Key Performance Indicators (KPIs) which were included within the Directorate Business Plan for 2018-2019. Particular attention was paid to the significant movement around the external investment that had been secured through European funding, having gone from a red rating to a green. Mr Fitzgerald also referred to the change in rating within the Environment, Planning and Enforcement (EPE) targets and informed the committee that EPE15 and EPE18 had moved into a red rating.
2. In response to members request for clarification around the re-phased European funding and what this meant, Ms Stewart informed the committee that there had been a delay in securing the money which impacted on the mobilisation of projects however income risks were being managed within the division.
3. RESOLVED that the report be noted.

60. 17/00009(b) - Visitor Economy services - Contract Extension

(Item 9)

David Smith (Director of Economic Development) was in attendance for this item.

1. Mr Smith introduced the report which set out Kent County Council's contract with Visit Kent that commenced in April 2014. The terms set out within the contract would allow for an extension of up to 36 months to March 2020. In order to help ensure that Visit Kent achieved maximum benefit for the county from major tourism events that were due to take place in Kent during 2019 and 2020, the recommendation presented to the Committee sought Members' approval to extend the Visitor Economy contract up to March 2020.
1. RESOLVED that the Cabinet Committee endorsed the proposed decision of the Leader of the Council, 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.

61. 18/00014 - Financial Penalties - Letting Agents

(Item 10)

Katie Stewart (Director of Environmental, Planning and Enforcement) and Steve Rock (Head of Trading Standards) were in attendance for this item.

1. MR M Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report which set out the new legislation for letting agents under the Consumer Rights Act 2015.
2. Mr Rock informed Members that the change in legislation under the Consumer Rights Act 2015 made it a requirement for letting agents to display certain information at their premises and on their website. If they failed to comply with the legislative changes, Kent County Council as the Local Weights and Measures Authority would exercise its duty and impose a £5,000 penalty. The proposed decision sought the Cabinet Committees agreement to set the financial penalty level at the statutory maximum of £5,000 and for the Cabinet Member of Community and Regulatory Services to delegate authority to the Head of Trading Standards to determine any reduction in the financial penalty in accordance with extenuating circumstances. Mr Rock assured Members that before any financial penalty was imposed upon a letting agent, the Local Weights and Measures Authority had to serve a notice of intent setting out the amount of the proposed financial penalty, the reasons for proposing to impose the penalty, and information on the letting agents rights to make representations. If the letting agents still fails to comply, a final notice could then be served by the council and the letting agent must pay that penalty within 28 days. KCC would have the discretion to reduce the amount specified in a notice of intent or final notice. The duty of the letting agents could be found within Annex D within the pack.
3. Members enquired about the set penalty level and whether this could be start at a reduced rate and then be increased. Mr Rock explained that the government guidance indicated that there would be an expected £5,000 fine and that a lower fine should only be charged if the enforcement authority was satisfied that there were extenuating circumstances. The proposed decision aimed to bring fairness and transparency to consumers and Landlords which would therefore support them in making an informed decision before selecting an agent or property. Mr Rock reminded Members that it was a civil penalty and that letting agents had a right of appeal to dispute the fee. It was more cost effective for KCC to use the new legislation as a tool for change rather than go through the legal proceedings of prosecution.
4. In response to Members queries about the review and decisions around the reduction of financial penalties, Ms Stewart confirmed that authority would be delegated to the Head of Trading Standards. However, with regard to future penalty levels, if there was a change in legislation, this decision would be

made in conjunction with the Cabinet Member for Community and Regulatory Services and potentially go to Cabinet Committee for endorsement. Mr Hill (Cabinet Member for Community and Regulatory Services) assured Members of his involvement and oversight.

5. In response to members queries around the financial regeneration, Mr Rock confirmed that the financial proceeds of any financial penalty would be used for the purposes of the Trading Standards Services.
6. RESOLVED that the Cabinet Committee endorse the proposed decision to the Cabinet Member for Community and Regulatory Services on the proposed decision to agree to:
 - (a) to the use of financial penalties for letting agents who fail to comply with the requirements of the Consumer Rights Act 2015;
 - (b) 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);
 - (c) 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
 - (d) 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.

62. Update on the Work of Kent Trading Standards in 2017 and Future Opportunities and Challenges *(Item 11)*

Steve Rock (Head of Trading Standards) was in attendance for this item.

1. MR M Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report which provided an update on the work of Trading Standards and its key achievements. It also identified the breadth of work that had been carried out across the county and highlighted the future opportunities and challenges that could be faced by the service due to increased demand.
2. Mr Rock highlighted some of the key areas and objectives within the report which aimed to tackle issues around counterfeiting; fraud and unfair practices; product

safety; animal health; food; petroleum and explosive licensing. In recent years the Government had increased its pressure upon Trading standards Services to deliver additional statutory responsibilities however reduced its budget which has had a significant impact upon staff and resources. To counterbalance the reduction in government funding, the service successfully developed several income streams to recover costs which included charging for business and advice; training; establishing Primary Authority Partnerships, environmental surveys and selling financial investigation services to other Local Authorities, however the criminal element remained a significant drain on services and further opportunities for funding continued to be sought. Mr Rock provided a brief summary of the key objectives within the report and welcomed Members comments.

3. In response to Members enquiries around the reduction of government funding and how this had impacted on the services capability to prioritise work, Mr Rock confirmed that each case was assessed according to need and confirmed that all obligations were currently being met. He said that Kent County Council conducted its work using intelligence led data which meant that investigations could be carried out in an organised manner, however in order to do this, the service required qualified staff and with continual reductions in budgets, Trading Standard Services would not be able to invest in the resources required to carry on meeting its statutory and obligatory requirements.
4. Members enquired about the recovery costs of confiscated products and whether Trading Standard Services had the facility to re-sell or use the products. Mr Rock confirmed that many of the products seized were either destroyed or distributed to charities for re-use within the community. Trading Standard Services would only benefit from proceeds where victims were not involved or attain a very small amount of financial profit once all parties had been compensated.
5. Mrs Cooper reassured Members that the Trading Standards team had been involved in government discussions around Brexit and the impact this may have on Kent's borders however no conclusion had been met. She assured the committee that the Trading Standards Service were dependent on these decisions and would update Members on those discussions as they took place.
6. RESOLVED that the report be noted.

63. 18/00011 - Libraries, Registration and Archives Review of Fees and Charges
(Item 12)

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

1. MR M Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report which provided an update on the outcome of the Libraries, Registration and Archive (LRA) fees and charges review.
2. Mr Pearson explained to the committee that LRA had completed a full review of Library and Registration fees and charges in order to maximise potential income where appropriate, which would assist LRA meet its Medium Term Financial Plan savings targets; and still deliver its commitment to provide free core service offers. Mr Pearson assured the committee that no new charges had been proposed for services that LRA had not previously charged for and that the review had also been an opportunity where possible to either simplify charges or improve offers for customers. A full list of proposed fees and charges was set out within Appendix B. The proposed decision sought the Cabinet Committees agreement to implement and publish the revised fees and charges that would be effective from 1 April 2018 and that these would be reviewed annually in consultation with the Cabinet Member for Community and Regulatory Services.
3. In response to Members queries around clarification of Hire charges, Mr Pearson noted the suggestions made and agreed to clarify the 'Hire Charges' definitions.
4. Members queried how the system recognised the difference between child and adult rates and questioned the reservation cost that had been abolished in 2013. Ms Bragg confirmed that the stock was categorised and the self-service system was able to identify different types of stock to evaluate whether an item was chargeable. With regard to the reservation fee this was a reintroduction of a charge and Ms Bragg clarified that in spite of a 25% increase in reservations, there was a reduction in the number of books issued as not every customer who reserved something necessarily then came to take out. By re-introducing the reservation fee, this would potentially reduce requests but people would reserve books they really wanted and help customers value the service.
5. RESOLVED that the Cabinet Committee endorse the proposed decision to the Cabinet Member for Regulatory services on:
 - (a) the decision to implement and publish revised fees and charges changes for Libraries and Archives services;
 - (b) for the LRA service to progress to inform customers of these changes;
 - (c) 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
 - (d) 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.

64. Libraries, Registration and Archives Draft Ambition Statements

(Item 13)

James Pearson (Head of Libraries, Registration & Archives) 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 outlined the progress made in developing new ambition statements for the Libraries, Registration and Archives (LRA) service. He informed the committee that the LRA had been a fully internally commissioned service and thanked the Member Working Group who had been heavily involved in the development of the ambition statements.
2. As a supplement to this, Mr Pearson addressed the unprecedented financial pressure upon Kent County Council which demanded continued and sustained innovative reformations to achieve its savings target. The LRA service had saved £4.1m since 2013/14 and was on track to deliver further savings through positive innovations. The proposed ambition statement was generated following a host of staff workshops sessions, online surveys and the Cross-party Member working group to whom Mr Pearson reiterated his thanks. Mr Pearson highlighted the five new proposed ambition statements for LRA and sought members comments and endorsement.
3. RESOLVED that the draft LRA ambition statement, be endorsed.

65. Growth, Environment and Transport Directorate Business Plan 2018-19

(Item 14)

Karla Philips (Strategic Business Advisor for GET Strategy, Policy, Relationships and Corporate Assurance) and James Pearson (Head of Libraries, Registration & Archives) was in attendance for item.

1. Mrs Cooper (Corporate Director of Growth, Environment and Transport) introduced the report that set out the key features within the draft Growth, Environment and Transport Directorate Business Plan for 2018- 2019, including a summary of progress made against the previous year's activity. Mrs Cooper also referred to the key commissioning activity within the report and invited the Cabinet Committee to use this when reviewing the future work programme.
2. In response to Members queries regarding the £6 million capital funding for the Turner Contemporary Phase two project and anticipated future plans, Mrs Cooper informed the committee that the project was a £3 million investment from Kent County Council which would be matched subject to decree in the next stage bid from the Arts Council. The investment would be used to both upgrade and expand the Turner Contemporary in order to accommodate the growing number of visitors and ensure it had the best possible chance of deriving income; this included a refurbishment within the common areas such as toilet facilities; a small shopping area; and catering facilities. The committee was reminded that the Turner Contemporary was a free exhibition and would not be charging it's visitors, it did however introduce visitors with the option to

provide charitable donations and for those who wished to donate more generously, a scheme had been established whereby every pound was matched by the government. If the Turner Contemporary introduced charging there would be a high risk, as verified by other galleries, that the visitor numbers would go down. Mrs Cooper confirmed that Kent County Council logos had been placed both outside and inside the building.

3. In response to the activity indicators relating to the number of digital visits to Libraries, Registration and Archives (LRA), Mrs Phillips confirmed that the figures shown within the table were in the millions. In addition to this, Mr Pearson informed the committee that whilst the draft Growth, Environment and Transport Directorate Business Plan focused on the key activities within the LRA service, there was an extensive amount of work and activity not included within the draft Business Plan however was happy to share these metrics with Members at future meetings.
4. RESOLVED that Cabinet Committee:
 - (1) Consider and comment on the final draft Growth, Environment and Transport Directorate Business Plan (2018-19); and
 - (2) Note that the final directorate business plan will be published online in April 2018

66. Risk Management: Growth, Environment and Transport Directorate
(Item 15)

Mark Scrivener (Corporate Risk Manager) was in attendance for this item.

1. Mr Scrivener introduced the report that outlined the strategic risks that could potentially affect several functions across the Growth, Environment and Transport directorate and how these risks were controlled. Mr Scrivener explained to the committee that the Risk Register was a 'living document' and that it required periodic review due to its dynamic nature.
2. RESOLVED that the directorate risk register and relevant corporate risks outlined in Appendices 1 and 2 of the report be considered by the Cabinet Committee.

67. District Visits
(Item 16)

David Smith (director of Economic Development) was in attendance for this item.

1. Mr Smith introduced the report that summarised the outcomes of the recent visit by Kent County Members to Dartford Borough Council and provided Members with a programme of future scheduled visits to other Kent districts during 2018 and 2019. Mr Smith thanked the Member of Dartford Borough Council as well as the Chief executive and officers who helped to facilitate the visit and provide excellent commentary on the challenges, development and possible future regeneration of Dartford. Members who did not attend the visit

were directed to the list of key themes from the visit and encouraged to attend further visits.

2. Members commended the work that had been carried out by Dartford Borough Council staff and reiterated the importance of the visits as they helped to demonstrate the variance throughout the county.
3. RESOLVED that the report be endorsed.

68. Work Programme 2018

(Item 17)

1. RESOLVED that the work programme be noted subject to the inclusion of the following items:
 - (1) Risk on Trading Standards
 - (2) The Economic Impact of the Turner Contemporary
 - (3) Produced in Kent

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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 –
9 May 2018

Subject: Kent Foundation

Key Decision No

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: Countywide

Summary: The Kent Foundation has provided business support to young people in Kent for over 33 years. It has recently embarked on ambitious plans to improve and grow its services, as well as create a sustainable business model for the long-term benefit of the business community of Kent. This report summarises its activities and future plans, which will be expanded upon in the presentation to this Committee.

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

1. Introduction

- 1.1 The Kent Foundation was set up in 1985 as a charitable trust in response to an identified need to support young entrepreneurs and business start-ups in the 18-30 age group. Its founding trustees included former KCC Leader Tony Hart CBE, together with Lord Brabourne, Lord Aldington, Lord Kingsdown and Lady Northbourne. The current trustees, led by chairman Julian Kirkness, comprise representatives from both the private and public sectors, including the County Council.
- 1.2 The Kent Foundation is based in Sessions House, and currently employs 2 full time paid staff, Stuart Tanton (Director) and Liam Behn (Marketing and Business Development Coordinator). There are also 120 volunteers who provide business mentoring to young people who are considering starting up businesses or self-employment. As an independent organisation, the Foundation's revenue comes from grants, including an annual grant of £47,000 from the County Council, and donations and business support contracts with organisations such as Prince's Trust and Colyer Foundation.
- 1.3 The Kent Foundation's key objectives are to enhance its support for young entrepreneurs and business start-ups in Kent.

2. Performance over the past year

- 2.1 During 2017-18 the Kent Foundation has undergone some significant changes following the retirement of Paul Barron in early 2017. Working with its new Director, the board of trustees has focused its attention on extending its reach and improving its offer to the young business community in Kent, working alongside other local initiatives such as the Kent and Medway Growth Hub and with organisations such as the Prince's Trust and Kent's universities.
- 2.2 The board of Kent Foundation meets quarterly to review operational progress and to monitor performance in supporting business start-ups.
- 2.3 In 2016-17 the Kent Foundation supported 41 new business start-ups. These are matched with volunteer business mentors who provide ongoing support and advice. This has now increased to 51 new start-ups in 2017-18. Currently, there are 81 businesses supported by the business mentoring service.
- 2.4 At the beginning of May each year, the Kent Foundation hosts an annual networking event, known as ABlast, which provides a showcase for some 40 young businesses that have been and continue to be supported by the Kent Foundation and its volunteer mentors. The event takes place at the Maidstone Studios, and attracts over 300 visitors from the wider business community of Kent. This year's event took place on 1 May.

3. Looking forward to 2018-19 and beyond

- 3.1 The trustees recognise that there is a much larger community of potential young business start-ups in Kent than those currently using its services, and that the Kent Foundation needs to extend its reach. The Kent Foundation therefore aims to build on the existing links it already has with other business support services, including those contracted and delivered by the County Council.

4. Financial Implications

- 4.1 Kent County Council's financial support for the Kent Foundation for the period April 2018 to March 2019 is £47,000. The Kent Foundation's annual budget is some £120,000, which includes service contracts of about £20-30,000 annually.

5. Legal Implications

- 5.1 The advice and support provided by the Kent Foundation to young people, including the mentoring support provided by its volunteers, is covered by its own liability insurance.

6. Equalities Implications

- 6.1 The Kent Foundation has its own equalities and diversity standards which are consistent with those of the County Council.

7. Conclusion

- 7.1 This report aims to show that the Kent Foundation provides valuable support to young people considering either setting up their own businesses or starting self-

employment. The initiative has ambitious plans to grow its support and advisory services and to engage closely with other business support initiatives across the county.

8. Recommendation:

8.1 The Cabinet Committee is asked to note the report.

9. Background Documents

No background documents

10. Contact Details

Report author: Stuart Tanton
Director, Kent Foundation
Telephone number: 03000 410986
Email: stuart.tanton@kent.gov.uk

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

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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- 9 May 2018

Decision No: 18/00010

Subject: Proposed Changes to Opening hours of the Archive Search Room at Kent History and Library Centre for decision

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: All

Summary: This report updates Members on the consultation feedback on proposed changes to the opening times of the Archive search room at Kent History and Library Centre, Maidstone.

Recommendation: The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Community and Regulatory services, as shown at Appendix A on:

- (i) The decision to implement and publish revised opening hours for the archive search room at Kent History and Library Centre; and
- (ii) For the LRA service to progress to inform customers of these changes.

1. Introduction and Background

- 1.1 Libraries, Registration and Archives (LRA) reviews its services regularly to ensure that it continues to meet customer need and demand, so that LRA resources are focussed where they are most needed. As part of this approach, LRA has reviewed the opening hours of the Archive search room at the Kent History and Library Centre, Maidstone.
- 1.2 The Archive search room is where people go to view original archive documents in our collections.
- 1.3 Importantly this proposal only affects the opening times of the Archive search room not those of the wider Kent History and Library Centre.

- 1.4 Visits to the Archive search room have been in steady decline. Furthermore, whilst the Archives are a county resource not everyone can get to Maidstone easily. As a result, the service has been focussing on widening its reach digitally through initiatives like digitisation, making documents and parts of the collection available online.
- 1.5 The evidence shows that there is good use of the search room throughout most of the day, but this declines particularly after 5pm. There is also a distinct variation in usage across the weekdays with Mondays and Fridays showing the lowest levels of use.
- 1.6 The proposal was that the opening hours of the Archive search room are reduced by 15 hours a week. It is proposed that the search room is closed one day a week with the remainder of the hours reduced over the rest of the working week as shown below;

Current		Proposed at point of consultation	
Monday	9.00am to 6.00pm	Monday:	9.00am to 5.00pm
Tuesday:	9.00am to 6.00pm	Tuesday:	9.00am to 5.00pm
Wednesday:	9.00am to 6.00pm	Wednesday:	9.00am to 5.00pm
Thursday:	9.00am to 8.00pm	Thursday:	9.00am to 5.00pm
Friday:	9.00am to 6.00pm	Friday:	Closed
Saturday:	9.00am to 5.00pm	Saturday:	9.00am to 5.00pm

- 1.7 The proposal would potentially deliver £10k savings towards LRA's Medium Term Financial Plan targets for 2018/19. This will be achieved by a reduction in staffing (0.5 fte) for which the service is already holding vacancies
- 1.8 This proposal went to the Growth, Economic Development and Communities Cabinet Committee on 1 February where it was endorsed that the service progress to consultation and that the Cabinet Member for Community and Regulatory Services would consider the results of that consultation before making a final decision on the proposal.
- 1.9 This report updates on the consultation process, feedback from the results of the consultation and makes recommendations for decision.

2. **Consultation process:**

- 2.1 It was agreed that the consultation would focus on the Archive search room users and Archive service customers as these will be the main audience impacted by this proposal.
- 2.2 The key stakeholders identified were;
- Archive search room customers (anyone with a Library card activated for the search room)
 - Archive User Group
 - Archive customers including online

- Key Partners; Canterbury Cathedral Archives, Medway (MALSC), National Archives
 - KCC Members
- 2.3 The consultation ran for five weeks from Monday 5 February to Monday 12th March 2018. The consultation was promoted via posters displayed at Kent History and Library Centre as well as online via the KCC consultation page kent.gov.uk/archivesearchroom and the Archive service website kent.gov.uk/leisure-and-community/history-and-heritage/kent-archives.
- 2.4 6,075 email invites were sent to individuals and organisations who have registered via the consultation directory to receive alerts of any consultations relating to Libraries and Archives.
- 2.5 The Archives team also promoted the consultation to the identified stakeholders, including information about the consultation in the Archive newsletter that goes to all Archive customers who have signed up and included a link in each team member's email signature.
- 2.6 Staff were briefed in advance to promote the consultation and provide support to customers who needed assistance to understand the proposals and to respond.
- 2.7 All consultation material included details of how people could request alternative formats, but none were requested. An Equalities Impact Assessment was completed prior to consultation which was available as part of the consultation. Comments on this have been used to update the EqlA which will be considered, along with the rest of the consultation responses, by the Cabinet Member before making a final decision.
- 2.8 The evaluation of the consultation results was completed in-house by the LRA Customer Insight and Engagement team supported by KCC's Engagement and Consultation team. A full report into the results is included as Appendix B. A summary of the key feedback is included in sections 3 and 4 below.

3. Respondents to the consultation

- 3.1 In total 109 responses were received; 105 of there were completed online with 4 being paper responses.
- 89% of the respondents were individuals
 - 4% were from professional genealogists
 - 7% were from other organisations: Dunkirk Parish Council, St Margaret's at Cliffe History Society, Ramsgate Town Council and the British Horse Society
 - 1 letter was received during the consultation which formed part of the results. This letter was replied to and the questions raised were used to produce a set of FAQs which were made available in the Archive search room and on the website.

