

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

**Wednesday, 26th June, 2019**

**10.00 am**

**Darent Room - Sessions House**





## AGENDA

### GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Wednesday, 26 June 2019 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 A M Ridgers (Chairman), Mr S Holden (Vice-Chairman),  
Mrs P M Beresford, Mrs R Binks, Mr A Booth, Mr A H T Bowles,  
Mr D L Brazier, Mr N J Collor, Mr A Cook, Mr J A Kite, MBE,  
Mr G Lymer, Mr S C Manion and Mr J Wright

Liberal Democrat (2): Mr D S Daley and Mr I S Chittenden

Labour (1) Mr D Farrell

#### **Webcasting Notice**

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately

#### **UNRESTRICTED ITEMS**

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

- 1 Introduction/Webcast announcements
- 2 Membership
- 3 Apologies and Substitutes
- 4 Declarations of Interest by Members in items on the Agenda
- 5 Minutes of the meeting held on 7 March 2019 (Pages 5 - 14)
- 6 Minutes of the meeting held on 9 May 2019 (Pages 15 - 30)
- 7 Verbal updates by Cabinet Members and Corporate Director

- 8 An Update on the Prevalence and Impact of Doorstep Crime in Kent (Pages 31 - 36)
- 9 Performance Dashboard (Pages 37 - 50)
- 10 19/00046 - No Use Empty (NUE) update and continuation of the initiative (Pages 51 - 60)
- 11 Regional Growth Fund (RGF) Programmes Monitoring Report (Pages 61 - 78)
- 12 2018/19 Growth, Environment and Transport Directorate Equality Review (Pages 79 - 90)
- 13 Kent & Medway Energy and Low Emissions Strategy - Draft for public Consultation (Pages 91 - 146)
- 14 Members' Recent Visit to Ebbsfleet Development Corporation (EDC) (Pages 147 - 174)
- 15 Work Programme 2019/20 (Pages 175 - 180)

### **EXEMPT ITEMS**

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

Benjamin Watts  
General Counsel  
03000 416814

**Tuesday, 18 June 2019**

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

**KENT COUNTY COUNCIL**

---

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

MINUTES of a meeting of the Growth, Economic Development and Communities Cabinet Committee held in the Darent Room - Sessions House on Thursday, 7 March 2019.

PRESENT: Mr A M Ridgers (Chairman), Mr S Holden (Vice-Chairman), Mrs P M Beresford, Mrs R Binks, Mr A Booth, Mr A Cook, Mr G Lymer, Mr P J Messenger, Mr S C Manion, Mr J Wright, Mr D Farrell and Mr A J Hook

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

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport) and Mr D Smith (Director of Economic Development)

**UNRESTRICTED ITEMS**

**129. Apologies and Substitutes**

*(Item 2)*

Apologies were received from Mr Bowles, Mr Chittenden and Mr Homewood.

**130. Declarations of Interest by Members in items on the Agenda**

*(Item 3)*

There were no declarations of interest received.

**131. Minutes of the meeting held on 10 January 2019**

*(Item 4)*

RESOLVED that the minutes of the last meeting on 10 January 2019 are a correct record and that they be signed by the Chairman.

**132. Verbal updates by Cabinet Members and Corporate Director**

*(Item 5)*

1. Mr Hill, OBE (Cabinet Member for Community and Regulatory Services) informed the Committee of his attendance at:
  - (a) The Turner Contemporary Exhibition on 26 January 2019 which staged a majority of work from Katie Paterson, paired with a group of works by JMW Turner. Mr Hill commended the exhibition and expressed his delight in regard to the large number of attendees;
  - (b) The Kent School Games Cultural Celebration on 3 March 2019 which showcased the artistic talent of young performers in the region. It was the first

time that the event had showcased performers across Kent using a feature-length film, opposed to the annual on-stage presentation. Mr Hill commended the films production, its ability to capture the strength and inspirational talent of young performers and agreed (with approval from the Chairman) to bring the shortened version of the film to a future Committee; and

- (c) The Gulbenkian Theatre's 50<sup>th</sup> anniversary celebrations where he was invited to speak. Mr Hill said that the theatre and University of Kent continued to be significantly powerful partners with the Kent County Council Arts Unit and was thankful for the opportunity to be part of such an event.
2. Mr M Dance (Cabinet Member for Economic Development) provided an update to the Committee on the following:
- (a) Mr Dance and the Chairman of the Council had visited a number of successful and inspirational businesses across the county, one of which was primarily an internet drive business and had managed to enhance its revenue over a ten-year period from an income of £1 million a year to £100 million a year. Supplementary to this, Mr Dance in conjunction with the Corporate Director of GET, attended a further meeting with a number of business across Kent to listen to the issues and challenges faced by many organisations. Mr Dance referred to one company in particular, AC Goatham & Son, the UK's largest producer of apples and pears and which managed 28 farms across Kent. One of the key topics discussed was the issue around the Seasonal Agriculture Workers Scheme and whether Brexit would have an impact on seasonal labour. Mr Dance paid tribute to the representatives of Visit Kent, Locate in Kent and Produced in Kent for their continued support in improving Kent's economy.
3. The Cabinet Members and Corporate Director for Growth, Environment and Transport responded to comments and questions as follows:
- (a) In response to queries regarding the resignation of the Vice-Principal of Hadlow College and how this would impact Kent County Council, Mr Dance acknowledged that when any individual resigns from an organisation there would undoubtedly be a transition period that would bring about change, however, this was yet to be debated. In terms of the audit pathway, Kent County Council were completely separate, there had previously been shared elements of HR and some back-office support, however, this could be subsumed elsewhere.
  - (b) Mrs B Cooper (Corporate Director of Growth, Environment and Transport) addressed queries regarding staff contingency plans for Kent County Council and assured Members that all teams across Kent County Council had been tasked with producing a business continuity plan which looked at all possible eventualities as a result of Brexit, the impact of those on the service and ways in which teams could continue to effectively deliver those services after 29 March. Some teams had taken the decision to not have annual leave (particularly Highways Officers) for the April Period and to allow staff to take

their leave later on in the year as it would be impractical to have all staff off when running a 24-hour service.

(c) In response to concerns regarding the public audit mitigation work, Mrs Cooper said that the Kent Resilience Forum, consisting of all category 1 responders across Kent (Blue light services, District and Borough Councils, NHS, Highways England etc.), was responsible for reviewing all potential risks that would be caused by Brexit. This included issues around traffic management, cyber security issues, counter terrorism; and this evidence would be taken from the latest horizon data provided by Her Majesty's Government and applied to scenarios in Kent. Kent County Council as a participant of the Kent Resilience Forum would then incorporate the findings into risk assessments around staff, annual leave and how best to manage services.

(d) With regard to whether the Kent Business Rate Retention Pilot would provide funding to Eurotunnel, Mrs Cooper acknowledged Members interests, however, informed the Committee that Kent County Council could not provide an answer.

4. RESOLVED that the verbal updates be noted, with thanks.

### **133. Performance Dashboard**

*(Item 6)*

*Richard Fitzgerald (Business Intelligence Manager, Performance, Strategic Business Development & Intelligence) and Helen Page (Interim Head of Countryside and Community Development) were in attendance for this item.*

1. Mr Fitzgerald introduced the Performance Dashboard which showed progress made against targets set for Key Performance Indicators (KPI) up to the end of December 2018. Mr Fitzgerald informed the Committee that the targets and KPI's were set on an annual basis and that the targets within the current Dashboard reflected those set and agreed by the Committee in 2018 through the Business Plan process. Following the implementation of the Strategic Delivery Plan, targets and KPI's would no longer go through the same governance process and would instead be generated in coalition with the newly adopted Strategic Delivery Plan. Members would have a chance at the next Committee in May to comment on the new mechanisms in place for approving KPI's and targets.
2. Mrs Page referred to the Environment, Planning and Enforcement KPIs and provided Members with a brief summary and reasoning for the red indicators, as set out in Appendix 1 of the report. With regard to EPE19, Mrs Page informed the Committee that a further month's data had been received since publication of the report and confirmed that the KPI had achieved a RAG rating of amber. Mrs Page affirmed her confidence that the EPE targets, although challenging, would be achieved by the end of the 2019.
3. Mr Pearson referred to the red KPI for the Libraries, Registrations and Archives service which related to number of people using outreach services which was

mainly the Home Library Service. He said that work was due to be undertaken to review the current KPI's to capture customer satisfaction levels as well as customer access levels and that in regard to the home library service, satisfaction would be a better measure. Mr Pearson said that the new LRA strategy offered new opportunities for the services to look at their performance measures and said that LRA were keen to engage with Mr Fitzgerald to identify new targets.