3.2 KCC's standard 'About You', equality monitoring questions were included as part of the consultation questionnaire. The characteristics of the respondents providing this information was as follows:

- 44% Male; 51% female
- 63% over 60
- 81% White British
- 43% Christian. A further 43% said they did not regard themselves as belonging to a religion or holding a belief, and 14% preferred not to say.
- 14% people with a disability
- 9% carers

4. Consultation response summary:

4.1 In terms of how respondents access the Archive Service;

- 53% use the search room at Kent History and Library Centre
- 45% access the Archive service online
- 21% don't use the service
- 7% access in other ways

Multiple responses were allowed

4.2 In terms of respondents' frequency of visits to the Archive Search room;

- 38% were occasional users (more than once a year)
- 31% were infrequent users (less than once a year)
- 20% had never used the search room
- 9% were a regular user (more than once a month)
- 2% did not know

4.3 On the key question to what extent respondents agreed or disagreed with the proposed changes to the Archive search room opening hours the results were;

- 46% strongly agree or tend to agree
- 43% tend to disagree or strongly disagree
- 12% neither agree nor disagree

4.4 The analysis has looked at these results for those who only specifically use the Archive search room, taking out those that do not use the service or only access the service online, which gives the following result;

- 55% tend to disagree or strongly disagree
- 33% strongly agree or tend to agree
- 10% neither agree nor disagree
- 2% left blank

4.5 In terms of alternative proposals put forward 66 responders made suggestions

- 31 suggestions that we keep a late night
- 13 suggestions that we should close on Monday
- 13 suggestions that we should stay open on Friday
- 21 comments with suggestions for different opening hour arrangements which included keeping open over a run of several days, opening a bit later to accommodate a late night and suggestions for longer opening.

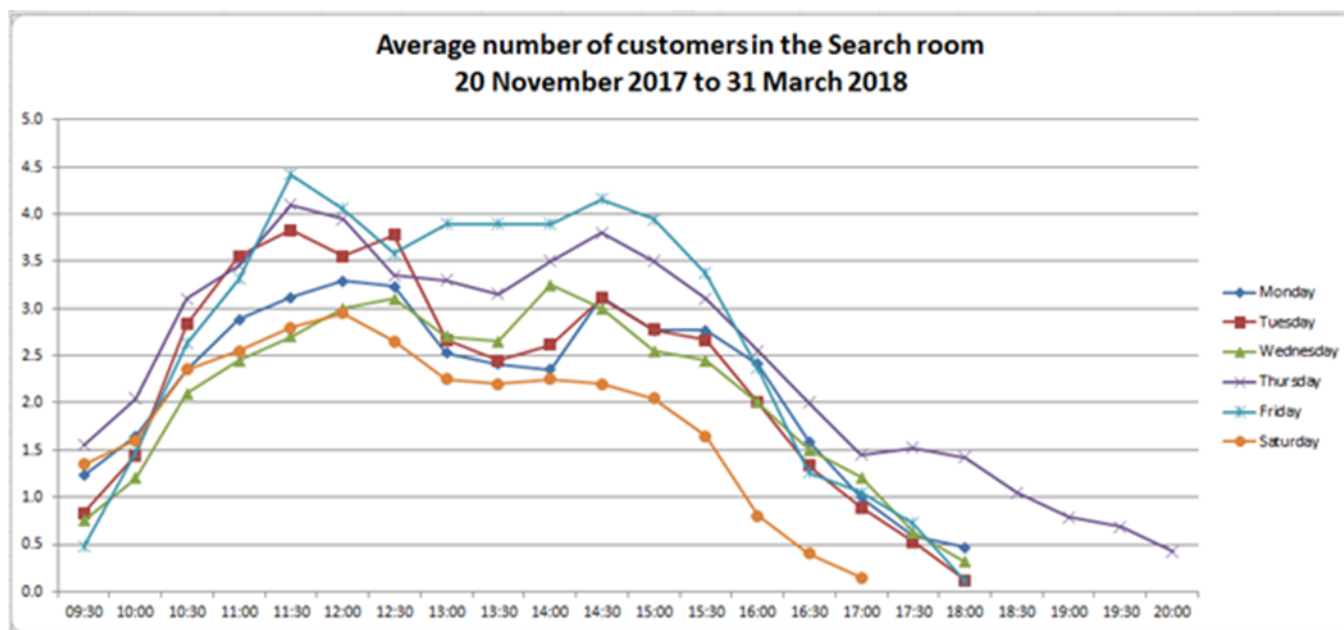
5. Consideration of alternative proposals

5.1 The following were all raised and considered;

Closed Day: The original proposal recommended Friday as the closed day based on usage and previous customer feedback that it would be better for the Kent search room to be closed on a day when other Archives were not.

Considering feedback to the consultation it is proposed that the closed day is changed and moved to Monday which on the data and evidence we have is overall the quietest day of the week. Consultee comment: “Much better if you open for 4 days in a row i.e. Tuesdays to Saturdays. Less confusing and matches what many others do”.

Late night: While there were a small number of responses asking for a later night opening and comments that this would disadvantage certain groups of people such as carers we have looked at the data and evidence on the hourly usage and there is no evidence to support a late-night opening as shown in the graph below. However, we will keep this under review.



Other alternative opening hours proposals. The different arrangement of hours put forward have been considered;

a) The change of closure day will address the comments around having consecutive days of opening towards a weekend.

b) Other arrangements of the opening hours have been rejected as the Archive service feels that our proposals represent the best range of opening possible and that this offers customers consistent opening hours each day. The other proposal for longer hours has been rejected given the need for this proposal to deliver a saving and that the data on current usage does not indicate a level of demand.

6. Equalities impact

6.1 The Equalities Impact Assessment has been revised as a result because of the consultation and is included as Appendix C.

7. Financial implications

7.1 The proposal with the changes will still deliver £10k savings towards LRA's Medium Term Financial Plan targets for 2018/19. This will be achieved by a reduction in staffing (0.5fte) for which we are already holding vacancies.

8. Revised proposal and recommendation

8.1 Considering the feedback from the consultation and the alternative proposals put forward the revised proposal for the new Archive Search room opening hours are;

Proposed at time of Consultation		Proposed for decision	
Monday:	9.00am to 5.00pm	Monday:	Closed
Tuesday:	9.00am to 5.00pm	Tuesday:	9.00am to 5.00pm
Wednesday:	9.00am to 5.00pm	Wednesday:	9.00am to 5.00pm
Thursday:	9.00am to 5.00pm	Thursday:	9.00am to 5.00pm
Friday:	Closed	Friday:	9.00am to 5.00pm
Saturday:	9.00am to 5.00pm	Saturday:	9.00am to 5.00pm

8.2 It is recommended that this proposal should be implemented.

9. Next steps:

9.1 Customers will be notified of the decision by;

- A copy of this report, the consultation report and revised EqIA being made available in the search room and online via the Archive website, social media and the consultation directory.
- Notice of three full working weeks will be given to customers before any changes come into effect
- Revised signage and information will be put in place at Kent History and Library Centre and on our website.

10. Recommendation

The Cabinet Committee are asked to consider and endorse or make recommendations to the Cabinet Member for Community and Regulatory services as shown at Appendix A on:

- (i) The decision to implement and publish revised opening hours for the archive search room at Kent History and Library Centre
- (ii) For the LRA service to progress to inform customers of these changes.

11. Appendices and Background Documents

- Appendix A: Proposed Record of Decision
- Appendix B: Full consultation evaluation report
- Appendix C: Revised Equality Impact Assessment

12. Report Authors:

James Pearson
Head of Libraries, Registration & Archives
Tel: 03000 414923
Email: james.pearson@kent.gov.uk

Relevant Director
Barbara Cooper, Corporate Director for Growth, Environment and Transport
Tel: 03000 415981
Email: Barbara.cooper@kent.gov.uk

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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:

18/00010

For publication

Key decision*

Yes –

Subject: Proposed Changes to Opening hours of the Archive Search Room at Kent History and Library Centre for decision

Decision:

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

- (i) Implement and publish revised opening hours for the archive search room at Kent History and Library Centre; and
- (ii) For the LRA service to progress to inform customers of these changes.

Reason(s) for decision:

Libraries, Registration and Archives (LRA) reviews its services regularly to ensure that it continues to meet customer need and demand, so that LRA resources are focussed where they are most needed. As part of this approach, LRA has reviewed the opening hours of the Archive search room at the Kent History and Library Centre, Maidstone and is proposing changes.

Cabinet Committee recommendations and other consultation:

Members of the Growth, Economic Development and Communities Cabinet Committee considered and endorsed a public consultation on the proposed changes at their meeting on 1 February 2018. The public consultation ran for five weeks from Monday 5th February to 6pm on Monday 12th March 2018.

Any alternatives considered:

Alternative arrangements of the opening hours

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

.....
signed

.....
date

Name:

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Archive Search Room Opening Hours Consultation Report

1. Introduction

Libraries, Registration and Archives (LRA) reviews its services regularly to ensure that it continues to meet customer need and demand, so that LRA resources are focussed where they are most needed. As part of this approach, LRA has reviewed the opening hours of the Archive search room at the Kent History and Library Centre (KHLC), Maidstone.

The consultation outlined the proposal to reduce the opening hours for the Archive search room from 55 to 40 per week, which would result in a net a saving of £10,000.

Current hours	Proposed hours at time of public consultation
Monday, Tuesday, Wednesday, Friday (9am-6pm)	Monday, Tuesday, Wednesday (9am-5pm)
Thursday (9am-8pm)	Thursday (9am-5pm)
Saturday (9am-5pm)	Saturday (9am-5pm)

The proposal is based on data on current use of the service which has reduced over recent years. The availability of other local archive facilities has also been taken into account.

2. Consultation process

The consultation ran for five weeks from 5 February to the 12 March 2018 and the following groups were targeted:

- Archive search room customers
- Archive User group
- Archive service customers including those who use us online
- KCC Members
- We have also consulted with key partners; Canterbury Cathedral Archives, Medway (MALSC), National Archives

The following methods were used to inform customers about the consultation:

- Consultation document explaining rationale, setting out the proposal and providing information on how people could have their say
- Posters at KHLC and Archive search room

- Entry on consultation directory (kent.gov.uk/archivesearchroom) and an invite sent to 6,075 registered users who have expressed an interest in being kept informed on KCC consultations regarding libraries and archives
- A dedicated page on the Archive website (kentarchives.org.uk) with a copy of the poster which signposted people to the consultation documents and questionnaire so they could reply online
- Link to the consultation in each team member's email signature
- Staff were briefed to promote the consultation and provide support to customers who needed assistance to understand the proposals and to respond.

Consultees were invited to submit their views on the proposals via a questionnaire that could be filled out either in hard copy or online via the consultation directory. Hard copy questionnaires were available in the search room or on request and could be returned via a drop box in the search room.

All consultation material included details of how people could request alternative formats but none were requested. An Equality Impact Assessment (EqIA) was completed prior to consultation which was available as part of the consultation. Comments on this have been used to update the EqIA which will be considered, along with the rest of the consultation responses, by the Cabinet Member before making a final decision.

3. Consultation Response

The consultation asked participants to what extent they agreed or disagreed with the proposal and for any feedback on the proposals and the EqIA.





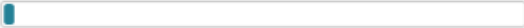





109 responses in total were received. 105 responses were via the online questionnaire and 4 were via paper.

One letter was received during the consultation which formed part of the results. This letter was replied to and the questions raised were used to produce a set of FAQs which were made available in the Archive search room and on the website.

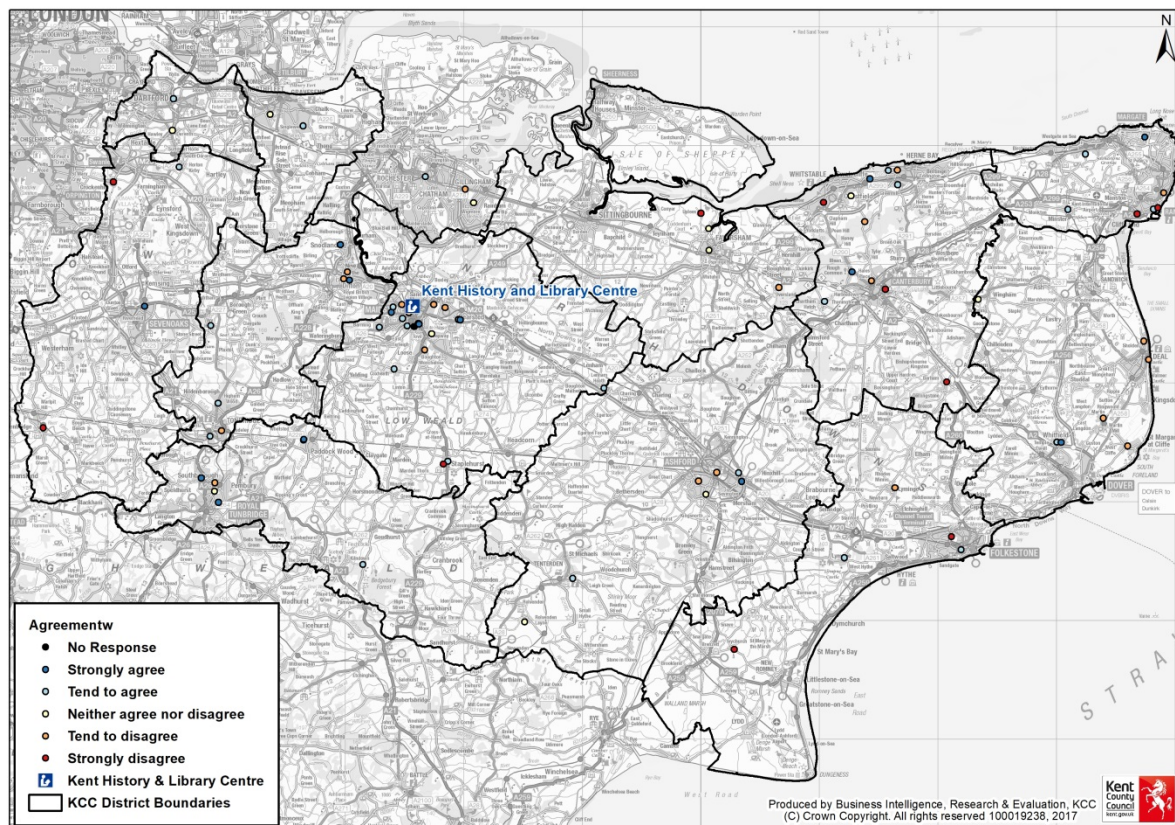
The questionnaire asked consultees in what capacity they were responding to the consultation. See the breakdown of responses below:

Q1. Are you responding...?

Please select the option from the list below that most closely represents how you will be responding to this consultation.

As an individual		86% (94)
As a representative of a local history / community group		1% (1)
On behalf of an educational establishment, such as a school or college		0% (0)
As a member of KCC staff		3% (3)
On behalf of a Parish / Town / Borough / District Council in an official capacity		2% (2)
As a professional genealogist		4% (4)
As a solicitor or legal representative		0% (0)
As a depositor		0% (0)
On behalf of a charity, voluntary or community sector organisation (VCS)		1% (1)
Other		4% (4)

Question 2 asked participants for their postcode details to help us analyse the data



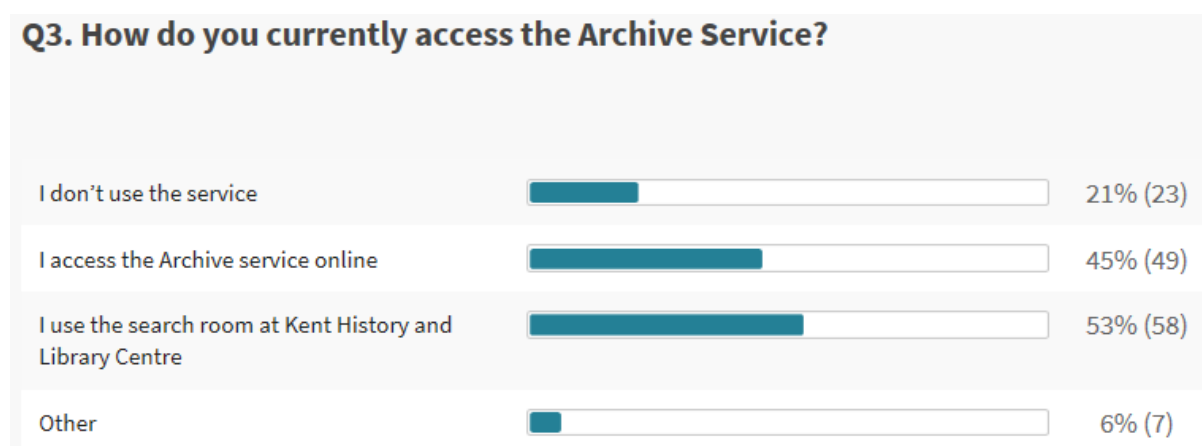
Participants were also from:

Bristol
Essex
Norfolk

Somerset
Southampton
Surrey

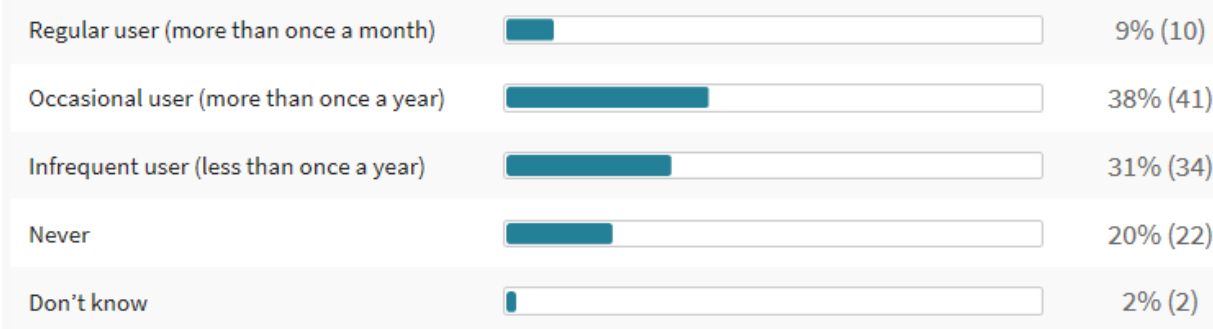
Wiltshire
Wolverhampton
USA

Q3. How do you currently access the Archive Service?



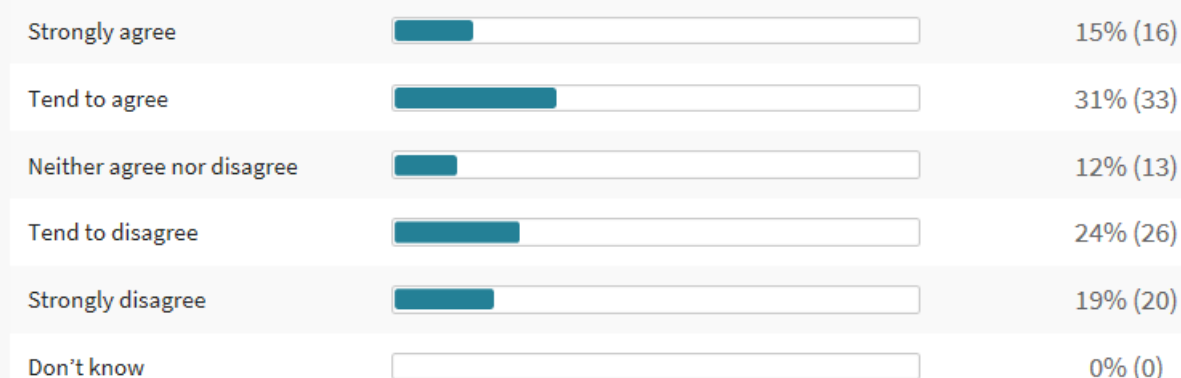
The majority of participants were users of the Archive Search Room although many online users and non users took part in the consultation: Of the users 86% were individuals

Q4. Please tell us how often you visit the Archive search room at Kent History and Library Centre?



20% of those who responded never use the service and the largest groups were those who are occasional and infrequent users.

Q5. Having read the proposal and the rationale to what extent do you agree or disagree with the proposed changes to the Archive search room opening hours?