4. The officers responded to comments and questions as follows:
  - (a) In response to queries regarding the decline in library visits, Mr Pearson assured the Committee that library access levels were continuously monitored, however, there had been a decline in visits and this was backed by national trends. The summer period would often see increased library usage due to the summer reading challenge and increased student usage due to exams. However, Mr Pearson assured Members that trends would continue to be monitored and presented to the Committee.
  - (b) With regard to the number of weddings in Kent, Mr Pearson said that there had been an increase in sites applying for a licence to perform and host wedding ceremonies which has had a positive impact in terms of economic growth for Kent. However, in response to queries regarding the social change in civic ceremonies and whether this had impacted on the national trend, Mr Pearson agreed to liaise with the LRA and respond to Members directly with the requested data.
5. Mr Pearson paid tribute to the entire ceremonies team and wholly commended staff for their continued professionalism and positive work that has changed people's lives.
6. RESOLVED that the report be noted.

#### **134. Risk Management: Growth, Environment and Transport Directorate** *(Item 7)*

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

1. Mr Scrivener introduced the report that set out the strategic risks relating to the Growth, Economic Development and Communities Cabinet Committee. He advised Members that a majority of risks would have been discussed at the relevant Committees throughout the year and embedded within core business. Full details of the corporate risks were summarised in Appendix 1.
2. RESOLVED that the risks presented in the report be noted.

#### **135. 19/00019 - Regional Growth Fund Administrative Changes and Transfer of Funds** *(Item 9)*

*David Smith (Director of Economic Development) and Martyn Riley (Economic Development Officer) were in attendance for this item.*



1. Mr Smith introduced the report that set out the proposed decision to transfer to East Sussex County Council the authority to administer and manage funds recovered via the Regional Growth Fund Escalate Programme, through its East Sussex Invest 5 Scheme.
2. Supplementary to this, Mr Riley said that under the original Kent and Medway Business Fund, there was no demand from companies, Kent County Council or East Sussex County Council to operate a jointly managed fund outside the geographical boundaries of Kent and Medway. Therefore, the most practical option would be for Kent County Council to transfer recovered loan repayments from East Sussex recipients to East Sussex County Council for them to manage future reinvestments in local companies.
3. RESOLVED that the proposed decision (19/00019) to be taken by the Cabinet Member for Economic Development to:
  - (a) agree that administration of and funding-decision authority for the monies previously recovered from companies based in East Sussex and handled via the Escalate Scheme, be transferred to East Sussex County Council for management via their East Sussex Invest 5 scheme; and
  - (b) that authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision.

be endorsed.

**136. 19/00012 - Decision on the Libraries, Registration and Archives Strategy including Proposal for a New Library Tiering Model**

*(Item 8)*

*James Pearson (Head of Libraries, Registration & Archives) and Jacki Taylor-Smith (Strategic Manager Business Development 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 that summarised the results of the recent public consultation on the draft three-year Libraries, Registration and Archives (LRA) Strategy and its proposals to review library opening hours through a new tiering model.
2. Mr Pearson and Mrs Taylor-Smith presented a series of slides that summarised the results of the public consultation, the changes proposed as a result of the consultation and the proposed strategy for implementation which had been produced using an evidenced based approach to ensure fairness to all library services across the county.
3. The Chairman commended the Libraries, Registration and Archives service for managing to retain all 99 libraries and continuing to meet local demands whilst tasked with delivering revenue savings.

4. Mr Rayner (Member for Malling West) attended the meeting and thanked Mr M Hill for the reallocation of the Hildenborough library from tier five to tier four following representations made in January 2019. However, in relation to the proposed tiering model and the impact of reduced opening hours on the Borough Green library centre, Mr Rayner addressed the detrimental impact of this on service users and put forth the positive proposals from representatives on the Kent Association of Local Councils (Borough Green, Wrotham, Ightham, Plaxtol, Platt) to:
  - (a) review the allocated tiering; and
  - (b) provide replacement funding from the aforementioned Parish Councils to substitute lost central government and retain the existing library opening hours.
5. The officers and Cabinet Member responded to comments and questions as follows
  - (a) In response to Mr Rayner's proposal to review the tiering for Borough Green library, Mr Hill confirmed that the data on the usage of Borough Green library did not support the request at the current point in time, however, assured the Committee that the Library, Registration and Archives service would continue to undergo constant review and that the LRA Strategy would be reviewed at regular intervals. In response to Mr Rayner's proposal to provide replacement funding through Parish Council contributions, Mr Hill advised the Committee that following the meeting between Mr Rayner, Mr Pearson and himself, it was agreed that further work needed to be done to ascertain the wider implications of the proposal in terms of Human Resources, staffing and the possible risks involved should Parish Council revenue cease to exist. Mr Hill said that Kent County Council works in close partnership with the Parish Councils to support the Libraries, Registration and Archives Service and agreed to review Mr Rayner's proposal in due course following the implementation of the three-year LRA strategy.
  - (b) With regards to the consultation criteria and whether this measured areas of social deprivation, Mr Pearson said that the 'need' data collated as part of the consultation criteria was key to determining where libraries should be located, and the proposed new strategy ensured retention of all 99 existing libraries to meet local demands. The strategy would be reviewed on a regular basis following its implementation and was due to return to the Committee in 2021.
  - (c) In response to queries regarding the £90k additional savings from LRA non-staffing budgets, Mr Pearson said that funding had been reduced in areas of the library service including the modernisation of the LRA building spaces and IT infrastructure to create savings and new opportunities were being explored around mobile vehicles to produce further savings. Mr Pearson assured the Committee that the reductions did not affect staffing, library materials or funding for books. Mrs Taylor-Smith said that the LRA service continued to work with its colleagues in asset utilisation to discover innovative ways of delivering a number of services under one roof.