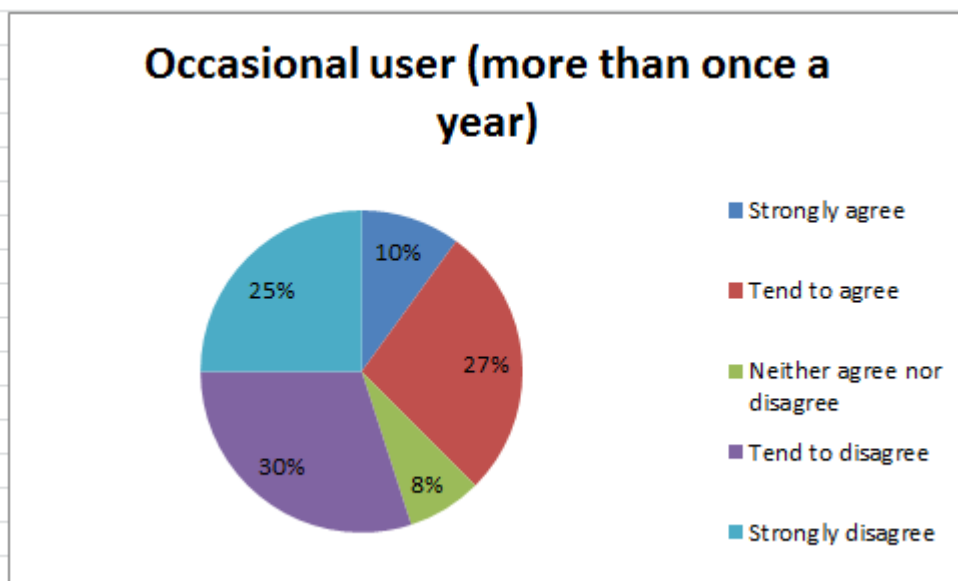
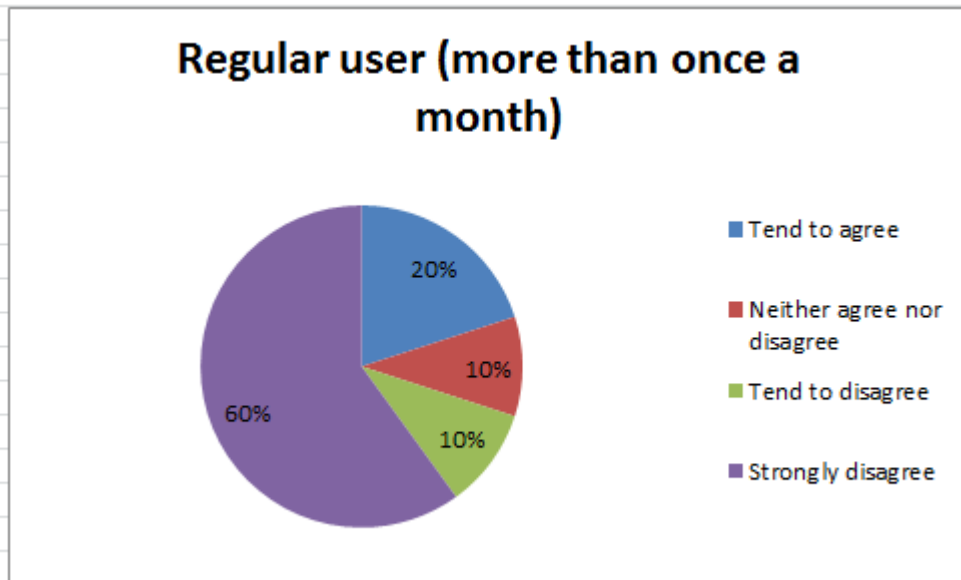
Agreement with criterion relating to frequency of usage

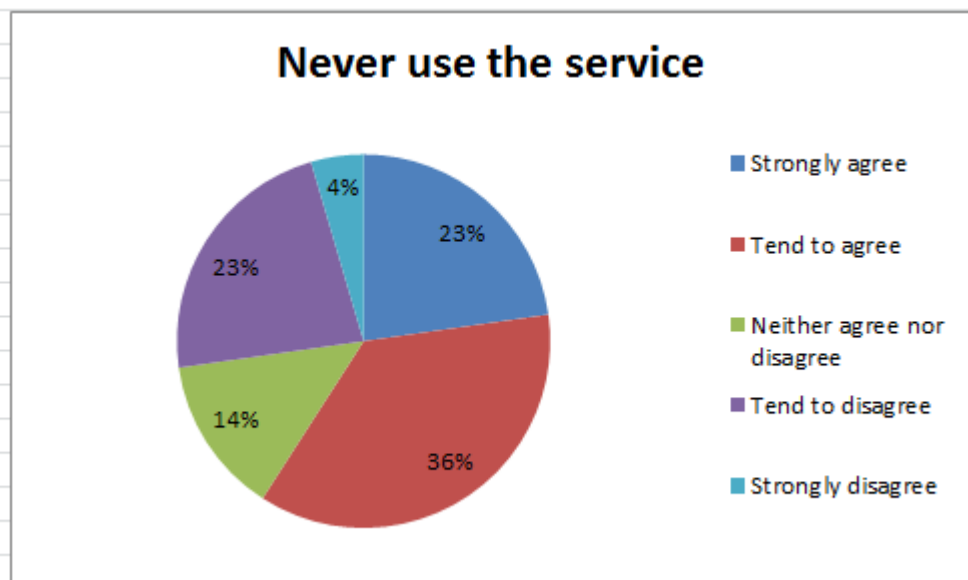
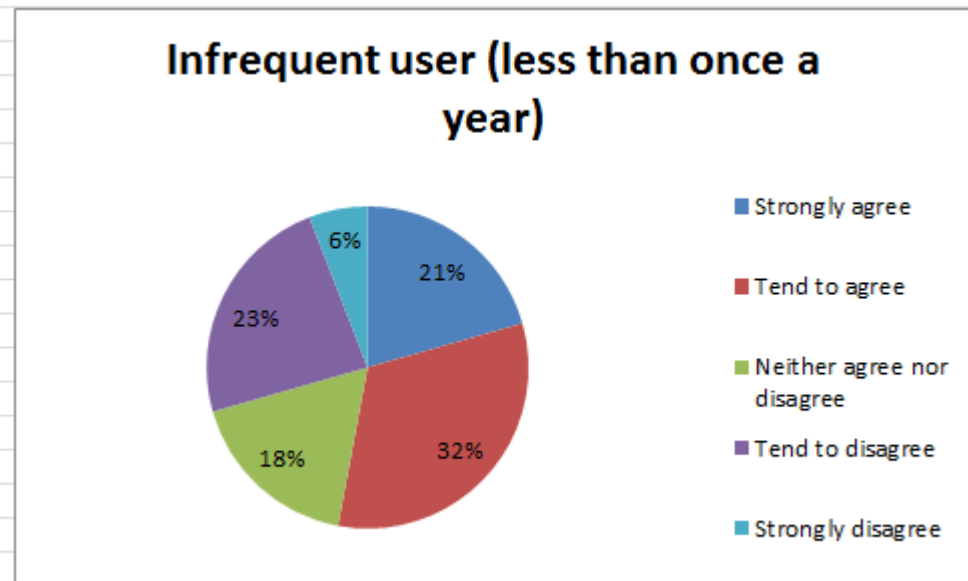
Participants were first asked to indicate their level of agreement (on a five-point scale) with the proposed criterion to assess future opening hours proposal.

Overall 46% of customers strongly agree and tend to agree with the proposals. 43% tend to disagree or strongly disagree, 12% neither agree nor disagree

If we just look at the way individuals (the largest group responding) the result is overall 48% strongly agree and tend to agree with the proposals.

Agreement with the proposal according to frequency of use

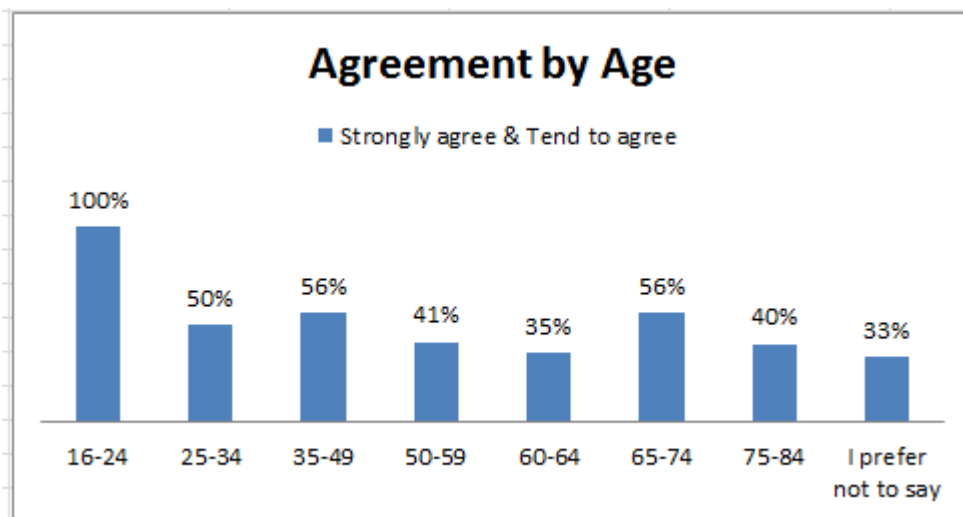




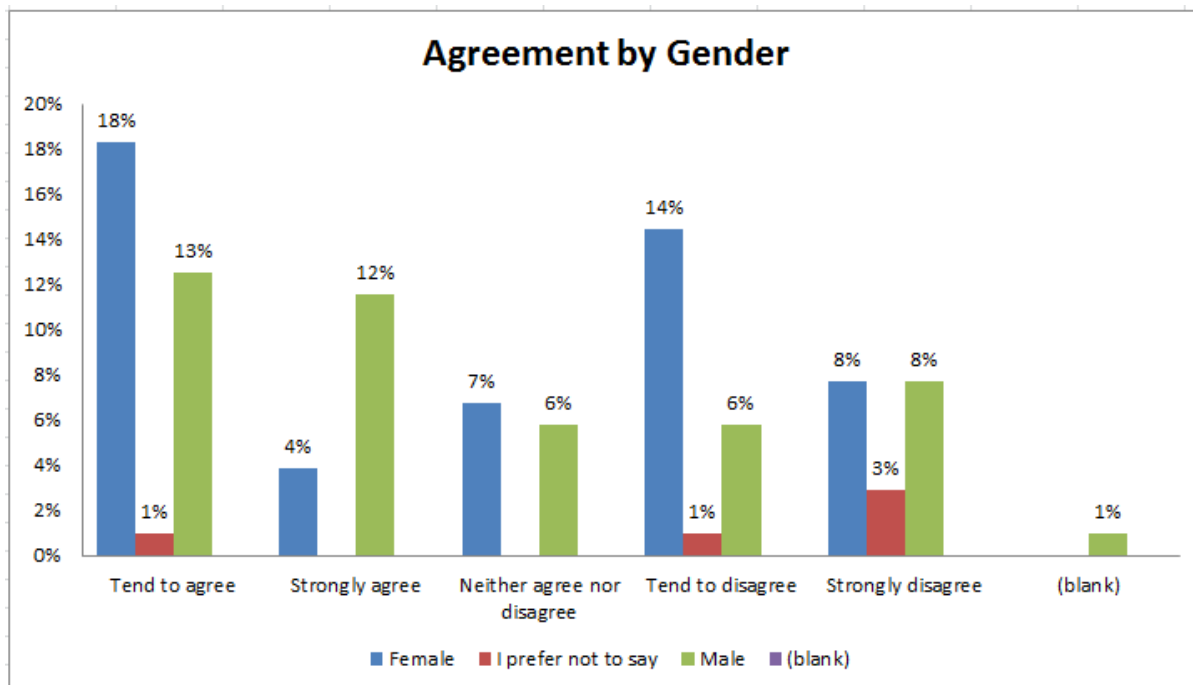
Comparing these charts it is apparent that the more frequent the use of the service the more inclined responders are to disagree with the proposals.

Agreement by Age

The percentage of participants who both strongly and tend to agree with the proposal was broken down by age. The age group 16-24 represents only one response which is why it is showing at 100%. The lowest rate of agreement is in the age group 60-64 at 35% and the rest are broadly the same. Age does not seem to be a factor with agreement to the proposals.



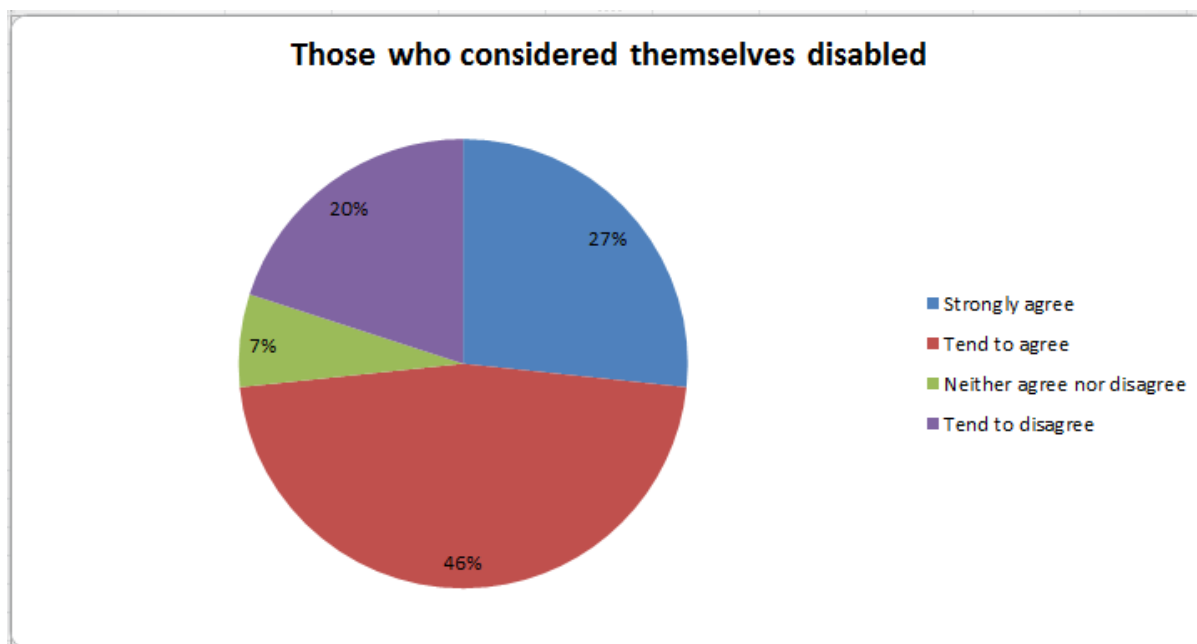
Agreement by gender



56% of males strongly or tended to agree and 44% of females strongly or tended to agree with the proposals.

Agreement by disability

15 participants considered themselves disabled and of those 73% strongly and tended to agree with the proposals.



Q5a asked consultees to add any comments they had on the proposal including any alternative proposals for opening hours or days that the Archive search room could close.

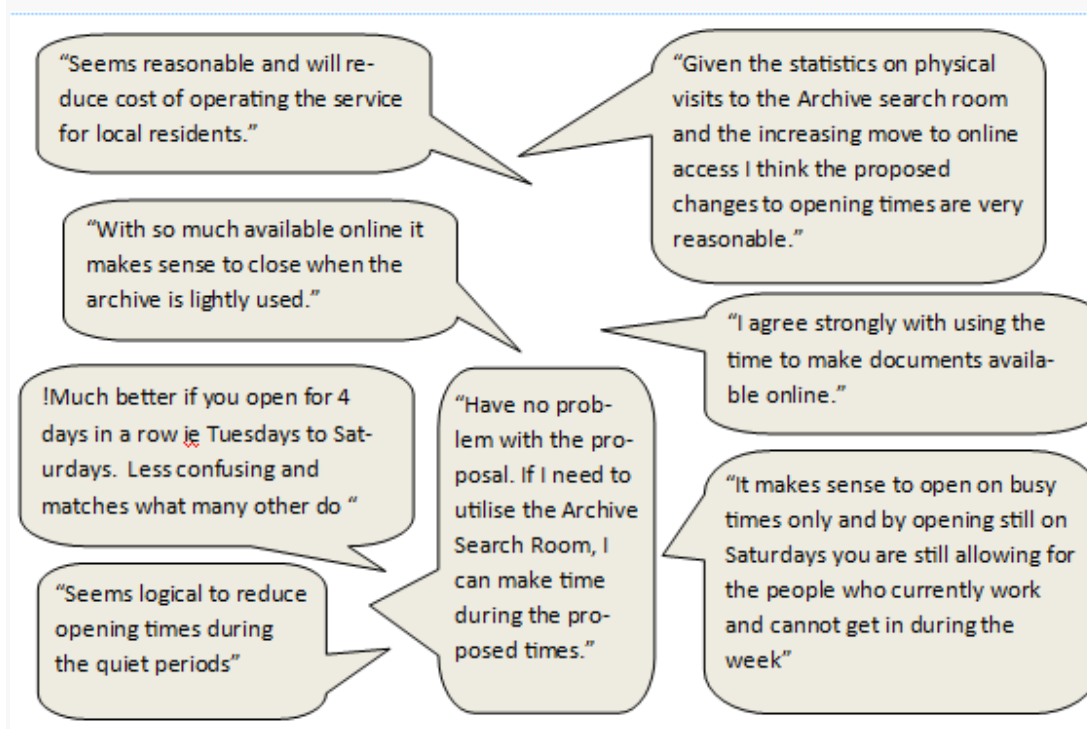
The free text comments were reviewed and coded into “themes” to provide quantitative analysis for this question. Some consultees gave multiple suggestions so the % of all comments will not equal 100%. Approximately two thirds of participants (67%) provided comments to this question. A number of themes were reported amongst those answering but the most common criteria mentioned were:

Comment	Number of comments	% of comments
Agreement with the proposals	24	33%
Welcoming digitisation	8	11%
Keep late night opening	31	42%
Close on Monday	13	18%
Keep open on Friday	13	18%
Other suggested opening hours – included	17	23%

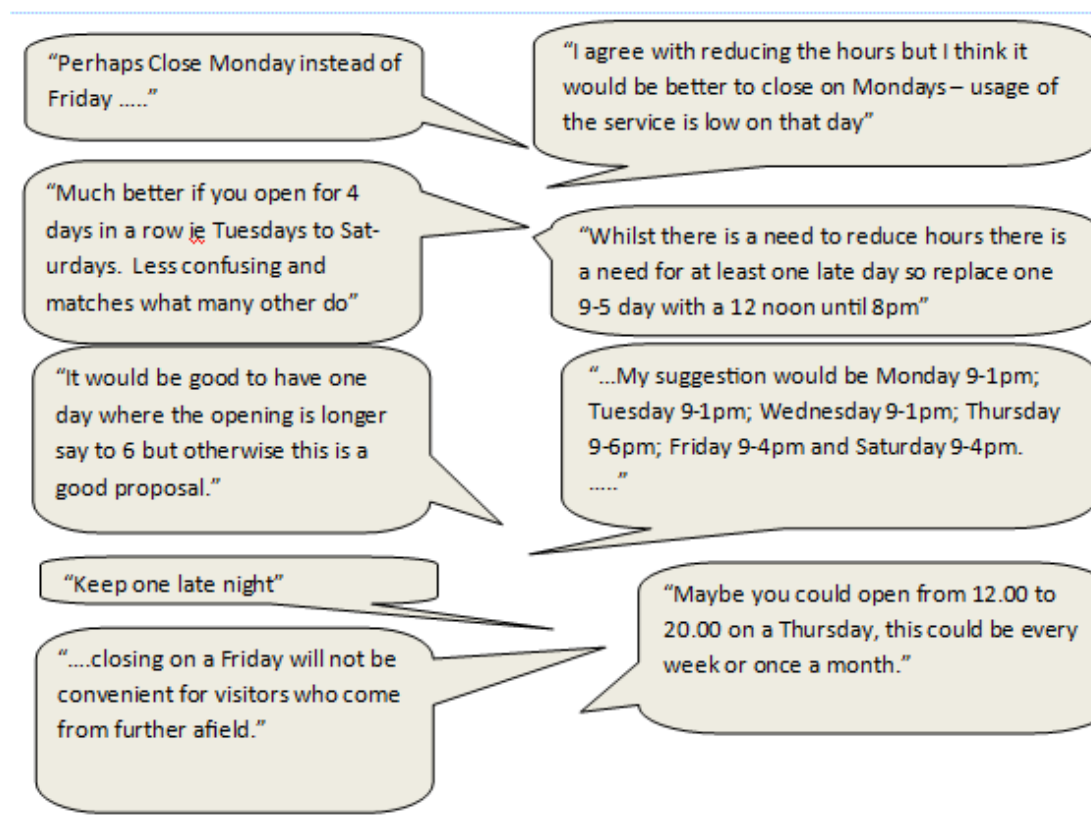
Open later every day		
Open later on the day that open in the eve		
Close at 3pm one day		
Open 12-8 every day		
Close at 3pm Mon-Fri and at noon on Saturday		
Close 7pm on late night		
Open shorter days		
Open all day Saturday		
Open an extra hour on Saturday		

The following are a snapshot of the comments that were coded into themes from individuals and other interested parties

Comments from those supporting the proposals



Comments from those who disagreed with the proposals



Q6 Participants were asked to comment on the initial Equality Impact Assessment (EqIA) on the proposals for the Archive search room opening hours.

We asked this question to find out if participants felt the proposal would unfairly affect any of the protected characteristics.