6. Mr Hill paid tribute to all staff members within the Libraries, Registration and Archives service and their continued exemplary effort.
7. RESOLVED that the proposed decision (19/00012) to be taken by the Cabinet Member for Community and Regulatory Services to adopt the 3-year strategy for Libraries, Registration and Archives and implement the proposal to tier libraries and introduce a new opening hours model across the county, specifically to:
  - (a) adopt the 3-year LRA strategy subject to changes being included as outlined in this report,
  - (b) implement the library tiering model and progress to local engagement regarding the pattern of opening hours for each library,
  - (c) delegate the decision on the exact opening hours for each library to the Libraries, Registration & Archives Head of Service in consultation with the Cabinet Member for Community and Regulatory services; and
  - d) agree to a review of the tiering model on a 2-year cycle – with a report to this committee on any changes proposed.

be endorsed.

### **137. Supporting Kent Exporters** *(Item 10)*

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

1. Mr M Dance (Cabinet Member for Economic Development) introduced the report which provided an update on the state of play for supporting Kent businesses with exporting and outlined the proposal for a trade and export development framework for Kent.
2. Mr Samson said that Kent County Council had worked closely with business support organisations and strategic partners for a number of years to boost Kent export levels and support Kent exporters under the 'Kent International Business (KIB)' business programme. Core export services provided in Kent included those offered by the Department for International Trade (DIT), Kent Invicta Chamber of Commerce and Enterprise Europe Network as well as externally funded support programmes that provided micro-financing to help businesses with international trade. He informed the Committee that phase one of the SME internationalisation Exchange (SIE) project was due to be completed and that following a recent study of various export schemes, the KIB partners were looking to pilot 3 actions that were to be implemented during phase two of the Interreg project and drew members attention to annex 3 of the report.
3. The officer responded to comments and questions as follows:

- (a) Mr Samson said that one of the key objectives for Kent County Council was to streamline the current KIB support and provide a more staged journey to ensure that Kent businesses knew who they had to contact and at what stage this had to happen in their export journey. Queries into Kent County Council were often generated through businesses who had received an overseas enquiry and needed advice on how to proceed and who to contact.
- (b) In response to the proposed pilot actions in Kent, one of the interventions supported by the KIB partners was to provide greater internal resources for companies and this would be achieved through the Export Manager Scheme. The preferred option that Kent County Council had explored was to provide funding to companies that would then be used to appoint a trade and export specialist. This option would offer greater sustainability for companies in the future as it would allow them the option to appoint external or internal candidates with the latter ensuring that the specialist knowledge is contained in-house.
- (c) Mr Samson confirmed that companies used air freight to distribute products abroad but others used road haulage.
- (d) In response to EU Interreg funding, Mr Samson confirmed that funding for the SME Internationalisation Exchange (SIE) Project would expire at the end of December 2021 which would provide a 21-month period to test the proposed pilot actions. Supplementary to this, Mr Smith assured the Committee that SIE project covered 85% of the estimated costs of the proposed pilot support schemes and the remaining 15% was provided by Kent County Council through 'in-kind' staff time. Therefore, Kent County Council were effectively maximising impact primarily through organising businesses across Kent by providing them with a network data base of contacts to grow their export opportunities and not through financial expenditure. Mr Smith advised the Committee that the Government had promised further funding opportunities to support export-related opportunities, however details of this were pending following Brexit negotiations.
- (e) With regards to whether there would be increased demand on Kent County Council following the outcome of Brexit, Mr Samson said that that KIB partners were starting to prepare for the increased demand following Brexit, for example the Kent Invicta Chamber of Commerce were undertaking work to improve their process around customs paperwork which would compliment the export documentation work. Briefings were also due to be arranged for companies working with DIT. In terms of resources, Kent County Council's role would primarily be to sign post companies to the correct contact point and would heavily rely on the DIT to provide companies with the latest information. Kent County Council were in the process of exploring how best to communicate this message to key businesses.