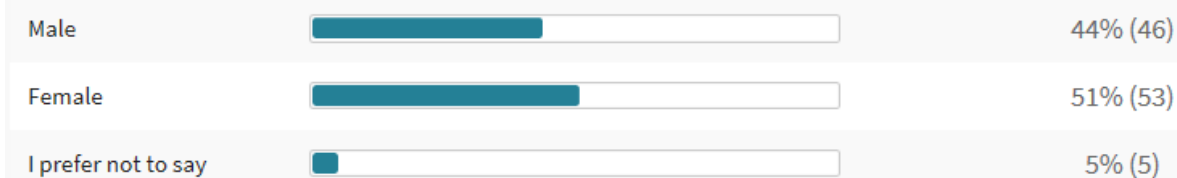
22 Participants responded to this question. The free text comments were reviewed and coded into “themes” to provide quantitative analysis for this question.

Comment	Number of comments	% of comments
No impact	9	41%
Impact on carers	3	14%
Age	3	14%
Disability	1	4%
Gender	1	4%
Religion or belief	1	4%
Other (did not relate to the EQIA)	7	32%

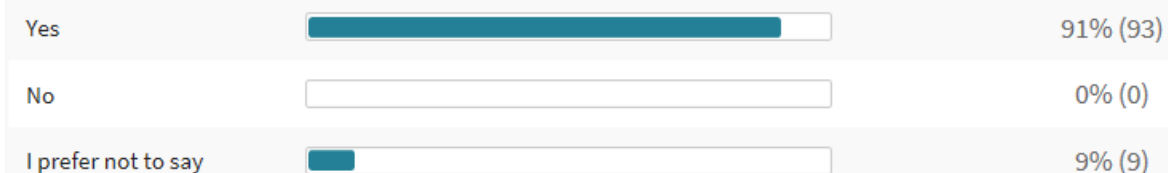
More analysis on this is covered in the updated EQIA

The following charts show the “About You” information that was captured as part of the consultation questions.

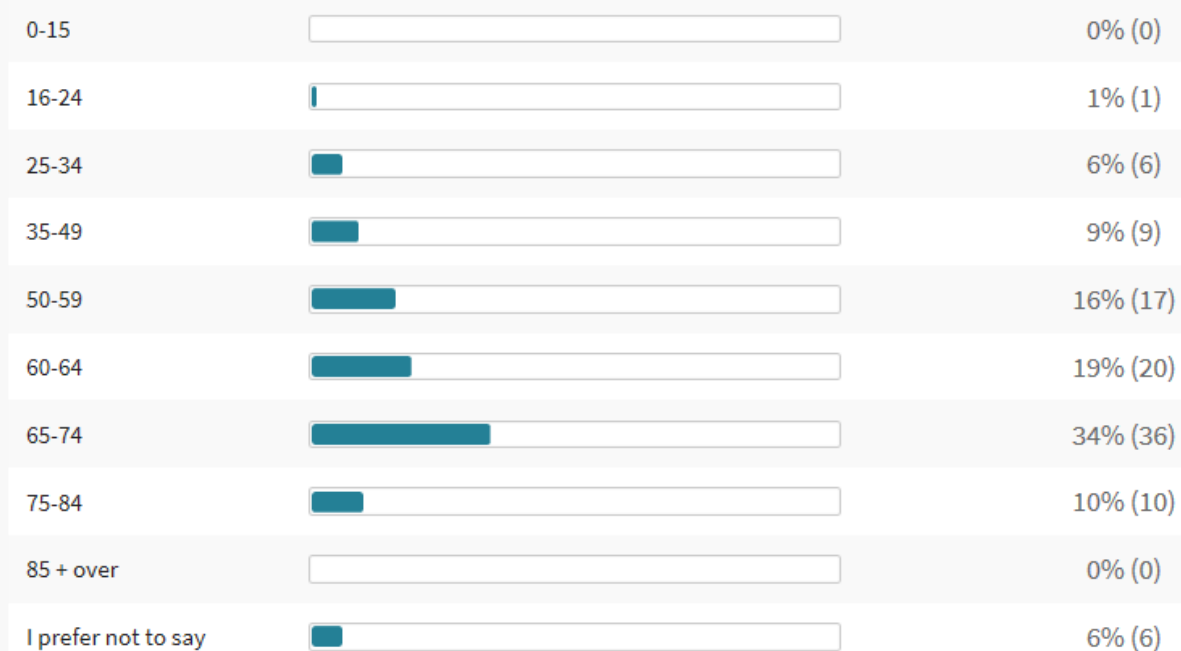
Q7. Are you....?






Q8. Is your Gender the same as your birth?






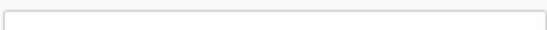
Q9. Which of these age groups applies to you?



Q10. Do you regard yourself as belonging to a particular religion or holding a belief?

Yes		43% (45)
No		43% (45)
I prefer not to say		14% (15)

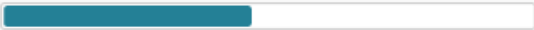






Q10a. Which of the following applies to you?

Christian		100% (45)
Buddhist		0% (0)
Hindu		0% (0)
Jewish		0% (0)
Muslim		0% (0)
Sikh		0% (0)
*Other		0% (0)

Q11. Do you consider yourself to be disabled as set out in the Equality Act 2010?

Yes		14% (15)
No		76% (80)
I prefer not to say		10% (10)

Q11a. Please tell us which type of impairment applies to you.













Physical impairment		47% (7)
Sensory impairment (hearing, sight or both)		40% (6)
Long standing illness or health condition, such as cancer, HIV/AIDS, heart disease, diabetes or epilepsy		73% (11)
Mental health condition		7% (1)
Learning disability		0% (0)
I prefer not to say		0% (0)
Other*		7% (1)

Q12. Are you a Carer?

A Carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support. Both children and adults can be carers.

Yes		9% (9)
No		87% (91)
I prefer not to say		5% (5)

Q13. To which of these ethnic groups do you feel you belong? *(Source: 2011 census)*

White English		81% (84)
White Scottish		2% (2)
White Welsh		0% (0)
White Northern Irish		0% (0)
White: Irish		1% (1)
White: Gypsy/Roma		0% (0)
White: Irish Traveller		0% (0)
White: Other*		3% (3)
Mixed: White and Black Caribbean		0% (0)
Mixed: White and Black African		0% (0)
Mixed: White and Asian		1% (1)
Mixed: Other*		0% (0)

Mixed: White and Black Caribbean	<input type="text"/>	0% (0)
Mixed: White and Black African	<input type="text"/>	0% (0)
Mixed: White and Asian	<input type="text"/>	1% (1)
Mixed: Other*	<input type="text"/>	0% (0)
Asian or Asian British: Indian	<input type="text"/>	0% (0)
Asian or Asian British: Pakistani	<input type="text"/>	0% (0)
Asian or Asian British: Bangladeshi	<input type="text"/>	0% (0)
Asian or Asian British: Other*	<input type="text"/>	0% (0)
Black or Black British: Caribbean	<input type="text"/>	0% (0)
Black or Black British: African	<input type="text"/>	0% (0)
Black or Black British: Other*	<input type="text"/>	0% (0)
Arab	<input type="text"/>	0% (0)
Chinese	<input type="text"/>	0% (0)
I prefer not to say	<input type="text"/>	13% (13)

Q14. Are you...?

Heterosexual/Straight	<input type="text"/>	71% (71)
Bi/Bisexual	<input type="text"/>	1% (1)
Gay man	<input type="text"/>	1% (1)
Gay woman/Lesbian	<input type="text"/>	0% (0)
Other	<input type="text"/>	1% (1)
I prefer not to say	<input type="text"/>	26% (26)

4. Next steps

The results of the consultation will be presented at the Growth Economic Development and Communities Cabinet meeting on 9 May. They will be asked to make a recommendation to the Cabinet Member for Regulatory Services.

Customers will be notified of the decision by;



- A copy of this report, the Cabinet Committee paper and revised EqIA being made available in the search room and online via the consultation directory.
- Notice of three full working weeks will be given to customers before any changes come into effect
- Revised signage and information will be put in place at Kent History and Library Centre and on our website.

Carol Westwood, Customer Insight and Engagement Manager

Julie Maddock, Customer Insight and Engagement Officer

15 March 2018

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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: Archive search room – change in opening hours/Update post consultation period.

Brief description of policy, procedure, project or service

The current opening hours for the search room are:

Monday – Wednesday	9am-6pm
Thursday	9am-8pm
Friday	9am-6pm
Saturday	9am-5pm
Sunday	Closed

Aims and Objectives

Libraries, Registration & Archives (LRA) has reviewed the opening hours of the Archive search room taking into account a range of criteria to shape a proposal including; usage figures, customer feedback already received and opening hours of other Archive services. The proposal is to reduce the opening hours by 15 hours a week. This will contribute towards LRA's Medium Term Financial Plan targets for 2018/19.

To be clear, this reduction in opening hours only applies to the Archives search room itself, not the full Archives service. Staff will still be available to answer customer enquiries online and by telephone during the newly proposed closed times. As not everyone is able to travel to Maidstone to use the Archive, many customers already access the service remotely.

The Kent History and Library Centre's standard local studies section will still be open and accessible. Customers will still be able to use these resources during this time, including parish records and newspapers on microfilm. It's the more specialised resources where access will be slightly more restricted. As plans for digitisation of the Archives progress, our expectation is that more people will be able to access our collections online.

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This is a proposal that we are now taking to public consultation so that customers' feedback can be taken into account before any decision is taken.

We want to ensure any reduction of hours is focussed on less busy times during the week, retaining Saturday opening to ensure access for those working Monday – Friday, as well as school children and students. It is proposed that the search room is closed one day a week with the remainder of the hours reduced over the rest of the working week. The proposal is to close on a Friday and open 9-5 Monday – Thursday and Saturday. We welcome customer feedback as part of the public consultation to shape the final outcome.

This proposal does mean a reduction in hours, but many other authorities' Archive services are not open as long as Kent's current hours, and the same is true of the National Archives. Even with the suggested reduction in opening hours, Kent will still be open for longer than other archive services in the region- please see data and other Archive opening hours included in the full impact assessment section.

Friday has been selected as the proposed closed day for two reasons

- It is already one of the quieter days in terms of customer visits
- Friday as the closed day would not clash with the majority of neighbouring archive services' closed days. This is important as customers have said they often use more than one archive service in the region.

The closed day will enable use of the Archive search room for other purposes, such as group visits from local schools and colleges, or events. Many of our older customers have told us they do not like to travel to KHLC in the evening, and therefore do not attend events in which they are interested. The closure of the search room will allow us to have the space to offer events during the day. This closure will also present the opportunity to see the Archive team at work on the historic collections.

Consultation will focus on the Archive search room users and Archive service customers as these will be the main audience impacted by this proposal. The consultation will give service users the opportunity to provide feedback on the proposed new opening hours before a decision is taken.

JUDGEMENT

Continue to progress the proposal

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The consultation process will be used to identify negative impacts on the identified protected characteristic groups, and will set future opening hours which best suit the majority of search room users.

I have found the Adverse Equality Impact Rating to be Low

GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	15.11.17	Lindsay Prestage	
V0.2	16.11.17	Aisha Affejee	Comments added
V0.3	5.12.17	James Pearson	Comments added
V0.4	5.12.17	Anne Wynde	Comments added
V0.5	7.12.17	Sarah Stanley	Comments added
V0.6	7.12.17	Karen Sillifant	Comments amalgamated
V0.7	7.12.17	Karen Sillifant	Draft cleaned up ready for consideration at meeting on 13 Dec 17
V0.8	13.12.17	James Pearson	Comments added by project team during meeting
V0.9	14.12.17	Karen Sillifant	Rewritten, incorporating comments
V0.91	15.12.17	Karen Sillifant	Accepting JP's further comments
V0.92	21.12.17	Karen Sillifant	Accepting Akua Agyepong's comments
V1 (this should be assigned to the version the Director signs off)	01.02.18	Karen Sillifant	

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V1.1	27 March 18	Karen Sillifant	Updated EqIA incorporating results of consultation survey
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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
James Pearson	J.Pearson	Head of Service	01/02/2018
		Corporate Director	

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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	None	None	<p>Closing at the end of the day could have a negative impact on young people who need to visit after school or college or on those who work Monday-Friday</p> <p>One consultee made a general comment reflecting the potential impact on young</p>	<p>Low: The search room will be available for group visits, including school visits, on the closed day.</p> <p>The search room will remain open on a Saturday to allow people who work Monday – Friday to access the resources.</p>

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			<p>people as mentioned above, and said in addition that <i>“older users who are more likely not to own or have access to their own computer will be adversely affected by reduced opening hours.”</i></p> <p>In mitigation anyone of any age who does not own a computer can use the public computers in the Kent History and Library Centre, located in the same building as the Archive search room and open at times when the Search Room is proposed to be closed.</p> <p>Another said <i>“For myself with age-related vision, hearing and mobility problems, the location and accessibility of the</i></p>	<p>Favourable impact: Many of our older customers have told us they do not like to travel to KHLC in the evening, and therefore do not attend events which they are interested in. The closure of the search room will allow us to have the space to offer events during the day.</p> <p>1% (one customer) said in response to this <i>“I take issue about the comments on the aged not being able to attend some events they'd like to in the evening. For me, the evening is the only time that i can attend, I have study commitments travelling to other sites in Kent, so am often not available during the day.”</i></p>
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			<p><i>various services and machines is of increasing importance. Poor quality old microfilms on a screen the wrong distance for my glasses to focus, make it difficult to see and transcribe records of interest.”</i></p> <p>This is an element that the service will look at outside this proposal.</p>	<p>When planning events programmes, LRA will consider still hosting some events in the evening.</p> <p>The data and evidence that we have show more use at the start of the day than the end which has influenced the proposal. This will be tested through the consultation.</p> <p>Concerns were expressed by 3 consultees that those working full time could be disadvantaged if there was no later closed time during the week however the data and evidence on use does not support this.</p>
Disability	None	None	None - the consultation process will ensure that customers in this characteristic group	None

			<p>will have the opportunity to raise any impact this will have on them.</p> <p>As mentioned above, one person commented <i>“For myself with age-related vision, hearing and mobility problems, the location and accessibility of the various services and machines is of increasing importance. Poor quality old microfilms on a screen the wrong distance for my glasses to focus, make it difficult to see and transcribe records of interest.”</i> See comment in box above on this</p>	
Gender	None	None	None - The consultation process will ensure that	None

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			<p>customers in this characteristic group will have the opportunity to raise any impact this will have on them.</p> <p>One customer commented <i>“It will impact on those with caring responsibilities, and therefore mainly women.”</i></p> <p>See below in the “Carer’s” section for how LRA will seek to mitigate this”.</p>	
Gender identity/ Transgender	None	None	None - The consultation process will ensure that customers in this characteristic group will have the opportunity to raise any impact this will have on them.	None
Race	None	None	None - The consultation process will ensure that customers in this	None

			characteristic group will have the opportunity to raise any impact this will have on them.	
Religion and Belief	None	None	<p>None - The consultation process will ensure that customers in this characteristic group will have the opportunity to raise the impact this will have on them.</p> <p>One customer commented <i>"discontinuing one late night evening could be seen as disadvantageous...for whom Saturday would not be an alternative day due to religious reasons."</i></p> <p>No customer affected by this personally flagged this up as a concern.</p>	None

Sexual Orientation	None	None	None - The consultation process will ensure that customers in this characteristic group will have the opportunity to raise any impact this will have on them.	None
Pregnancy and Maternity	None	None	None- The consultation process will ensure that customers in this characteristic group will have the opportunity to raise any impact this will have on them.	None
Marriage and Civil Partnerships	N/A	N/A	N/A	N/A
Carer's Responsibilities	None	.	None The consultation process will ensure that customers in this characteristic group will have the opportunity to raise any impact this will have on them.	None

			<p>8.5% of surveys were completed by carers (9 people in total). Of these 66% (6 carers) of carer respondents did not raise any concerns.</p> <p>33% (3 people) queried the loss of the late night opening.</p> <p><i>“As I work full time and care for my mother on a Saturday I can only access the centre on the late opening evening”.</i></p> <p><i>“It will impact on those with caring responsibilities, and therefore mainly women.”</i></p> <p>.</p>	
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Part 2 - Full Equality Analysis /Impact Assessment

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From the screening grid, identify the Protected Groups impacted

General to all- The proposed day of closure was raised in a number of responses in the consultation and as a result of this we are proposing to move the day closed from a Friday to a Monday in response.

Age

- Negative: Possibly young people attending school or college or Monday-Friday workers, but felt mitigated by the Saturday offer and the data and evidence does not support late night opening.
- Positive: More opportunities for class visits, events, activities that benefit current Archive users, and those who haven't visited before. For example, older people tell us they are reluctant to visit after dark so not always able to attend evening events. The amended opening hours would enable us to hold events in the daytime which is not possible at present.
- 63% of customers responding to the survey were aged 60 – 84, 16% were aged 50-59, 15% were aged 25 – 49 & 1% (one respondent) was aged 16 – 24.

NB: As responses to the Archive Search Room Opening Hours consultation are now in, this EQIA has been updated to take all impact into account.

Information and Data used to carry out your assessment

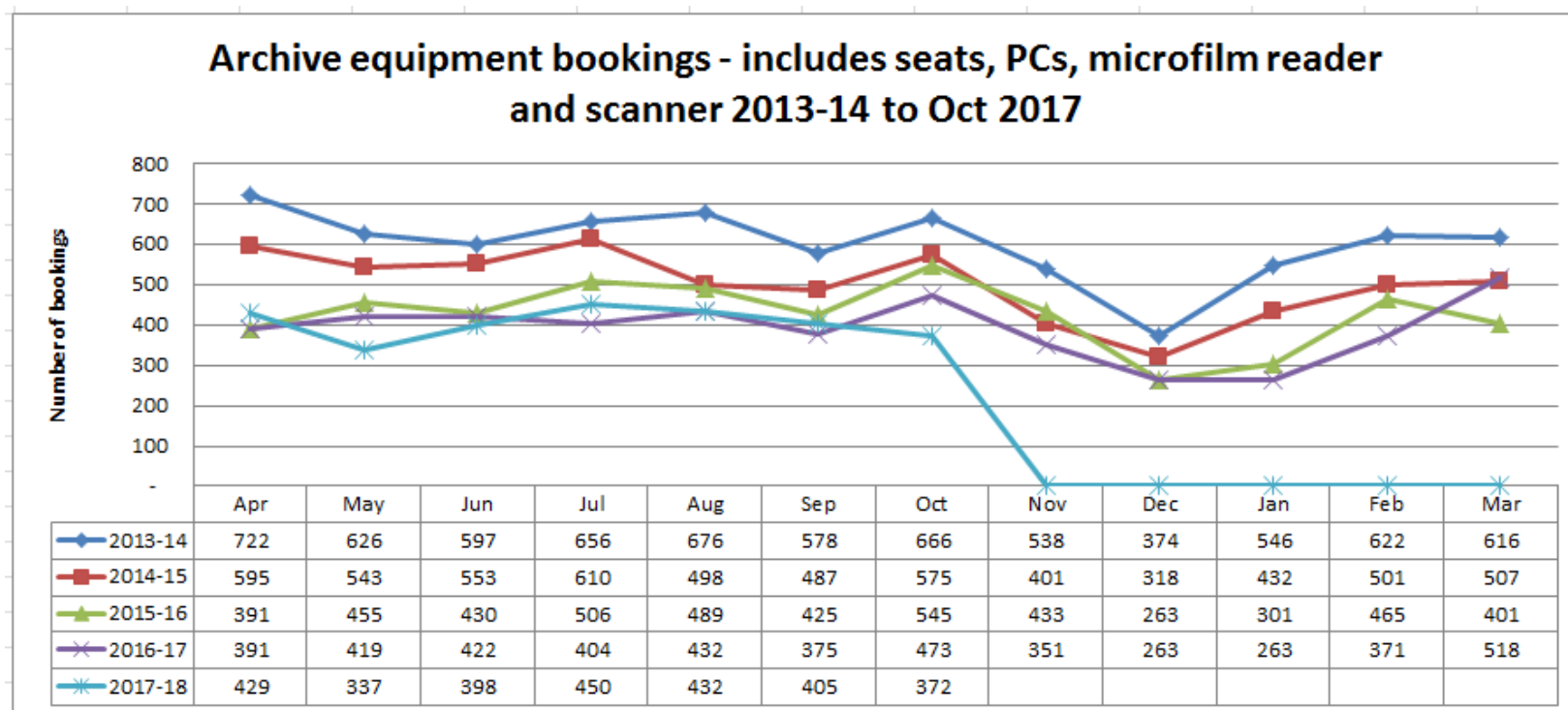
- Information collected from Netloan (the PC booking system) shows no consistency on which week day is the quietest in terms of number of seats booked, but does reveal that Friday is most often the quietest day in terms of hours of use (excluding Saturday).
- 109 customer responses to the survey. Of these:
 - 51% were female, 44% were male, (5% preferred not to say)

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- 63% were aged 60 – 84, 16% were aged 50-59, 15% were aged 25 – 49 & 1% (one respondent) was aged 16 – 24
- 45% said they did not regard themselves as belonging to a particular religion, and 14% preferred not to say. 45% did regard themselves as belonging to a particular religion - of these 100% were Christian.
- 14% considered themselves disabled. 76% did not. 10% preferred not to say.
- 8.5% were carers. 86.5% were not. 5% preferred not to say.
- 81% identified as White English, 2% White Scottish, 1% White Irish, 3% White Other, 1% Mixed: 1% White & Asian, 13% preferred not to say.
- 71% were heterosexual / straight, 1% were Bi / Bisexual, 1% were Gay Male, 1% were Other, 26% preferred not to say.

Table 1:



**Table 2:
September and October 2017**

Sum of No. of users	Session start hour								
	9.00 - 10.00	10.00 - 11.00	11.00 - 12.00	12.00 - 13.00	13.00 - 14.00	14.00 - 15.00	15.00 - 16.00	16.00 - 17.00	17.00 - 18.00
Monday	18	18	2	12	5	4	4	1	
Tuesday	24	28	11	8	3	2	1	2	
Wednesday	14	24	13	10	3	5	1		1
Thursday	27	20	15	14	2	1	7	2	4
Friday	17	12	11	6	6	18	4		
Saturday	22	5		4	8	6			
Grand Total	122	107	52	54	27	36	17	5	5

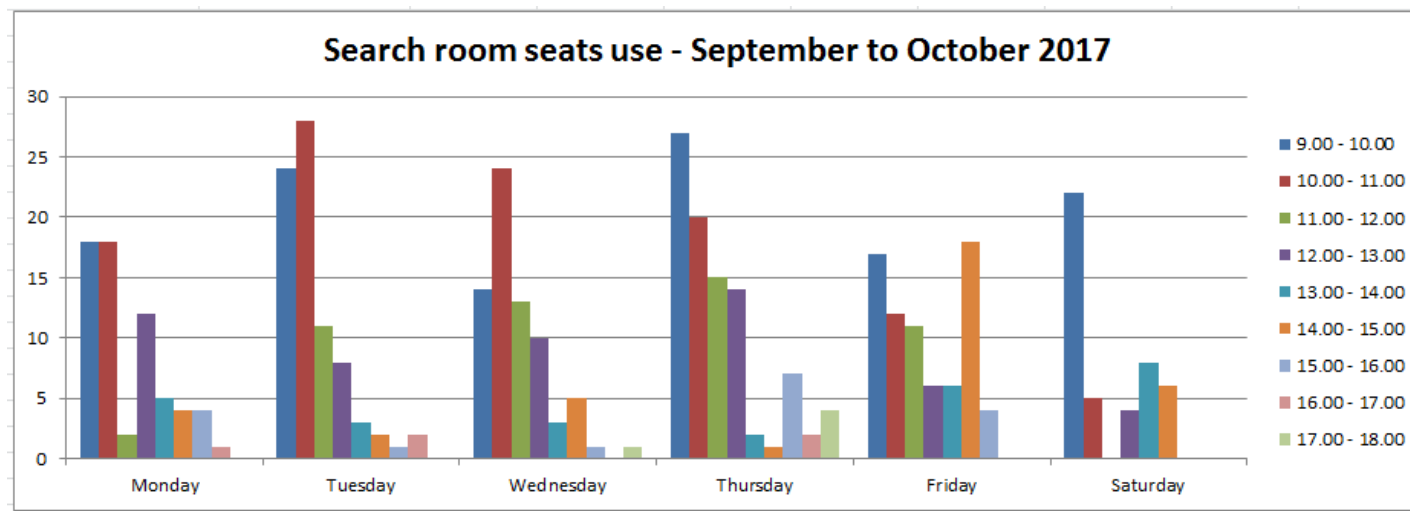
**Table 3:
February 2016 – January 2017**

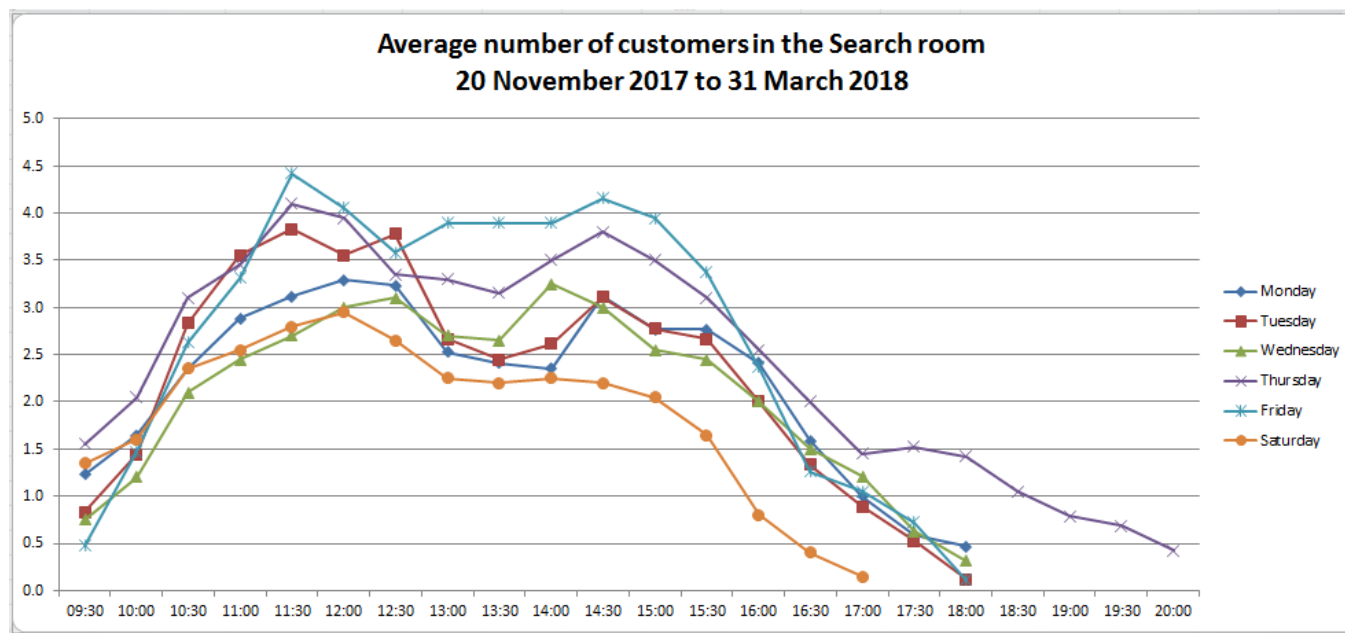
Count of Search room seat	Date												
Day	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Grand Total
Monday	42	27	27	23	34	25	32	25	44	27	21	42	369
Tuesday	32	50	28	36	28	40	46	29	33	29	31	48	430
Wednesday	45	51	51	36	40	39	52	30	22	47	32	36	481
Thursday	51	55	28	27	56	45	38	47	69	37	35	31	519
Friday	36	22	60	41	25	35	32	36	29	31	17	21	385
Saturday	18	15	21	23	22	20	29	17	31	20	24	17	257
Grand Total	224	220	215	186	205	204	229	184	228	191	160	195	2441

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Table 4





We use search room seats use as a guide as use of the Archive search room as customers don't just come in to the Archive, you need to book a desk in the Archive search room to look at original archive material and some of the printed material. From these tables it can be seen that there is a variation in usage across the weekdays with Mondays and Fridays being the lowest levels of use. There are clearly low levels of use after 5pm every day but good levels of use first thing at 9am when Kent History and Library Centre opens. In the chart above the coloured bars show when the seats are booked. While 18:00- 20:00 is not shown on the graph this is because in this period there was no usage during these times.

Who have you involved consulted and engaged with?

The consultation ran for five weeks from 5 February to the 12 March 2018 and the following groups were targeted:

- Archive search room customers (anyone with a library card activated for the search room)
- Archive User Group

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- Archive service customers including those who use us online
- KCC members
- We have also consulted with key partners; Canterbury Cathedral Archives, Medway (MALSC), National Archives (opening times of these below)

Other Archive services' opening hours:

Archive Office	Closure day	Opening hours	Saturday opening
Medway Archive and Local History Centre	Wednesday	Monday, Tuesday, Thursday, Friday 0900-1700	Saturday 0900-1600
Canterbury Cathedral Archives	Monday Friday	Tuesday – Thursday: 0915-1645	Saturdays – 1st Saturday of every month: 0915- 1245
Essex Archive Office	Every Monday, Friday and Saturday (except for once a month)	Based on a two week rota: Tuesday – Thursday 1000-1700 One week in every month Tuesday 1000-2000 Friday 0900-1600	One Saturday a month 0900-1600
Surrey History Centre	Monday	Tuesday 0930-1700 Wednesday 1015-1700 Thursday 0930-1700 Friday 0930-1700	Saturday 0930-1600
East Sussex The Keep	Monday	Tuesday 0930-1700 Wednesday 0930 –1700 Thursday 0930 –1700 Friday 0930-1700 (Reading Room closed 1300-1400)	Saturday 0930-1600

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Bromley Historic Collections		Monday 0930-1800 Tuesday 0930-1800 Wednesday 0930-1800 Thursday 0930-2000 Friday 0930 -1800	Saturday 0930-1700
The National Archives	Monday	Tuesday 0900-1900 Wednesday 0900-1700 Thursday 0900- 1900 Friday 0900-1700	Saturday 0900-1700

From the information above we can see that what Kent is proposing for its opening hours is aligned to the principles applied elsewhere.

Consultation methodology:

The following methods were used to inform customers about the consultation:

- Consultation document explaining rationale, setting out the proposal and providing information on how people could have their say
- Posters at KHLC and Archive search room
- Entry on consultation directory (kent.gov.uk/archivesearchroom) and invite to 6,075 registered users who have expressed an interest in being kept informed on consultations regarding Libraries and Archives
- A dedicated page on the Archive website (kentarchives.org.uk) with a copy of the poster which signposted people to the consultation documents and questionnaire so they could reply online
- Link to the consultation in each team members email signature
- Staff were briefed to promote the consultation and provide support to customers who needed assistance to understand the proposals and to respond.

Consultees were invited to submit their views on the proposals via a questionnaire that could be filled out either in hard copy or online via the consultation directory. Hard copy questionnaires were available in the search room or on request and could be

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returned via a drop box in the search room. All consultation material included details of how people could request alternative formats

109 people completed the consultation survey. 25% (27 people) left comments about the EqIA (some made more than one comment). Of these:

- 52% (14 people) agreed there was no adverse impact on any of the protected characteristics
- 3 people suggested there could be an impact on age
- 3 people suggested there could be an impact on carers
- 1 person suggested there could be an impact on gender
- 1 person suggested there could be an impact on disability
- 1 person suggested there could be an impact on race / belief

Analysis

Adverse Impact

Age: Possibly young people attending school or college or Monday-Friday workers but felt mitigated by the Saturday offer.

Positive Impact:

Age: More opportunities for class visits, events and activities that benefit current Archive users, and those who haven't visited before. For example, many older people tell us they are reluctant to visit after dark so not always able to attend evening events. The amended opening hours would enable us to hold events in the daytime - something not possible at present.

JUDGEMENT

Continue to progress the proposal

The consultation survey results have been used to identify negative impacts on the identified protected characteristics, and will set future opening hours which best suit the majority of search room users.

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Part 3 - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
Age	<p>Possibly a detrimental impact on young people attending school or college</p> <p>From 109 responses, 3 customers (3%) commented directly on this protected characteristic & the possible impact of the proposed new hours.</p>	<p>Ensure consultation reaches all ages</p> <p>Use the results of the consultation to select opening times that will be most beneficial to these groups.</p> <p>Better promotion of opening hours including Saturdays</p> <p>Promote that services are still available online</p> <p>Promote local studies services that are still available at the Kent History and</p>	<p>Future opening hours will be selected to be beneficial to the majority of search room users.</p> <p>Future events will be planned to be beneficial to the majority of search room users.</p> <p>Customers are able to make adjustments to equipment to assist their comfort and use of the services.</p>		<p>Consultation closed 12 March 2018. All actions for consultation complete.</p> <p>Other actions pending decision on this proposal with the exception of work around promoting the service which should progress irrespective of this.</p>	

	<p>One made a general comment reflecting the potential impact on young people as mentioned above, and said in addition that <i>“older users who are more likely not to own or have access to their own computer will be adversely affected be reduced opening hours.”</i></p> <p>Only one person in the 16 – 24 age bracket completed the survey - they did not flag up the change to Thursday opening</p>	<p>Library Services outside of the proposed new hours</p> <p>Anyone of any age who does not own a computer can use the public computers in the Kent History and Library Centre, located in the same building as the Archive search room and open at times when the Search Room is closed.</p> <p>The Archives team will look at promotion to schools and young people as we are keen to boost use and interest from this age group.</p> <p>The Archive team</p>				
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	<p>hours as being a concern.</p> <p>Another said <i>“For myself with age-related vision, hearing and mobility problems, the location and accessibility of the various services and machines is of increasing importance. Poor quality old microfilms on a screen the wrong distance for my glasses to focus, make it difficult to see and transcribe records of interest.”</i></p> <p>In response the LRA’s comment that many of our older customers have told us they do not like to travel to KHLC in</p>	<p>will take this into consideration, assess the current equipment in the Search Room and ensure that customers are aware of adjustments they can make to assist their comfort and use of the services. We will also keep this in mind when further developing the search room & its resources.</p>				
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	<p>the evening, and therefore do not attend events which they are interested in. The closure of the search room will allow us to have the space to offer events during the day.</p> <p>One customer said in response <i>"I take issue about the comments on the aged not being able to attend some events they'd like to in the evening. For me, the evening is the only time that i can attend, I have study commitments travelling to other sites in Kent, so am often not available during</i></p>	<p>When planning events we will consider continuing to host some events in the evening where viable.</p>				
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	<i>the day.”</i>					
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Have the actions been included in your business/ service plan?

Some actions are already included in the service plan where around promotion and digitisation. Wider implementation of the proposal will go to GEDC for decision in May 2018



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

To: Growth, Economic Development and Communities Cabinet Committee
 – 9 May 2018

Subject: Revision of South East Local Enterprise Partnership's Strategic
 Economic Plan

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary:

This paper provides a short summary of progress to date by the South East Local Enterprise Partnership in producing a refreshed Strategic Economic Plan for the South East, detailing its work to date, and outlining the next steps. The Strategic Economic Plan is expected to be launched in the summer of 2018.

Recommendation:

The Cabinet Committee is asked to note the activity underway to review and revise the South East Local Enterprise Partnership's Strategic Economic Plan.

1. Introduction & Background

- 1.1 Local Economic Partnerships (LEPs) are partnerships between business, local government and education partners. LEPs were set up by the Government in 2011 to drive economic growth by setting priorities for investment in the area.
- 1.2 The South East Local Economic Partnership (SELEP), is one of 38 LEPs across England, covering the area of East Sussex, Essex, Kent, Medway, Southend and Thurrock.
- 1.3 A report was presented to the Cabinet Committee on 6 September 2017 explaining that the SELEP Strategic Board had taken the decision to review, refresh and revise its Strategic Economic Plan (SEP) during 2017 and 2018. The purpose of the SEP is to provide a coherent economic strategy to guide investment decisions of different public-sector bodies, and a framework for bids for finance for new projects.
- 1.4 The production of the new SELEP SEP is being led by the SELEP Strategy Manager (Georgina Button) and the SELEP Managing Director (Adam Bryan).

2. Activity to date

2.1 The SELEP Secretariat has undertaken the following activity to assist the production of a new SEP:

- An extensive consultation process using a series of stakeholder questions, which were listed in September's Cabinet Committee paper. A summary of the potential strategic ambitions for the SELEP area – which were fed back by stakeholders during the consultation - can be found in Appendix A. The Cabinet Committee is asked to note that these are draft ambitions, which have yet to be endorsed by the SELEP Strategic Board or the local federated boards.
- A series of sector-specific/thematic discussions has been carried out with SELEP's working groups. The working groups have focussed on the following sectors/themes:
 - Coastal Communities
 - Creative Economy Network
 - Enterprise Zones
 - Housing & Development
 - Rural
 - Skills (Further Education provision)
 - Social Enterprise
 - Tourism
 - Transport
 - Universities (Higher Education provision)
- An evidence-base was produced by The Service Design Company, which can be found at:
http://www.southeastlep.com/images/uploads/resources/South_East_LEP_Strategic_Economic_Plan_Evidence_Base_FINAL_v016.pdf
- A consultancy called Thinking Place has been commissioned by SELEP to facilitate the development of the vision narrative. Thinking Place led a two-day consultation session in Feb/March 2018, aimed to challenge and work through the following topics:
 - Power of the SELEP area;
 - Perceptions of the North-South divide;
 - An outsider's view of SELEP;
 - Opportunities and Challenges of the South East LEP;
 - Top 10 assets of SELEP;
 - The language and narrative of the vision statement of the SEP;
 - Harnessing the SEP's ambitions;
 - Setting out key projects;
 - Where SELEP adds value and where it doesn't;
 - Success stories and things that could be done differently.

2.2 The Kent and Medway Economic Partnership (KMEP) is the local federated board of the South East LEP. To ensure local views are incorporated into SELEP's SEP, the KMEP Strategic Programme Manager arranged the following activity:

- A consultation event between the Kent and Medway Business Advisory Board (BAB) and the SELEP Secretariat, held in mid-2017;
- A presentation by the SELEP Secretariat at the KMEP board meeting in July 2017, so the board could provide its answers to the consultation questions.
- KMEP led two workshops in August 2017, which were attended by a total of 80-100 local stakeholders. Invitations were sent to business leaders (who do not sit on BAB), university academics, further education principals, skills guild chairpersons, KCC officers, district officers, rural and environmental representatives, infrastructure leads, Education Funding Agency, social enterprises, subcounty partnership chairpersons, Locate in Kent, Whitehall liaison officers, cultural leads, developers, and port, road, rail and air operators.
- The feedback received was presented to the Growth, Economic Development and Communities Cabinet Committee on 6 September 2017, and the Cabinet Committee's views were sought. The SELEP Managing Director was in attendance to ensure that the Committee's views were considered with a view to incorporating them into the SEP.
- A further presentation by the SELEP Secretariat to KMEP in March 2018 to inform local KMEP partners about the SELEP activity and progress to date.

3. Next steps

3.1 The next steps in the production of the SEP by the South East Local Enterprise Partnership include:

- a) Thinking Place to present results of the "facilitated vision shaping and action setting activities" to SELEP secretariat, which will then be shared more widely;
- b) Specific economic data to support the challenges and opportunities for each of the ambitions and actions set out in the draft will be extracted from the consultation responses, evidence base, or via direct request to stakeholders;
- c) The draft SEP will be presented to the SELEP Strategic Board and to GEDCCC
- d) The SEP will be finalised and launched in summer 2018.

3.2 Locally, the following engagement will take place:

- a) A business engagement session will take at the Kent Invicta Chamber of Commerce in May 2018 (exact date TBC).
- b) The KMEP board will have a specially convened board meeting to examine the first draft of the SEP once it is available to view.

3.3 At KMEP on 26 March, KMEP board members requested more extensive and frequent engagement with the federated boards and particularly with the local authority leaders and officers, and for there to be ample time to review and influence the draft plan. A further request was made for an evidence-based assessment of the growth sectors in the South East. A written request has been sent to the SELEP Secretariat requesting more engagement events than those outlined above, and a response is awaited from SELEP.

4. Recommendation:

4.1 The Cabinet Committee is asked to note the activity underway to review and revise the South East Local Enterprise Partnership's Strategic Economic Plan.

5. Appendix

Appendix A: A summary of the potential strategic ambitions – which were fed back by stakeholders during the consultation.