4. RESOLVED that the report be noted.

### **138. District Visits Programme 2019**

*(Item 11)*

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

1. Mr Smith introduced the report that provided an update to Members on the future visits to Kent districts in 2019 and informed them of the revised dates for the Ashford and Tunbridge Wells visits. Mr Smith advised Members that the next planned visit was to Ebbsfleet on 10 May 2019 and asked Members, by show of hands, to confirm their interest in attending and sought Members approval to extend the invite to Members of the Environment and Transport Cabinet Committee.
  - (a) In response to a Members inquiry regarding the anticipated visit to Thanet, Mr Hancock informed the Committee that the visit was scheduled for 6 September 2019.
2. RESOLVED that the report be endorsed.

### **139. Work Programme 2019/20**

*(Item 12)*

RESOLVED that the work programme be noted.

### **140. Development of the Strategic Delivery Plan**

*(Item 13)*

*David Whittle (Director, Strategy, Policy, Relationships and Corporate Assurance) and Elizabeth Sanderson (Strategic Business Adviser (Corporate), Strategy, Policy, Relationships and Corporate Assurance) were in attendance for this item.*

1. The Chairman agreed to take an urgent item to allow for the discussion of the draft Strategic Delivery Plan.
2. Mr Whittle introduced the report that set out the Strategic Delivery Plan for Kent County Council which supported the delivery of the outcomes in the Strategic Statement. The Strategic Delivery Plan set out the significant activity that Kent County Council would need to deliver over the medium term and connected the strategy with resources and capacity required to ensure effective delivery at pace. Mr Whittle referred Members to the appendix of the report which provided a summary of the Strategic Delivery Plan and the core pieces of activity. Mr Whittle confirmed that the final version of the plan would be published on KNet once approved at the beginning April 2019. Mr Whittle welcomed questions from the Committee and offered Members an opportunity to discuss the rationale and structure of the Strategic Delivery Plan in greater depth outside of the Committee meeting should they wish.
3. The officer and Corporate Director for Growth, Environment and Transport responded to comments and questions as follows:

- (a) Mrs B Cooper responded to Members queries regarding the lessons learned and the priorities going forward and said that the input from the Corporate Management Team and Corporate Directors had been integral to producing the suggested set of priorities for the GET Directorate and commended the new design of the business plan that managed to capture core business activity across the Council into one strategic document. Mrs Cooper said that the recent data collated from the staff survey evidenced that whilst staff enjoyed working within their roles, they were not aware of how their work fed into the bigger, organisational work of Kent County Council and the new Strategic Delivery Plan helped to address this.
  - (b) Mr Whittle informed the Committee that as a result of the Strategic Delivery Plan, discussions had taken place between the Leader and Cabinet Members to review the necessity of producing a revised Strategic Statement to; reflect the stronger set of priorities at the top of the organisation which would then help to inform the business planning process for future years.
4. RESOLVED that the draft Strategic Delivery Plan summary be noted.

**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 Thursday, 9 May 2019.

PRESENT: Mr A M Ridgers (Chairman), Mr S Holden (Vice-Chairman), Mrs P M Beresford, Mrs R Binks, Mr A Booth, Mr A H T Bowles, Mr D L Brazier, Mr I S Chittenden, Mr N J Collor, Mr A Cook, Mr D Farrell, Mr R H Bird (Substitute for Mr A J Hook), Mr G Lymer, Mr S C Manion and Mr J Wright

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

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr D Smith (Director of Economic Development), Ms S Holt (Interim Director of Environment, Planning and Enforcement) and Miss G Little (Democratic Services Officer)

**UNRESTRICTED ITEMS**

**141. Membership**

*(Item 2)*

Members noted that Mr D Brazier and Mr N Collor had joined the Committee in place of Mr P Homewood and Mr P Messenger.

**142. Apologies and Substitutes**

*(Item 3)*

Apologies were received from Mr A Hook, Mr R Bird attended as a substitute.

**143. Declarations of Interest by Members in items on the Agenda**

*(Item 4)*

There were no declarations of interest received.

**144. Minutes of the meeting held on 7 March 2019**

*(Item 5)*

There was a discussion about the accuracy of the minutes, and it was agreed that approval of the minutes would be deferred for consideration at the next meeting of the Growth, Economic Development and Communities Cabinet Committee on 26 June 2019.