6. Report Authors

Sarah Nurden

KMEP Strategic Programme Manager

03000 416518

Sarah.nurden@kent.gov.uk

Relevant Director

David Smith

Director of Economic Development

03000 417176

David.Smith2@kent.gov.uk

The draft SEP strategic ambitions (yet to be formally endorsed by SELEP and local federated boards)

1. Taking into account the comments captured throughout the consultation and the conclusions from the evidence base, the following draft SEP ambitions have been formed:
2. Supported by the South East LEP, the area will have:
 - A business infrastructure fit to drive UK plc
 - A digital DNA connecting and energising communities
 - Resilient places embracing inclusive growth
 - An influential collective voice leading change
 - Increased productivity driven by innovative businesses and people skilled for the future.
3. The draft SEP strategic ambitions are underpinned by SELEP's areas for action. Using the list of important areas where SELEP is identified as being able to provide additionality, they are currently organised in the following way:

A business infrastructure fit to drive UK plc.	A digital DNA connecting and energising communities.	An influential collective voice leading change.	Resilient places embracing inclusive growth.	Increased productivity driven by innovative businesses and people skilled for the future.
Lower Thames Crossing	Science and innovation	Tools provided by government	Thames Estuary	Skills and reskilling adults
Workspace supporting creatives and freelancers	Coastal	Energy and utilities	Growth Hubs	Conditions for entrepreneurs
Supporting Port Development	Rural growth and natural capital		Accelerating Housing	
Promote value of economic assets	Digital Infrastructure		Impact of visitor economy	
International routes	Supporting Social Enterprise		London relationship	

4. The following topics have been identified by SELEP as the basis of conversations with officers and stakeholders over the past months and, *when finalised*, will form the basis of the refreshed SEP.
 - 4.1 Maximise the economic benefit of the **Lower Thames Crossing**:
 - Ensure commitment and support for ancillary routes and wider network improvements
 - Engage with business to help understand local impacts
 - Alert businesses to potential growth impact, (diversification, increase fleet, impact on supply chain).
 - 4.2 Bring the **Thames Estuary** to national and international prominence as an area for growth investment:
 - Support the Thames Estuary Growth Commission and ensure that it aligns with local ambitions in the near term.
 - Support the lobby for extension of Crossrail to Ebbsfleet as minimum, preferably Gravesend.
 - Continue to work with the Mayor of London and partners to promote the Thames Estuary Production corridor.
 - 4.3 Building on the outputs of the two **Science and Innovation Audits** pursuant to the SELEP and utilising the collective might of our universities, raise economic productivity through:
 - Supporting the creation of a localised innovation support service.
 - Developing place-based innovation programmes, promoting collaboration across public, private & academic sectors.
 - Strengthening the area's capabilities in medical and digital health and care tech.
 - Strengthening collaborative research activities.
 - Identifying funding to assist smart infrastructure test-bed.
 - 4.4 Improve SELEP's support offer to start-up businesses by "iterating" the current **Growth Hubs**:
 - Ensure more support is available to businesses
 - Develop a grant programme to encourage businesses to renew their capital asset base, and reskill to develop competencies where there are obvious gaps
 - Embed business support into other programmes and delivery.
 - 4.5 Establish the SELEP area as the **creative freelance capital** of the country, maximising the advantage of geography and the beauty of our inspirational places:
 - Develop a capital grant programme to support creation of 'third spaces' for creative professionals, supporting the regeneration of towns and cities across SELEP.
 - Develop bespoke business support programme for creative professionals.
 - 4.6 Create the conditions to allow our **ports** and associated industries to thrive in **post-Brexit Britain** and to continue to drive prosperity throughout the country:

- Lobby for investment in connectivity to ports.
- Invest in skills, e.g. an academy of logistics.
- Support public, private collaboration to develop skills and capabilities in innovation, autonomy and efficiencies tech.
- Strengthen the 'ports are gateways' proposition and lobby ports' priorities.

4.7 **Accelerate housing** and commercial development:

- Improve SME build confidence.
- Support offsite build.
- Support HIF bids.
- Garden Communities act as test-bed for actions from Housing working group.

4.8 Enable equity of engagement with the economy across all **rural** and **natural capital** areas:

- Lobby provision of connectivity in rural areas.
- Support for rural businesses.
- Optimise the growth and development of the agri-tech, agri-food, and forestry-tech sectors.
- Support the development of sustainable rural tourism.
- Develop skills of the rural workforce.
- Build community capital in villages and rural towns.
- Attract investment in heritage, natural assets and quality of life.

4.9 Enhance the area's **digital infrastructure**:

- Champion the work of local bodies in continuing superfast programmes in central government.
- Develop ultrafast broadband, 5G pilots in the LEP area.
- Secure co-investment and implement.

4.10 Promote our **principal economic assets** through all available means, and launch an international approach to selling investment opportunities and attracting new businesses to the area.

4.11 Change the dialogue around **infrastructure** in our LEP. Seek recognition that our infrastructure are international routes and launch lobbying campaign to support them.

- Dualling of A2 to Dover
- Investment in A120 east of Braintree
- A27 improvements

4.12 Promote the role of the **visitor economy** in underpinning holistic economic growth.

- Elevate and improve quality of the overall offer.
- Tourism as a catalyst for regeneration, and our role to describe this.

4.13 To be the capital of **social enterprise**, creating jobs, social value and healthy communities.

- Build on mapping work across LEP area to develop a wider view of social enterprise assets.
- Leverage networks; bring partners together through Government links, SELEP partners.
- Provide start-up support and knowledge sharing through growth hubs.
- Align private sector involved in SELEP to add social value by opening opportunities within supply chains.
- Present opportunities and successful enterprise best practice initiatives to local authorities.
- Explore funding opportunities for social enterprises.

4.14 Maximise the size and frequency of **tools afforded to SELEP by Government** by finally securing settlements which reflect our size, impact and the importance of the SELEP economy to the nation.

- Assert the LEP's position vis-à-vis Shared Prosperity Fund.
- Campaign around a fair settlement for the area overall and SELEP in itself.

4.15 Develop localised **energy** solutions that can stimulate growth in this sector and help reduce energy costs of business.

- Work smartly with neighbours to develop energy strategy.
- Develop clean energy pilots.
- Establish energy working group and energy hub and build local partnerships.
- Link these to coastal, rural and housing working groups.

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

To: Growth, Economic Development and Communities Cabinet Committee – 9 May 2018

Subject: Regional Growth Funded Programmes Monitoring Report

Classification: Unrestricted

Summary: This report summarises the results of Kent County Council's monitoring returns of the three Regional Growth Funded programmes for the period 1st October 2017 to 31st December 2017.

- Escalate (West Kent and parts of East Sussex)
- Expansion East Kent (East Kent and Ashford)
- Tiger (North Kent and Thurrock)

Jobs created has increased by 119 to 2,709 since the last report in November 2017 and the safeguarded figure has increased by 11 to 1,349.

Out of the 173 companies being reported on during this period, 123 (71%) are rated as Green or Amber.

£16,400,991 (94%) has been repaid and these funds are being recycled under the new scheme 'Kent and Medway Business Fund'.

£4,363,511 (7.7%) is the unrecovered total amount of defrayed funds.

£1,699,354 is non-recoverable.

£2,664,157 is still being pursued.

£1,572,132 has been recovered.

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

1. Background Information

1.1 Since November 2011, the Department for Business, Energy and Industrial Strategy (BEIS) has allocated £55 million to KCC for three schemes:

- Expansion East Kent (£35 million)
- Tiger (£14.5 million)
- Escalate (£5.5 million)

1.2 These schemes provided grants, loans and equity investments for companies with investment plans that would lead to job creation. For most companies the

loan finance is provided at 0% interest, with a repayment period of between 5 and 7 years. The schemes have also allocated grants and equity investments, but the equity investments are outside the scope of this report.

- 1.3 This report provides an update on the allocation of funds to companies in the format previously agreed by the Growth, Economic Development and Communities Cabinet Committee.

2. Update on all RGF Schemes

- 2.1 As of 30 September 2017, KCC has committed £56.3 million (£55m plus accrued interest) across the three RGF schemes since April 2012.
- 2.2 These companies have agreements to create 4,616 jobs and will leverage in over £88 million from private sector investment. The overall job target is 6,916 jobs to be created or safeguarded and this includes the period of recyclable funds up to March 2021. This report covers the monitoring period 1 October 2017 to 31 December 2017. All companies are required to complete a monitoring return as part of the loan agreement and must include employment contracts and copies of payroll as evidence for jobs created and safeguarded. The cumulative total of jobs that have been created or safeguarded is 4,058 as of 31 December 2017.

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	3,477	2,709	78% (Green)
Jobs Safeguarded	1,492	1,349	90% (Green)

- 2.3 Additionally, within this monitoring period, nine loans to the total value of £989,500 have been reported as bad debt.

3. Detailed Cumulative Summary of Monitoring

- 3.1 As part of the loan agreement, each company is contracted to provide quarterly monitoring returns. These returns are in arrears of the previous quarter, and upon receipt and internal validation, one of the following RAG ratings is applied:
- Green Risk Status: full return received and no outstanding issues.
 - Amber Risk Status: partial return received and/or issues re contracted milestones.
 - Red Risk Status: non-return received and non-achievement of key milestones; loan repayment, job outcomes and/or delay to planned objectives.
- 3.2 The following table provides a headline summary of actual performance against contractual target for all three RGF programmes for the period of October 2017 to December 2017. Out of the 173 companies being reported on during the monitoring period, 123 (71%) returns have been flagged as Green or Amber. This equates to a monetary loan value of £28,465,472.

No of companies who received funds	No of companies reporting on	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk Status
242	173	101 (58%)	22 (13%)	50 (29%)
Loan Values				
£56,383,859	£38,319,255	£23,713,497	£4,751,975	£9,853,783

4. Details of Red Risk Status

4.1 The table below provides details on 59 companies that have been rated as **RED** risk status. The red risk status falls into three categories as follows:

Breakdown of Red Risk Status	Category A Non-Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant Shortfall on Milestones / Targets
No of Companies	9*	6 (3%)	44 (26%)
Combined Loan Value	£989,500	£620,125	£9,233,658
Actions to be taken	Companies in Administration	Follow up emails and site visits	Companies under review or variations of contract offered

* Bad debt companies not included in number of Red Rag rated companies in 3.2

4.2 Total overall defrayed funds are £56,383,859. From this, the cumulative total of the companies who have defaulted on the loans is as follows:

Cumulative Bad Debts	No of Companies	Percentage of Number of Companies Supported	Loan Value	Loan Recovered	
Previous Bad Debt	31	12.8%	£4,946,143	£1,406,233	Total unrecovered bad debt £4,363,511
Current Quarter Bad Debt	9	3.7%	£989,500	£165,899	
Total Bad Debt	38	15.7%	£5,935,643	£1,572,132	Percentage of Overall Defrayed Funds: 7.7%*
Bad debt companies where full recovery achieved	-2	0.8%	£950,000	£950,000	

* Based on unrecovered bad debt

4.3 KCC Internal Audit and Kent Invicta Law have been advised if any of the companies have gone into liquidation or are in the process of going into administration. They are working with the RGF Manager to recover the maximum amount of loan value.

5. Profile for Repayment of Funds

5.1 There are two loan repayment periods within each financial year; September and March. The cumulative estimated amount to be received by September 2017 was £17,494,870. The actual amount receipted to date is £16,400,991, which represents an achievement of 94%. The table below provides details of the repayment profile:

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual	2017/18 September 2017
Target= £338,548 Actual = £338,548	Target = £1,445,707 Actual = £1,445,711	Target= £5,023,426 Actual= £5,017,526	Target= £7,096,914 Actual= £6,467,748	Target=£3,590,275 Actual=£3,131,458
TOTALS TO DATE Target=£17,494,870 Actual=£16,400,991 94%				
2017/18 March 2018	2018/19 Target	2019/20 Target	2020/21 Target	Total Repayment due by 2021
£3,382,685	£6,601,444	£4,954,211	£4,492,803	£36,926,013

5.2 Invoices for March 2018 have been issued and amounts received will be detailed in the next report.

6. Delivery of Schemes

- a. Annex 1 provides full details on the monitoring returns of the Expansion East Kent programme.
- b. Annex 2 provides full details on the monitoring returns of the Tiger programme.
- c. Annex 3 provides full details on the monitoring returns of the Escalate programme.

7. Recommendation

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

8. Contact

Report author: Jacqui Ward
Strategic Programme Manager (Business Investment)
Email: jacqui.ward@kent.gov.uk
Tel: 03000 417191

Expansion East Kent Programme**Background Information**

The Expansion East Kent Programme was launched in December 2012. As at 30 September 2017, KCC had committed 160 investments totalling £36.2m to 153 companies within the local authority areas of Ashford, Canterbury, Dover, Shepway and Thanet. The main programme was suspended on 1 February 2015 and is no longer open to new applicants. The Small Business Boost Programme was closed in January 2016.

This annex provides full details of the funding awarded to companies within the East Kent and Ashford area from the Expansion East Kent and Small Business Boost programmes.

1. Funding Awarded

1.1 The table below shows total funding committed, a breakdown per local authority, the number of jobs to be created and private sector investment (matched funding).

Expansion East Kent & Small Business Boost Scheme	Funds Awarded £	Private Investment £	No of Companies	No of jobs to be created	Saved posts	Total no of Jobs created/ safeguarded posts
Ashford	250,500	115,578	9	25	6	31
Canterbury	8,714,680	9,181,719	44	1,264	89	1,353
Dover	15,131,357	28,377,539	34	688	246	934
Shepway	6,263,468	10,075,900	25	487	130	617
Thanet	6,026,256	8,901,781	41	415	270	685
Total	£36,386,261	£56,652,517	153	2,879	741	3,620

Total Committed Funding	£36,386,261	£56,652,517	153	2,879	741	3,620
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1.2 Within the Expansion East Kent scheme, there is:

(a) an equity programme whereby the Investment Advisory Board agreed to ring fence and commit £5 million. In addition to this programme, equity investments of £1.7m have been made. All the funds for equity investments have been committed;

(b) four grants totalling £5.7m;

(c) a small loan scheme, Small Business Boost, whereby the Investment Advisory Board agreed to ring fence £1 million, from the original £35m. All the original allocation for Small Business Boost has been committed and defrayed. An additional allocation (£602,648), from the accrued interest and recycled loan repayments, as directed by the Investment Advisory Board, has been made available. Total amount defrayed is £1,602,648.

2. Profile for Repayment of Funds

- 2.1 All repayment of loans will be reinvested into future financial support programmes for businesses. Sixteen companies have been awarded equity investments. The table below provides details on the repayment profile. The amount to be repaid is £21,086,840.
- 2.2 There are two loan repayment periods per financial year; March and September. The cumulative estimated amount to be repaid by September 2017 was £9,847,869. The actual amount repaid to date is £8,944,015, which represented an achievement of 91%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.
- 2.3 Invoices for March 2018 have been issued and amount received will be detailed on the next report.

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual	2017/18 September 2017
Target=£335,294 Actual=£335,294	Target=£820,663 Actual=£820,667	Target=£2,337,052 Actual=£2,331,152	Target=£4,173,982 Actual=£3,604,829	Target=£2,180,878 Actual=£1,852,073
TOTALS TO DATE Target=£9,847,869 Actual=£8,944,015 91%				
2017/18 March 2018	2018/19 Target	2019/20 Target	2020/21 Target	Total Repayment due by 2021
£1,711,359	£3,441,742	£2,826,008	£3,259,862	£21,086,840

3. Monitoring Returns (October 2017 to December 2017)

- 3.1 The monitoring returns for the Expansion East Kent programme for the period October 2017 to December 2017 have resulted in 65% being allocated Green status (performance fully met as per loan agreement) or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement) as follows:

No of companies who received funds	No of companies reporting on	No of companies in Green Risk Status	No of Companies in Amber Risk Status	No of Companies in Red Risk Status

152	102*	57 (56%)	9 (9%)	36 (35%)
Combined Loan Value				
£36,213,820	£22,881,002	£13,594,709	£2,336,468	£6,949,825

* Figures exclude companies not in the monitoring cycle, which are the companies that have repaid their loans, have completed their monitoring cycle, are bad debt or are reported on as part of an equity portfolio.

It is important to note there are three categories with the **RED** status – see table below, which represents data from the current quarter (October 2017 to December 2017):

Breakdown of Red Risk Status 35%	Category A Non-Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant shortfall on milestones / targets
No of Companies	5	4	32
Combined Loan Value	£109,500	£511,625	£6,438,200
Actions to be Taken	Companies in administration or no longer trading	Follow up email	Companies under review

The action taken on companies in **RED** Status is as follows:

Category A =	5 companies
Action taken:	Repayment is being sought through legal channels.
Category B =	4 companies - nil return of monitoring form
Action taken:	All 4 companies have received follow up emails and site visits have been undertaken, scheduled or planned.
Category C =	32 companies - significant delays in the following areas: <ul style="list-style-type: none"> • 13 companies: Job creation significantly behind, loss of staff/poor retention, and/or no employment contracts to sufficiently evidence job creation • 16 companies: Issues with loan repayments being met • 2 companies: Delays in project delivery, contract variation could be required. • 1 company: Delays in job creation and issues with loan repayments
Action taken:	Discussions and/or site visits have been undertaken and/or are scheduled to ascertain any business issues. Where necessary contract variations have been undertaken or will be.

This shows the cumulative position of bad debt companies: -

Cumulative Bad Debts	No of Companies	Percentage number of companies supported	Loan Value	Loan recovered	Overall defrayed funds: £36,386,261
Previously Reported	20	13.1%	£3,158,930	£1,084,338	Total unrecovered bad debt £1,135,891
Current Quarter Bad Debt	5	3.3%	£109,500	£51,553	
Bad debt					

companies where full recovery achieved	-2	1.3%	£950,000	£950,000	Percentage of overall committed funds: 5.9%*
Total Bad Debt	23	15.1%	£3,268,430	£1,135,891	

* Based on unrecovered bad debt

3.2 The creating and safeguarding of contractual job targets have been verified from the monitoring returns covering the period October 2017 to December 2017. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:

Job Status	Target to Date	Actuals to Date	Percentage against Target
Jobs Created	2,433	1,793	74% (Green)
Jobs Safeguarded (includes Indirect Jobs)	740	679	92% (Green)

Tiger Programme**Background Information**

The Tiger Programme for North Kent and Thurrock was launched in March 2013. As at 31 March 2015, KCC has committed 51 investments totalling £14,490,000 to 49 companies within Dartford, Gravesham, Medway, Swale and Thurrock. The programme is no longer open to new applicants.

This annex provides full details of the funding awarded to companies within the North Kent and Thurrock area from the Tiger Programme.

1. Funding Awarded

1.1 The table below shows total funding committed, a breakdown per local authority, the number of jobs to be created and private sector investment (matched funding).

Tiger Programme	Funding per Local Authority £ m	Private Investment £ m	No of Companies issued	No of Jobs to be Created	Saved Posts	Total Number of Jobs
Dartford	2,009,115	1,451,428	9	145	52	197
Gravesham	881,062	843,375	5	44	62	106
Medway	3,813,621	3,420,834	14	222	168	390
Swale	6,544,502	16,370,958	16	344	254	598
Thurrock	1,241,700	3,066,356	5	40	41	81
Total	14,490,000	25,152,951	49	795	577	1,372

Total Funding Committed	£14,490,000	£25,152,951	49	795	577	1,372
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2. Defrayment of Funds

2.1 Each company applying to the programme provides a profile for the drawdown of funds. This drawdown would be dependent on the needs of the businesses and the companies' plans for growth. The profile for the defrayment of funds is as follows:

Funds defrayed as of close of programme March 2015	= £14,490,000
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3. Profile for Repayment of Funds

- 3.1 All repayment of loans will be reinvested into future financial support programmes for businesses. The table below provides details on the repayment profile. The total amount to be repaid is £11,443,183. Two companies were awarded equity investments (£1,424,072).
- 3.2 There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by September 2017 was £5,438,067. The actual amount repaid to date is £5,255,500, which represented an achievement of 97%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.
- 3.3 Invoice for March 2018 have been issued and amounts received will be detailed in the next report.

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual	2017/18 September 2017
Target=£3,254 Actual=£3,254	Target=£493,284 Actual=£493,284	Target=£1,866,023 Actual=£1,866,023	Target= £2,105,817 Actual = £2,045,804	Target= £969,689 Actual = £847,135
TOTALS TO DATE Target=£5,438,067 Actual=£5,255,500 97%				
2017/18 March 2018	2018/19 Target	2019/20 Target	2020/21 Target	Total Repayment due by 2021
£1,281,625	£2,260,856	£1,521,602	£941,033	£11,443,183

3 Monitoring Returns (October 2017 to December 2017)

- 4.1 The monitoring returns for the Tiger Programme for the period October 2017 to December 2017, have resulted in 87% being allocated Green status (performance fully met as per loan agreement), or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement), as follows:

No of companies who received funds	No of companies reporting on	No of companies reporting on	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk Status
49	39 8 bad debts 2 loans repaid	39	28 (72%)	6 (15%)	5 (13%)
Combined Loan Value					
£14,490,000	£11,101,653	£11,101,653	£8,341,494	£1,198,291	£1,561,868

It is important to note there are three categories within the RED status – see table below:

Breakdown of Red Risk Status	Category A Non-Payment of	Category B Nil Return of	Category C Significant Shortfall on
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23%	Debt	Monitoring Form	Milestones / Targets
No of Companies	2*	0	5
Combined Loan Value	£665,000		£1,561,868
Actions to be Taken	Companies in administration		Companies under review

* Bad debt company not included in number of Red Rag rated companies in 4.1

The action taken on 7 companies in **Red** Status is as follows:

Category A =	2 companies – bad debt*
<i>Action taken:</i>	Repayment is being sought through legal channels.
Category B =	N/a
<i>Action taken:</i>	
Category C =	2 companies: <ul style="list-style-type: none"> Significant delays in the areas of recruitment 2 companies: <ul style="list-style-type: none"> Issues with loan repayments 1 company: <ul style="list-style-type: none"> Issues with loan repayments and delays in recruitment
<i>Action taken:</i>	All 5 companies are being closely monitored with regard to achievement of outputs, site visits have been arranged and/or scheduled or contract variation discussions are taking place.

* Excluded from figures in 4.1 due to being bad debt.