## **145. Verbal Updates by Cabinet Members and Corporate Director**

*(Item 6)*

1. Mr Hill, OBE (Cabinet Member for Community and Regulatory Services) provided an update to the Committee on the following:
  - (a) On 22 March 2019, Mr Hill attended a meeting in Folkestone to formalise the gifting of artefacts from Folkestone library to Folkestone Town Museum having recently received accreditation. The museum showcased a number of artefacts including the Master Collection of Fine Art and skeleton of the Anglo-Saxon woman. Mr Hill commended Folkestone town for its achievement of creating a high-quality museum.
  - (b) The Jasmin Vardimon Dance Studio had successfully obtained a £3 million grant from the Arts Council and plans had started to take shape.
  - (c) A three-week local engagement had commenced in libraries which encouraged service users to review the devised options for the new library opening hours and express a preference. Mr Hill assured the Committee that the Libraries, Registration and Archive service was keen to tailor the library opening hours to what the local community wanted, and that a three-week local engagement would help to inform and deliver a framework best suited to customer need.
  - (d) Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services had its fifth annual PEEL (Police effectiveness, efficiency and legitimacy) assessment. Mr Hill was pleased to announce that out of the three categories, Kent Police achieved one 'good' rating for its effectiveness and two 'outstanding' ratings for its efficiency and legitimacy. Mr Hill commended the forces performance and had written to the Chief Constable on behalf of Kent County Council to congratulate Kent Police on their achievements.
2. Mr Dance (Cabinet Member for Economic Development) provided an updated to the Committee on the following:
  - (a) Kent County Council received its first enquiry for a hydrogen plant to be built in the county which would be operated by wind power. Mr Dance said that he was keen to engage with the District Councils to gain their perspective on the proposal for a hydrogen plant and would keep the Committee informed of any updates.
  - (b) The Government had responded to the National Infrastructure Commission's recommendations and agreed that the UK had to deliver full-fibre connections to the premise. Mr Dance assured the Committee that work had commenced within Kent County Council to ensure that



future broadband contracts met the governments requirements and that KCC was in the best position to access the funding stream in order to help deliver a full-fibre network across the county. Mr Dance informed Members that a briefing would be held at a later date.

3. A Member of the Committee requested that the artefacts that were removed and restored in other museums as a result of the Ramsgate fire be offered back to the original town.
4. Cabinet Members noted the request.
5. RESOLVED that the verbal updates be noted, with thanks.

**146. The Government's response to the Thames Estuary 2050 Commission and generating "good growth" in the Thames Gateway**  
*(Item 7)*

*Mr P Carter, CBE (Leader and Cabinet Member for Health Reform), David Smith (Director of Economic Development) and David Godfrey (Policy Adviser) were in attendance for this item.*

1. Mr Godfrey introduced the report that set out the Government's response to the Thames Estuary 2050 Commission that was published on 25 March 2019 which included an update to Members on the successful campaigns that had been undertaken with local partners to inform it. The Government's response included support for the Crossrail to Ebbsfleet transport link; the launch of a strategic communications campaign to promote the Thames Estuary for inward investment; and the joint appointment of an independent Thames Estuary Envoy to Chair the Thames Gateway Strategic Group. Mr Godfrey outlined the proposed next steps to be taken in response towards generating "good" economic growth in the Estuary.
2. As a supplement to this, Mr Carter reiterated the need for increased inward investment, specifically around the promotion of the Crossrail to Ebbsfleet rail extension which would be central to supporting growth in the Thames Estuary through the high speed rail links to new destinations across London and in addition, would help to reduce road congestion through the promotion of rail travel. Mr Carter assured the Committee that work continued to be done with local partners to promote and create a federated governance structure through the appointment of the Estuary Envoy which would support key stakeholders, including local and central government officials with delivering the vision of the Thames Estuary. Mr Carter recognised that there had been very little traction in terms of infrastructure investment, however, was pleased to announce that momentum had since be regained to promote the Estuary as a national geographical priority which would deliver growth and success to the whole of the UK economy.

3. The Leader and officers responded to comments and questions as follows:
  - (a) Mr Carter confirmed that the appointed Independent Thames Estuary Envoy should be someone with an extensive network of contacts that could be utilised to support the delivery of the Thames Estuary vision. An ideal candidate was yet to be identified and he welcomed suggestions from the Committee.
  - (b) In response to Members concerns around the speed of progression, Mr Carter proposed that a large proportion of the money would be invested into the Thames Estuary campaign to promote inward investment, with a strategic and streamlined governance process implemented to ensure quick traction. Mr Godfrey informed the Committee that a large extent of the work on governance had already been agreed; it was intended that the next step in the process would involve one final meeting to confirm the agreed priorities and then for work to commence.
  - (c) With regards to concerns around the impact of the housing and commercial developments and the need to support growth within the communities with improved rail services, Mrs B Cooper (Corporate Director of Growth, Environment and Transport) informed the Committee that she sat on the officer group and the Crossrail to Ebbsfleet group with Paul Moore (Chair of the C2E alliance) which focused on increasing Kent's access to train services. Mrs Cooper reminded Members that the Abbey Wood to Ebbsfleet Crossrail service had always been part of the delivery plan, however, the Crossrail link could only be installed once the development plans of those sites had been agreed.
4. RESOLVED that the paper and opportunities, including plans for a major launch with partners to promote and further unlock the potential of the Thames Estuary, be noted.

**147. Thames Estuary Production Corridor**  
(Item 8)

*David Smith (Director of Economic Development) and Sarah Wren (Principal Project Officer) were in attendance for this item.*

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report that set out the success of the Thames Estuary Production Corridor and in particular, highlighted to Members the successful £4.3m bid to the Department for Digital, Culture, Media & Sport (DCMS) Cultural Development Fund which would help deliver phase 1 of

the Thames Estuary Production Corridor in Kent and Essex. Mr Hill commended the success of the concept and welcomed the report.

2. Supplementary to Mr Hills's comments, Mrs Wren addressed the key aspects of the report which highlighted the Thames Estuary as a world class leader for production in the creative and cultural industries. Over 100,000 creative industry workers lived in the Estuary, however, half of those worked elsewhere: the Production Corridor initiative aimed to build on that strength. Over £200m investment had already been delivered over the last decade into large scale creative production facilities, with 150 creative and cultural focussed projects planned or were already underway. The concept of connecting 21 higher and further education institutes with a creative industries specialism would provide a globally relevant laboratory for R&D and innovation in the creative sector.

By 2030 investment would deliver 50,000 jobs and a surplus of £3.7bn GVA, which in turn would create the UK's densest concentration of creative production activity. A successful £4.3m bid to the DCMS Cultural Development Fund would deliver Phase 1 of the Thames Estuary Production Corridor in Kent and Essex. The bid was one of only five successful bids nationally, and the only successful bid from the South East.

The Production Corridor was highlighted in the Government's response to the Thames Estuary 2050 report and the University of the Arts London's successful Strength in Places Expression of Interest to increase productivity in the screen, stage and the performing arts in the Estuary, would lead to a full bid for £25m in September 2019. The inclusion of the Thames Estuary Production Corridor narrative was cited as a 'significant factor' in success at EOI stage.

3. Officers responded to comments and questions as follows:
  - (a) With regards to the level of support received from Essex and North Kent, Mrs Wren assured the Committee that there had been over £200m of investment in the cultural infrastructure from both South Essex and North Kent over the last 10 years to support the growing ambition of the Thames Estuary Production Corridor.
  - (b) In response to the development of Key Performance Indicators to measure the success of the Thames Estuary Production Corridor, Mr Smith referred members to the table 2.3.4 in the report which listed the seven work streams and said that each of those would have Key Performance Indicators to demonstrate how they would have succeeded. Advice had been sought from a consultancy agency on how best to deliver the work streams and the literature supporting this would be made available to the Committee.

(c) Mrs Wren said that the Thames Estuary Production Corridor Partnership was steered by a Partnership Board co-chaired by the South East Local Enterprise Partnership (SELEP) and the Greater London Authority (GLA), and its members comprised the South East Creative Economy Network, Kent and Essex County Councils, local authorities represented by Thames Gateway Kent Partnership and Opportunity South Essex, the Royal Docks, Universities of Kent and Essex and the cultural organisation, Metal. In terms of Medway's participation, Mrs Wren said that the Medway campus of the University of Kent was the accountable body for managing the grant; and was due to appoint a Project Manager that would also be based in Medway. She confirmed that Medway also sat on the Partnership group represented by the Thames Gateway Kent Partnership.

(d) Mrs Wren said that some of the work that was being done as part of the Cultural Development Fund was to look at how the Partnership could support growth of creativity and culture within Ebbsfleet Garden City and how best to influence economic growth within the surrounding community and existing highstreets. Mrs Wren acknowledged the request of Members to involve Parish Councils in the discussions.