Cumulative Bad Debts	No of Companies	Percentage Number of Companies Supported	Loan Value	Loan Recovered	Overall Defrayed Funds
Previous Bad Debt	6	12.2%	£1,091,213	£162,795	£14,490,000
Current Quarter Bad Debt	2	4%	£665,000	£81,256	Total unrecovered bad debt: £244,051
Total Bad Debt	8	16.2%	£1,756,213	£244,051	Percentage of Overall Defrayed Funds: 10.4%*

* Based on unrecovered bad debt

4.2 The creating and safeguarding of contractual job targets have been verified from the monitoring returns covering the period October 2017 to December 2017. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	675	651	96% (Green)

Jobs Safeguarded	578	522	90% (Green)
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Escalate**Background Information**

The Escalate Programme for West Kent and parts of East Sussex was launched in December 2013. As at 31 March 2015, KCC has committed £5,510,000 to 40 companies and the programme is no longer accepting any new applications.

This annex provides full details of the funding awarded to companies within the districts of West Kent and three districts of East Sussex from the Escalate Programme.

1. Funding Awarded

1.1 The table below shows total funding committed, a breakdown per local authority, the number of jobs to be created and private sector investment (matched funding).

Escalate Programme	Funding per Local Authority £	Private Investment £	No of Companies	No of Jobs to be Created	Saved Posts	Total Number of Jobs
Maidstone	2,720,588	3,058,832	12	158.56	108.67	267.23
Rother	136,250	136,250	3	18.27	3	21.27
Sevenoaks	594,000	710,472	6	33.6	18.27	51.87
Tonbridge & Malling	698,510	697,798	7	55.37	18	73.37
Tunbridge Wells	1,158,250	1,397,250	11	151.11	21.26	172.37
Wealden	200,000	200,000	1	6	4	10
Total	**5,507,598	6,200,602	40	422.91	173.2	596.11

**Hastings Funding total is zero*

***£10,000 uncommitted within Tiger and £2,402 contribution to marketing*

Total Funding Committed	£5,507,598	£6,200,602	40	423	173	596
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2. Defrayment of Funds

2.1 Each company applying to the programme provides a profile for the drawdown of funds. This drawdown would be dependent on the needs of the businesses and the companies' plans for growth. The profile for the defrayment of funds is as follows:-

Funds defrayed as of close of programme March 2015	= £5,510,000*
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** Includes £2,402 contribution to marketing*

3. Profile for Repayment of Funds

3.1 All repayment of loans will be reinvested into future financial support programmes, for businesses. The table below provides details of the repayment profile. The total amount to be repaid is £4,395,992. One company was awarded equity investment in the sum of £250,000.

3.2 There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by September 2017 was £2,208,935. The actual amount repaid to date is £2,201,477, which represented an achievement of 99.7%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual	2017/18 September 2017	TOTAL TO DATE
Target=£131,760 Actual=£131,760	Target=£820,351 Actual=£820,351	Target=£817,115 Actual=£817,115	September 17 Target=£439,709 Actual=£432,251	Target=£2,208,935 Actual=£2,201,477 99.7%
2017/18 March 2018	2018/19 Targets	2019/20 Targets	2020/21 Targets	Total Repayment due by 2021: £4,395,992
March 2018 £389,701	£898,847	£606,601	£291,908	

4. Monitoring Returns (October 2017 to December 2017)

4.1 The monitoring returns for the Escalate Programme for the period October 2017 to December 2017, have resulted in 72% being allocated Green status (performance fully met as per loan agreement), or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement), as follows:

No of companies	No of companies reporting on	No of companies reporting on	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk Status
40* *includes 7 bad debt	32	32	16 (50%)	7 (22%)	9 (28%)
Combined Loan Value					
£5,507,598	£4,336,600	£4,336,600	£1,777,294	£1,217,216	£1,342,090

It is important to note there are three categories with the **RED** status in this current quarter – see table below:

Breakdown of Red Risk Status 23%	Category A Non-Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant Shortfall on Milestones / Targets
No of Companies	2	2	7
Combined Loan Value	£215,000	£108,500	£1,233,590
Actions to be Taken	Company in administration	Follow up email	Companies under review

The action taken on 11 companies in Red Status in the current quarter is as follows:-

Category A =	2 companies
<i>Action taken:</i>	Companies in administration
Category B =	2 companies
<i>Action taken:</i>	Both companies have received follow up emails and site visits have been undertaken, scheduled or planned.
Category C =	1 company: <ul style="list-style-type: none"> • Issues with loan repayments and behind on job targets 5 companies: <ul style="list-style-type: none"> • Behind on job targets 1 company: <ul style="list-style-type: none"> • Company dormant
<i>Action taken:</i>	Currently in discussion with companies to reach resolution.

* Excluded from figures in 4.1 due to being bad debt.

Cumulative Bad Debts	No of Companies	Percentage Number of Companies Supported	Loan Value	Loan Recovered	Overall Defrayed Funds
Previous Bad Debt	5	12.5%	£696,000	£159,100	£5,507,598
Current Quarter Bad Debt	2	5%	£215,000	£33,090	Total unrecovered bad debt: £192,190
Total Bad Debt	7	17.5%	£911,000	£192,190	Percentage of Overall Defrayed Funds: 13.1%

4.2 The creating and safeguarding of contractual job targets have been verified from the monitoring returns covering the period October 2017 to December 2017. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:-

Job Status	Target to Date	Actuals to Date	Percentage against Target
Jobs Created	368	265	72% (Green)
Jobs Safeguarded	173	148	86% (Green)

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

To: Growth, Economic Development and Communities Cabinet Committee -
9 May 2018

Subject: Extending the reach of superfast broadband

Classification: Unrestricted

Electoral divisions: All

Summary:

The purpose of this paper is to engage the Committee in the development of plans to extend superfast broadband coverage across Kent by:

1. Extending the current Broadband Delivery UK Phase 2 contract by reinvesting the additional £4.545 million of gainshare funding available to Kent to increase the coverage of superfast broadband in Kent.
2. Delivering a 'Kent Voucher Scheme' to pilot approaches for connecting properties those areas that will still fall outside the scope of the extended BDUK Phase 2 project (i.e. properties in hard-to-reach, final 5% locations).

The paper also updates the Committee on three complementary Government schemes intended to help further improve broadband connectivity.

Recommendation

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

1. Invest the additional £4.545 million of available additional gainshare funding to increase superfast broadband coverage in Kent by extending the Broadband Delivery UK Phase 2 contract, subject to value for money and state aid requirements being met.
2. Launch a Kent Voucher scheme to support properties in final 5% locations with poor connectivity to get access to a superfast broadband service.

1.0 Introduction

- 1.1 Kent County Council has been working with the Government's broadband agency, Broadband Delivery UK (BDUK), to improve access to superfast broadband services. Phase 1 & 2 projects have brought superfast broadband to over 135,000 homes and businesses which would otherwise have been left with no, or slow broadband. 95% of properties in Kent now have access to a superfast broadband service of at least 24mbps.
- 1.2 Despite this progress, completion of the existing Phase 2 deployment plan will leave an estimated 31,800 properties without access to superfast broadband. Of these an estimated 1,550 have broadband speeds which are below 2mbps.

- 1.3 This paper sets out proposals for connecting properties in these hard-to-reach locations, which are described nationally as the 'final 5%'.
- 2.0 Extending the BDUK Phase 2 project with BT**
- 2.1 The **Kent BDUK Phase 2 project** started in March 2015 with the objective of increasing the level of superfast coverage beyond the 91% of homes and businesses achieved through the delivery of BDUK Phase 1 project to 95% by December 2017. This target was achieved according to plan and we are aiming to reach 95.7% superfast coverage by end of 2018.
- 2.2 Phase 1 and Phase 2 were co-funded by the Government's broadband delivery agency, Broadband Delivery UK (BDUK) and BT was procured under the Government's broadband procurement framework. Under this framework, all contracts contain a clause preventing the supplier (BT) being over-subsidised. This meant that if take-up exceeded 20% after seven years following the completion of the infrastructure build, money (referred to as gainshare) will be returned to an investment fund held by BT. The intention was that this funding should be recycled into additional coverage by extending current contracts, subject to value for money and state-aid requirements being met.
- 2.3 The BDUK Phase 1 infrastructure build was completed in March 2016 and take-up is currently at 51%. This means that KCC has the opportunity to reinvest £4.545 million of gainshare funding and extend the current Phase 2 contract to deliver more superfast coverage. BT is in the process of modelling the potential additional superfast coverage that this funding could deliver.
- 2.4 It is not possible to confirm the additional uplift that will be achieved by the reinvestment of the gainshare funding until BT has completed its modelling and signed off its proposal. However, given the costs of working in the final 5%, we are estimating that the average subsidy per property will be in the region of £1,300. (compared to £146 for Phase 1 and £608 (to date) for Phase 2. BT's gainshare proposal will be subject to stringent value for money checks by both KCC and BDUK and will also need to comply with BDUK's state aid requirements.
- 3.0 Delivering a Kent Voucher Scheme for 'final 5%' locations**
- 3.1 Our proposal is to launch a **Kent Voucher Scheme**, which will offer homes and businesses in final 5% areas that remain outside the scope of the extended BDUK Phase 2 programme, a voucher worth up to £1,700 per property towards the costs of installing a superfast broadband connection.
- 3.2 Eligible homes and businesses will need to apply for the voucher which can be redeemed against a list of registered suppliers. There will also be an opportunity for applicants to aggregate their vouchers into group schemes.
- 3.3 The value of the maximum voucher award (£1,700) has been based upon the maximum subsidy per property that is allowed under the current BDUK Phase 2 contract. We have been contacted by a number of residents and businesses who are outside the scope of current BDUK contract and who are trying to develop and fund-raise for their own community solutions. It is anticipated that the Kent Voucher Scheme will be able to make a substantial contribution towards the costs of these solutions and encourage similar initiatives to come forward.

3.4 The design of the scheme has been modelled upon the frameworks utilised by BDUK voucher schemes that the Council has administered in Kent. These frameworks have been assured by both KCC and BDUK's audit teams and have been judged as state-aid compliant.

3.5 Our intention is to launch the pilot phase of the voucher programme in summer 2018 with a funding allocation of £1 million. Depending on scheme take-up, we plan to extend the Kent voucher scheme by allocating an additional £1.8 million to the project.

4.0 National schemes applicable to properties in Kent

4.1 The Government has announced that it will be introducing a **Universal Service Obligation (USO)** for broadband. The scheme will be industry funded through the establishment of a cost sharing fund and will give homes and businesses the right to request a connection of at least 10mbps, up to a "reasonable cost threshold" of £3,400. Subject to secondary legislation being passed, this scheme is not due to launch until March 2020. Eligible properties will have to wait for their applications to be processed and the required infrastructure to be built, which may take up to another 18 months. Only properties receiving less than 10mbps will be eligible and the scheme only guarantees download speeds of 10mbps. In contrast, the proposed Kent Voucher Scheme will offer superfast connections and be open to properties currently receiving less than 24mbps.

4.2 The Government's **Better Broadband Scheme**: this scheme was designed to provide a subsidy of up to £350 towards the costs of installing a satellite or fixed wireless broadband service for properties in final 5% areas that cannot currently get a broadband service of at least 2mbps. Kent County Council administers the scheme in Kent on behalf of Broadband Delivery UK and has issued 534 'connections codes' since the scheme was launched in November 2015, of which 198 have been redeemed. The scheme is due to close in December 2018. We have received ongoing complaints from applicants about the costs of satellite-based broadband services and from residents whose properties have speeds just above the 2mbps eligibility criteria. The Kent Voucher scheme will offer a greater range of technical solutions and would be open to properties that would either not qualify or find that the above national schemes do not meet their needs.

4.3 **Gigabit Broadband Voucher Scheme**: this was launched by the Government on the 27th March 2018 to expand the reach of full-fibre networks and stimulate commercial investment in priority business zones. The scheme offers small and medium-size businesses vouchers of up to £3000 to obtain an ultrafast broadband connection. Residents can also access vouchers of up to £500 if they are part of group scheme where at least half of the funding is awarded to businesses. Whilst the design of the scheme favours the more densely populated urban and city regions, we believe that there are opportunities to combine this scheme with the Kent Voucher Scheme to improve its accessibility to Kent businesses in final 5% locations.

5.0 Financial implications

5.1 The value of the County Council's current contract with BT is £11.8 million. This comprises £5.9 million of KCC funding and £5.9 million of Government (BDUK) funding. The £4.545 million available gainshare funding would be reinvested by extending the contract.

5.2 The Kent Voucher Scheme will be funded from existing budget allocations for the KCC Broadband Programme. £1 million has been allocated to pilot the scheme and £1.8 million for a potential second funding round.

5.3 Given the levels of funding proposed, both of these projects will require a key decision.

6.0 Legal Implications

6.1 There is provision within the terms of the BDUK Phase 2 contract for gainshare funding to be reinvested. All contract extensions are subject to BDUK state aid approval. BDUK have advised KCC that the £4.545 million of gainshare funding can be reinvested through the UK's Government current state aid agreements, subject to state aid assurance of BT's final proposal.

6.2 The launch of the Kent Voucher Scheme is dependent on securing state aid approval from BDUK. Given that the scheme's design has been based on previously BDUK run voucher schemes, this is not anticipated to be an issue.

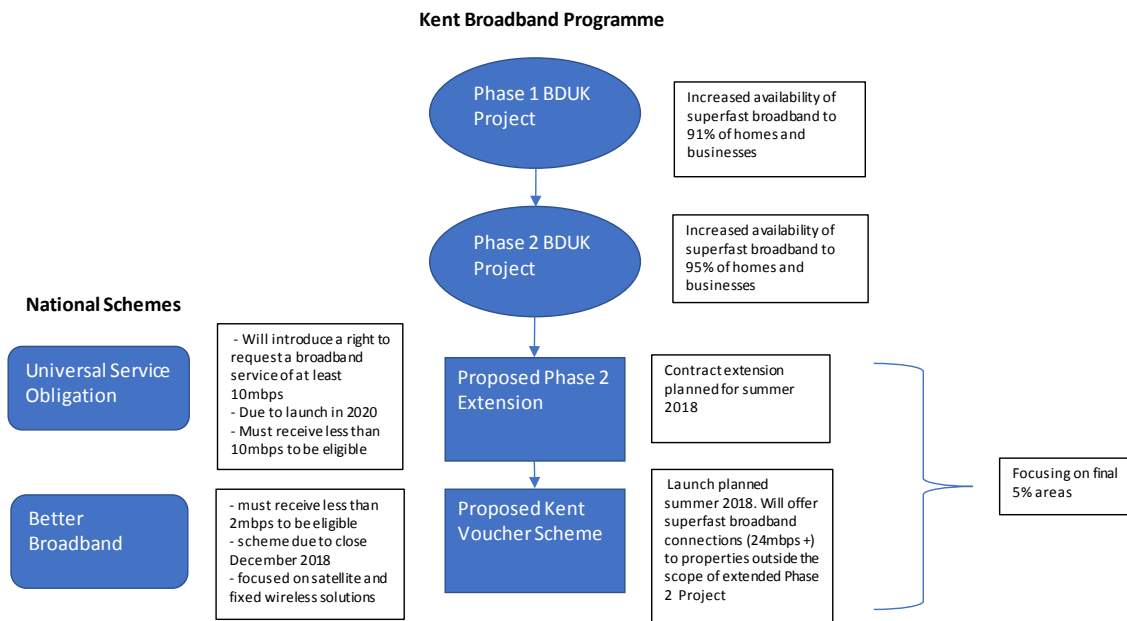
7.0 Equalities Implications

7.1 The By improving broadband access, the Kent Voucher Scheme will have a positive impact for all communities including those with protected characteristics. An Equality Impact Assessment is being undertaken for the project but no high or medium non-favourable impacts for protected groups has been identified.

7.2 By improving broadband access, the Kent Voucher Scheme will have a positive impact for all communities including those with protected characteristics. The Equality Impact Assessment undertaken for the project has identified no high or medium non-favourable impacts for protected groups.

8.0 Conclusion

8.1 The diagram below shows the relationship between schemes that we have been delivering in partnership with Broadband Delivery UK and what we are proposing to launch in summer 2018.



8.2 The Kent Voucher Scheme and extending the BDUK Phase 2 project will help further improve broadband connectivity in hard-to-reach locations and further increase the range of options available to homes and businesses. This will further build on the work

undertaken by the Council which has already delivered superfast broadband to over 135,000 homes and businesses.

9. Recommendation

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

1. Invest the available additional £4.545 million of additional gainshare funding to increase superfast broadband coverage in Kent by extending the BDUK Phase 2 contract, subject to value for money and state aid requirements being met.
2. Launch a Kent Voucher scheme to support properties in final 5% locations with poor connectivity to get access to a superfast broadband service.

10. Appendices:

Appendix A (i): 18/00024(b) Proposed Record of Decision for BDUK Phase 2 Contract Extension

Appendix A (ii): 18/00024(a) Proposed Record of Decision for Kent Voucher Scheme

11. Contact details

Report Author

Elizabeth Harrison, Strategic Programme Manager
03000 417090
liz.harrison@kent.gov.uk

Relevant Director

David Smith, Director Economic Development
03000 417176
david.smith2@kent.gov.uk

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KENT COUNTY COUNCIL – Proposed RECORD OF DECISION

DECISION TAKEN BY

Cabinet Member for Economic Development

DECISION NO:

18/00024(b)

For publication

Key decision – Yes

Title: Investment of additional gainshare funding to increase superfast broadband coverage (BDUK Phase 2 Project Extension)

Decision: As Cabinet Member for Economic Development, I agree to invest the £4.545 million of additional available gainshare funding to increase superfast broadband coverage across Kent by extending the Broadband Delivery UK Phase 2 contract.

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 BDUK Phase 2 contract encourages any available gainshare funding to be reinvested to further extend the coverage of superfast broadband. Gainshare funding is accrued if take-up of the superfast broadband services within the BDUK Phase 1 contract exceeds BT's and the Government's forecasts. This has happened in Kent, resulting in an additional £4.545 million of funding becoming available to extend the reach of the BDUK Phase 2 contract. The Government (a co-funder of the project) has announced that this funding should be recycled into additional coverage by extending current contracts.

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 9 May 2018

Any alternatives considered: Three options were considered for extending the current contract with BT

1. Not to extend the contract. This would mean that KCC would have to return £2.495 million of the available gainshare funding to Broadband Delivery UK so this would not be available to improve broadband coverage across Kent.
2. To run a new procurement to secure additional broadband coverage. This would take between 12-18 months to complete under current rules and KCC is not contractually entitled to access the funding (under the Government's framework contract terms and conditions) until 2022 unless the funding is reinvested through existing Phase 2 contract.
3. To extend the existing contract by reinvesting the available £4.545 million of funding, subject value for money and state aid requirements being met. **(Preferred option).**

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer: None

.....
Signed

.....
Date

Name:

KENT COUNTY COUNCIL – Proposed RECORD OF DECISION

DECISION TAKEN BY

Cabinet Member for Economic Development

DECISION NO:

18/00024(a)

For publication

Key decision – Yes

Subject: Kent Broadband Voucher Scheme

Decision: As Cabinet Member for Economic Development, I agree to establish and launch a Kent Broadband Voucher Scheme.

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: This scheme will benefit those properties in hard-to-reach (known as final 5%) locations which remain outside the scope of publicly funded and market-led broadband upgrade programmes. The Kent Broadband Voucher will offer up to £1,700 per property for the provision of a superfast or ultrafast broadband connection in these areas

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 9 May 2018

Any alternatives considered: The following options were considered:

1. Waiting for the Broadband Universal Service Obligation to be introduced – subject to secondary legislation being passed, this is not due to launch until March 2018. Eligible properties will then have to wait for their applications to be processed and required infrastructure to be built (estimated time 12-18 months). Only properties currently receiving less than 10mbps will be eligible and the scheme does not currently guarantee superfast broadband access.
2. Relying on the Government's Better Broadband Scheme to assist these properties. This offers subsidies of up to £350 towards the costs of installing satellite-based broadband connections. The scheme is due to end in December 2018.
3. Introducing a Kent Broadband Voucher programme offering Kent-based homes and businesses in final 5% locations up to £1,700 towards the costs of accessing a superfast broadband service. **(Preferred option).**

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer: None.

.....
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 - 9 May 2018

Subject: Kent Social Enterprise Fund (formerly Kent Big Society Fund):
Report to Kent County Council

Classification: Unrestricted

Past Pathway of Paper: The performance report is presented to Cabinet Committee under the agreed governance arrangements for the Fund.

Future Pathway of Paper: N/A

Electoral Division: All divisions

Summary: Kent County Council has received the attached report from Kent Community Foundation (KCF) on the Kent Social Enterprise Fund (formerly Kent Big Society Fund). The report contains performance information on the Fund over the lifetime of the Fund (2012/2017). The report is provided to Kent County Council as part of the agreed governance arrangements of the Fund. It is for information only.

Recommendation:

The Cabinet Committee is asked to note KCF's report.

1. Introduction

- 1.1 The Kent Big Society Fund was set up under the Bold Steps for Kent framework as part of KCC's commitment to support growth in the voluntary, community and social enterprise sectors in Kent and to create employment opportunities for those disadvantaged in the labour market. The Fund offers loan and grant packages to new and emerging social enterprises.
- 1.2 The Fund was established in January 2012 by a £3 million donation from Kent County Council (KCC) to Kent Community Foundation (KCF). The Key Decision (11/01755) was taken by the Cabinet Member for Customer and Communities on 16 December 2011. There is no on-going financial contribution from KCC to KCF. KCF's network of donors has provided funding of £213,000 and £507,543 has recently been secured as a grant from the Big Lottery Growth Fund.
- 1.3 Decisions as to whom should be supported are made by a Fund Investment Panel, chaired by KCF with representation from KCC members and KCF trustees.

2. Performance of the Fund

2.1 KCF's report (Appendix A) demonstrates the Fund is performing well and is meeting the original aims in terms of jobs and growth:

- 400 jobs directly created or safeguarded, with £3,773 being the cost per job.
- Creation of 100 volunteer positions.
- Bad Debt is currently £210,271.76 (14% of facilities drawn). The original bad debt was expected to be 20%.

3. Conclusions

3.1 The report from KCF demonstrates that the Fund is performing well and meeting the original aims in terms of jobs and growth.

3.2 The Cabinet Committee may like to invite KCF to make a presentation at a future meeting and provide some case studies on the enterprises that its fund has supported.

4. Recommendation:

4.1 The Growth, Economic Development and Communities Cabinet Committee is asked to note KCF's report.

5. Appendices:

Appendix A – Kent Big Society Fund Review 2012 - 2017

6. Contact details

Report Author: Jacqui Ward
Name and title: Strategic Programme Manager
Telephone number: 03000 417191
Email address: Jacqui.ward@kent.gov.uk

Relevant Director: David Smith
Name and title: Economic Development Director
Telephone number: 03000 417176
Email address: david.smith2@kent.gov.uk



Kent Big Society Fund

Review 2012 – 2017



BACKGROUND

Kent Big Society Fund (KBSF) was established in 2012 with funding from Kent County Council to support existing and newly created social enterprises become more active, benefit the local community and enhance the economic, social and environmental vibrancy of Kent. An important aim of the Fund was to support a shift in the local voluntary, community and social enterprise sector from dependency on grant funding towards more sustainable business models, including contracts within the public sector.

KBSF was set up primarily as a social investment loan scheme, providing finance and support for:

- Existing social enterprises that wish to grow their earned income to become self sufficient
- Charities or voluntary groups that want to increase income from payment from their activities, including those transitioning to outcomes based funding
- Social enterprises formed to transfer or build a physical asset, such as a community shop
- Completely new start up social enterprises
- New ventures specifically targeted at supporting highly disadvantaged or marginalised people (e.g. ex-offenders)

As a recyclable fund, all capital, fee and interest repayments are returned to KBSF, thus ensuring the longevity of the Fund as an important resource for local charities, social enterprises and the wider community well in to the future.

ABOUT THE FUND

KBSF offers the following support to new and existing social enterprises:

- Loans to social enterprises of between £10,000 and £100,000 over an anticipated term of 2 to 5 years.
- Finance anticipated being unsecured.
- Investment-readiness assistance with the financial planning and application process
- On-going relationship support
- An element of grant is available (max 20% of arrangement, up to a maximum of £10,000)
- Terms are flexible and competitive.

These are guidelines and there is ability to offer flexibility of terms to suit appropriate applications.

SOCIAL INVESTMENT MARKET UPDATE

KBSF's inception came at a time when a number of factors were affecting the funding arena in which most of these enterprises were based, namely:

- Banks were holding back on lending whilst they were rebuilding their balance sheets following the economic crash of 2008 and the subsequent fallout.
- Austerity measures were having an impact on public money available. The result was widespread acknowledgement that the provision of services whether funded or directly provided by government and local councils was going to have to be reformed and that this evolution was going to be a lengthy one. These changes have and will include more widespread commissioning of services rather than straight grant provision and the outsourcing of internal provided services.
- A general increase in the demand for grant funding (due to an increase in social need seen during economic downturns, coupled with the changes in central/local government funding), with resources to meet this being finite.
- An increasing awareness of the role of social investment in enabling innovative new ways of tackling long-standing social challenges and social enterprise as a significant contributor to the economy, and one that is more likely to benefit disadvantaged groups such as those furthest from the labour market.

The social investment market has developed significantly over the past seven years enabling a greater number of charities and social enterprises to access finance. However, it is becoming increasingly well-recognised that there is a gap in the social investment market at the lower end i.e. below £150,000. In this regard, Kent County Council's vision for KBSF was well ahead of the trend. Research by the Charities Aid Foundation, Clearly So and New Philanthropy Capital found that the provision of affordable risk capital available for borrowing at these lower amounts is the most demanded but the least available. There is now a growing focus on ensuring that smaller, early-stage enterprises, such as those specifically targeted by KBSF, are prioritised in order to create a sustainable social investment market that can create a lasting impact on society.

INVESTMENT READINESS & BUSINESS ASSISTANCE

Charities, community groups and social enterprises which come forward with the appetite and ideas to grow their social business for community benefit, do not in general have the experience of preparing business and financial plans to allow them to fully understand their financial needs and whether social investment is the correct way to proceed.

Over the last 5 years the Fund has received over 250 enquiries around the KBSF offering. Enquiries in themselves do not necessarily mean that there is a demand and perhaps a greater indication of demand is the number of organisations where business assistance is provided due the potential applicant being at a stage where their plans suggest that borrowing is a possibility.

Business assistance includes start-up advice including legal structure, assessment of need and demand, financial modelling including profit and loss and cash flow statements as well

as guidance around other sources of finance whether they be lending (e.g. Charity Bank) or grant provision (via KCF or other grant providers).

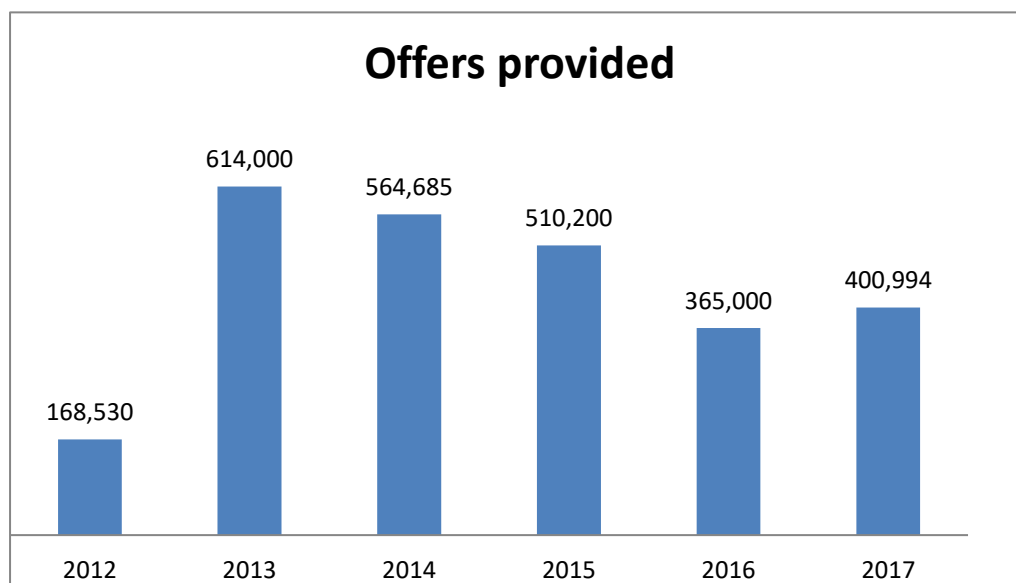
The amount of assistance and time required to bring an application to panel varies with each applicant but KCF estimates that applicants receive on average between 2 and 4 days of assistance and support from point of initial contact to panel decision, and that does not include on-going support post-award.

One of the particular learnings from the first five years of the Fund is the pressure that running any sort of business brings on the individuals involved, and a particular challenge is when the venture over-relies on one particular individual as the driving force.

FUND PERFORMANCE

Enquiries to the Fund, where an amount of potential funding is known, equates to over £5m since the fund started. We consider this to be evidence of the significant interest in considering lending finance.

The graph below shows the offers made each year by the Investment Panel of the Fund, equating to £2.623m.



To date facilities totaling, £1,509,484 has been drawn. There are various reasons why loans agreed are not drawn down including organisations who are unable to provide additional paperwork required by the investment panel to release the funds e.g. planning permission, or the applicant has secured funding from elsewhere or has simply decided to put their plans on hold.

Bad debts stand at £210,271.78, equating to 14% of the facilities drawn, made up from five organisations. The original bad debt threshold was expected to be in the region of 20%.

Some additional organisations have experienced difficulties meeting their obligations, however, KCF are in dialogue with these organisations and the investment panel is updated on the situation on a regular basis.

The table below provides a breakdown of the activity of the fund since its inception in June 2012

Number of applications sent to panel.	53
Value of applications made at panel.	£2,830,909
Number of offers made by panel.	52
Value of offers made by panel (Inc. £130,000 grant provided to Fredericks Foundation for micro loan hub)	£2,623,409
Number of acceptances.	40
Value of acceptances.	£1,660,4845
Number of drawn facilities.	36
Value of drawn facilities.	£1,509,484
Number of facilities awaiting draw (subject to conditions being met)	2
Value of facilities awaiting draw.	£11,000 (grant elements)

ECONOMIC BENEFITS

The Fund has been very successful in assisting with the direct creation or safeguarding of 400 jobs for the enterprises that have been supported, equating to £3,773 per job.

In addition to this achievement, the number of volunteer positions that KBSF has assisted in creating over the last 5 years has steadily grown to almost 100.

These volunteer positions help those who are far from the work place to experience real work conditions, improve soft skills and in many cases gain recognised qualifications that move them towards permanent employment.

LEVERAGING OF ADDITIONAL FUNDS

The Fund has directly been able to leverage in additional monies to the value of £720,543. £213,000 was funds from a private individual (from KCF's network of donors) who was willing to part fund and share the risk on one of KBSF's loan arrangements and funds leveraged to establish the Fredericks' micro-loan hub. The balance of £507,543 has recently been secured as a grant from the Big Lottery Growth Fund.

The Growth Fund is a funding programme established by Big Lottery and Big Society Capital Limited to provide mixed grant and loan funding designed to help social lenders in

England make investments of up to £150,000 in charities and social enterprises.

In addition, a number of the enterprises that have been supported have been able to leverage additional external funds directly following the initial support provided by KBSF. These funds total over £1.5m and come from a variety of sources including individual donors, other grant making trusts and central government.

THE FUTURE OF THE FUND

The Investment panel agreed in summer, 2017 to re-launch the fund with a new name - Kent Social Enterprise Loan Fund (KSELF) in order to breath new life in to the fund and arrest the decline in applications which it had been experiencing throughout 2016.

Due to the injection of additional grant monies into the fund from the Big Lottery the fund can now offer and improved finance package of up to 30% of the loan value as a grant.

KSELF was launched in December 2017 and to date has delivered a strong pipeline of enquiries.

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
- 9 May 2018

Subject: Members' Visit to Dover District April 2018

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This report is in two parts. First, it summarises the outcomes of the recent visit by KCC Members to Dover District. Secondly it outlines the suggested programme of visits to other Kent districts later this year.

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 Kent districts. The objective was 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.

2. Visit to Dover District

2.1 The visit to Dover District on 19 April was arranged with the full support of officers and Members of Dover District Council.

2.2 Opportunities and challenges for economic development and regeneration in Dover District were recorded during the visit.

- Dover Old Town Projects (Maison Dieu, Market Square, Discovery Centre, Roman Painted House and Roman Lawn, High Street, connectivity to the Seafront, No Use Empty Projects)
- St James Commercial Development
- Discovery Park
- Betteshanger Sustainable Business Park and Country Park
- Infrastructure projects including A2 Dualling (Lydden to Dover) and bifurcation of traffic to the Port of Dover
- Dover Western Docks Revival
- Western Heights – opportunity for the local economy to benefit from tourism potential

These are described more fully in Appendix 1 to this report.

2.3 During the visit the Leader of Dover District Council identified four projects where he sought KCC's financial support:

- £600,000 KCC contribution to overall project costs and support for a Heritage Lottery Fund bid for Maison Dieu project
- £480,000 KCC contribution to overall project costs and support for a Coastal Communities Fund bid for the Old Town / Market Square project
- A joint approach to the future of the KCC owned Discovery Centre
- A joint approach to the Western Heights, for example, potential projects at a Commonwealth Memorial site, Drop Redoubt, Citadel, South Front Barracks and Grand Shaft Barracks

2.4 The Cabinet Member for Economic Development will seek further information from Dover District Council as to how KCC might help, against the background that no finance provision for these projects has been included in KCC's 2018/19 budget.

3. Programme of Further Visits

3.1 Future Member visits to Kent districts are being arranged in collaboration with district and borough officers and Members. The format for each visit will be similar to that for Swale, Dartford and Dover, 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 next visit to Ashford Borough Council is planned for June 2018. The itinerary has yet to be finalised with district council colleagues, but it is anticipated the town centre, transport, housing and the southern expansion of the town will be the main features.

3.3 Visits to Thanet and Gravesham are being planned. Maidstone Borough Council was asked if they can organise a visit in the autumn of 2018.

3.4 Owing to the scale and complexity of proposed development a separate visit to the Ebbsfleet Garden City will be arranged for Members.

4. Financial Implications

4.1 The cost of coach hire is expected to be £350 per visit.

5. Recommendation:

5.1 The Cabinet Committee is asked to receive and endorse this report.

6. Appendices:

Appendix 1 - GEDCCC District Visits Programme

7. Contact details

Report Author

Rob Hancock

Programme Manager

03000 417 087

rob.hancock@kent.gov.uk

Relevant Director:

David Smith

Director of Economic Development

03000 417 176

david.smith2@kent.gov.uk

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Highlights of the visit to Dover District Council and the key economic development and regeneration priorities:

A detailed information pack was provided to all Members attending the visit

Summary of the morning's presentation:

Why is Dover important?

- Dover is the Gateway to Kent
- Port of Dover is Europe's busiest passenger/ro-ro port
- Key to the county's future economic prosperity
- First impression for foreign visitors
- If Dover works, Kent works
- If Kent works, UK PLC works
- Dover is a key foundation for East Kent
- All eyes on Dover post-Brexit

Need for KCC support

- DDC feel Dover is now at a "Tipping Point" with major private sector investment
- Public sector investment to realise full potential
- Unlock potential of Dover town centre
- Addressing the Brexit challenge (and perception)
- Lobbying for improved transport infrastructure
- Investing in our heritage and culture
- Reversing long-term deprivation and unemployment

Transport Infrastructure

- M2/A2
- Third Thames Crossing
- Brenley Corner improvements
- A2 Dualling – Lydden to Dover
- Bifurcation of traffic to Port of Dover
- M20/A20 (Operation Stack and Dover TAP)
- Lorry Parking
- Brexit
- Public transport
 - SE Franchise renewal (HS1 under 1 hour to Dover)
 - Thanet Parkway
- Dover Bus Rapid Transit (BRT)
 - Whitfield Urban Extension to town centre then to Dover Priory
 - £15.8m from MHCLG Housing Infrastructure Fund
- North Deal Access
 - Improving access for future development
 - Connecting to A256 to ease pressure on A258

Development Locations

- Discovery Park
- Betteshanger Sustainable Business Park – Hadlow College
- Tilmanstone Colliery
- Snowdown Colliery
- Connaught Barracks – Fort Burgoyne

- White Cliffs Business Park
- Western Heights and Farthingloe potential development site

Housing Allocations

Whitfield Urban Extension	5,750
Aylesham Garden Village	1,200
Dover Waterfront	500
Discovery Park	500
Connaught Barracks (Homes England)	500
Buckland Mill (Homes England)	400

Tourism & Culture

- Dover supports the county's tourism industry
- 11 million passengers through the Port of Dover
- UK's second busiest cruise terminal
- The Open returns to Sandwich (12-19 July 2020)
- A New Vision for Sandwich
- Tourism and economic benefit
- Dover Castle
- Western Heights
- Lydden Circuit
- Investing in heritage/visitor assets:
 - Maison Dieu
 - Kearsney Parks
 - Fort Burgoyne
 - Roman Painted House

Dover Town Centre

- St James 157,000 sq. ft. of new leisure and retail
- £53m investment by Legal & General
- £4.2m HLF bid for the £8.388m Maison Dieu project
- Market Square – Coastal Community Fund application
- Discovery Centre – potential for joint project alongside the current KCC plans for the building
- Connectivity to Waterfront and Western Docks Revival

Walking Tour of the Town Centre - highlighting issues raised in the morning's presentation including:

- Dover Roman Painted House
- Dover Discovery Centre
- Market Square
- Biggin Street and Cannon Street No Use Empty Projects
- St James commercial development
- Proposed new access to the seafront

Summary of short presentation by the Port of Dover on the Dover Western Docks Revival and the extensive re-modelling works in progress.

The presentation was provided on a Memory Stick to all attendees

Afternoon Tour of the Western Heights

- View over the Western Docks Revival project
- Tour of the Drop Redoubt
- View over the potential site for the Commonwealth Memorial Project
- Explanation of the potential of the Western Heights to contribute to the visitor economy of Dover alongside Dover Castle and the revitalised town centre.

Key Asks of KCC:

KCC were asked to consider:

- Support for the Heritage Lottery Fund bid for Maison Dieu project and £600,000 KCC contribution to overall project costs
- Support for the Coastal Communities Fund bid for the Old Town/ Market Square project and £480,000 KCC contribution to overall project costs
- A joint approach to future of the KCC owned Discovery Centre
- A joint approach to the Western Heights eg potential projects at a Commonwealth Memorial site, Drop Redoubt, Citadel, South Front Barracks and Grand Shaft Barracks

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From: Benjamin Watts, General Counsel

To: Growth, Economic Development and Communities Cabinet Committee
– 9 May 2018

Subject: Work Programme 2018 -2019

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

Report Author:
Georgina Little
Democratic Services Officer
03000 414043
Georgina.little@kent.gov.uk

Lead Officer:
Benjamin Watts
General Counsel
03000 410466
benjamin.watts@kent.gov.uk

**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 Fund Monitoring	Bi-annual reporting

Tuesday 16 January 2018 (NOW 1 FEBRUARY)				
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	Visit Kent Presentation			
7	LRA Service <ul style="list-style-type: none"> LRA Service Performance LRA Archive Search Room Opening Hours LRA Developer Contributions (<i>incorporates S106</i>) 			
8	Performance of Guilds			
9	EU Funding update			
10	Committee visit to Swale Borough on 28 November 2017			
11	Financial Matters <ul style="list-style-type: none"> Budget Monitoring 2017-18 Medium Term Financial Plan 2018-19 Final Draft Budget 			
12	Work Programme (Standing Item)			

Wednesday 7 March 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	Rural Economy by Kent Rural PLC (presentation)			10 mins presentation + 5 minutes for Q&A
7	Performance Dashboard (Standing Item)			Deferred from Feb to March
8	Extension of VK Contract – 17/00009(b)	Key		
9	Financial Penalties – Letting Agents – 18/00014	Non-Key	26/02/2018	
10	LRA Fees and Charges – 18/00011	Key		Deferred from Feb to March
11	LRA Ambition work			
13	Trading Standards			Requested at the GEDCC agenda setting on 5 Dec 2017
14	Directorate Business Plan			
15	Risk Register			
16	Report back from district visits (Standing Item)			
17	Work Programme (Standing Item)			

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	Kent Foundation Presentation		29/03/2018	Added to WP following agenda setting meeting
7	18/00010 - LRA Revision of opening hours of the Archive Search Room (results of consultation)	Key		Deferred from Feb to March Deferred March to May (agenda setting on 25/01/18)
8	Update on SELEP's Strategic Economic Plan			Deferred from March to May
9	Regional Growth Fund Monitoring			(6 monthly) – last one presented on 21/11/2017
10	18/00024(a) Broadband Voucher 18/00024(b) Gainshare funding	Key Key	04/04/2018	
11	Kent Social Enterprise Loan fund			
12	Report back from district visits (Standing Item)			
13	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)			Deferred from May to July 2018
7	Presentation on the performance of guilds			Suggested by M.Dance at agenda setting on 29.03.2018
8	Open Golf Update		28 March 2018	Theresa Warford requested
9	GET Annual Equality and Diversity Review 2017/18		7 March 2018	Deferred from May to July
10	Economic Impact of the Turner Contemporary		7 March 2018	Moved from May 2018 mtg
11	SELEP's Strategic Economic Plan			
12	Produced in Kent (TBC)		7 March 2018	Went to GED CC on 7 March 2018 and requested it return
13	Report back from district visits (Standing Item)			
14	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			
	Risk on Trading Standards		7 March 2018	Went to GED CC on 7 March 2018 and requested for 6 monthly 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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