4. RESOLVED that the report be noted.

#### **148. Developer Contributions**

*(Item 9)*

*Nigel Smith (Head of Development) was in attendance for this item.*

1. Mr M Dance (Cabinet Member for Economic Development) introduced the report that set out developer contributions, the process used to calculate and collect developer contributions; and the final stage in terms of how they were then used.
2. Mr Smith said that there were a number of challenges and constraints within the context of the national legislation on Planning Policy which made it more difficult to secure developer contributions. The first issue was that s106 contributions were entirely predicated around capital provision for infrastructure and could not be applied as revenue; the second was in relation to viability whereby the developer would make a case to the Planning Authority that they could not afford which Kent County Council would then have to risk manage through viability assessments, a deferral or overage of payments or where appropriate a shared use of space; and the third issue was in relation to the existing Community Infrastructure Levy which limited the number of development contributions to five. Whilst Kent

County Council had been successful in limiting the impact of the pooling restrictions through the delivery of projects in multiple phases, Mr Smith said that the Government was due to be making an announcement later in the year which proposed an amendment to the regulation to remove the pooling restriction.

3. Mrs Prendergast (Member for Maidstone Rural East) attended the meeting and expressed her concerns regarding developer contributions, specifically in relation to those Districts that had adopted the Community Infrastructure Levy (CIL) charging schedule. The Maidstone district was forecast to see 10% of the projected growth during the plan period up to 2031 and potentially a further 7,000 new homes as part of the local planning review which would total 50,000 new residents who would need access to a number of services. Mrs Prendergast read aloud a letter that had been written by Maidstone Borough Council which said:

*“The Council forecast of the expected cost of the required infrastructure to support growth in the plan period would be circa £100 million. The infrastructure delivery plan identified other funding resources such as Local Enterprise Partnership money (and KCC) to assist in financing this requirement where there remains a gap of £38 million. The adopted CIL rates in the Maidstone Borough Council charging schedule could generate net receipts of around £19.8 million to go towards reducing this gap. It has never been estimated that CIL would fund the whole of the infrastructure required.”*

Mrs Prendergast said that where it was a statutory requirement for Maidstone Borough Council to produce the infrastructure, she sought clarification as to where the Kent County Council funding element would be coming from to fund the financial gap as there was no commitment to provide capital investment for new developments. A particular issue remained around the governance of planning decisions as Kent County Council were not involved in the meetings where those discussions were had by the District Borough to prioritise planning applications. Mrs Prendergast sought clarification as to how Maidstone Borough Council managed the risk to its budget and how Kent County Council would help support that.

4. Officers responded to comments and questions and follows:
  - (a) Mrs B Cooper (Corporate Director of Growth, Environment and Transport) addressed the issues raised by Mrs Prendergast and agreed with the compelling difficulties presented by s106 contributions and CIL, however, she informed the Committee that regardless of Kent County Council’s position as the Upper Tier Authority, the Statutory Highway Authority and provider of school

places, it did not have a place at the CIL table with the Local Planning Authority. Mrs Cooper said that she had taken advice from the Queen's Council regarding Kent County Council's role in those discussions around CIL, however, the advice received was that Kent County Council's involvement was not permitted. She informed the Committee that all local authorities (including those with CIL) still had access to s106 contributions for their large developments as it was easier to manage, however, the disadvantages of CIL for Kent County Council was that it was prohibited from insisting on expenditure for a particular item but would hope that the Local Planning Authorities prioritised the need for school places. Mrs Cooper assured the Committee that the Cabinet Member for Children, Young People and Education worked in conjunction with the Local Planning Authority to help determine the number of additional school places required in every district, the ongoing issue however, was that whilst developers were keen to fund primary schools, they did not want to invest in secondary schools which could cost up to £36million. Due to the restriction of the Government's five pooling regime, Kent County Council lost £4million towards its education provision, however, to mitigate the risk of losing any further investment, it did review the planning applications to ensure contributions were secured for larger scale developments. Mrs Cooper assured the Committee that whilst Kent County Council worked within a difficult set of parameters, it did work closely with Local Planning Authorities, in particular with Dartford where there was a joint governance board to review the allocation of CIL, as well as finance and infrastructure colleagues to ensure that funding was available at the right time for developments. Mrs Cooper also said that there were instances where Kent County Council forward funded developer contributions and recouped the money via the Roof Tax.

- (b) Mr Smith confirmed that the s106 contributions could be used to capitalise a revenue funding stream, however, this was limited to bus service subsidies and recreational community centres.
  
- (c) Members queried the Government's initiative of allowing London Boroughs to transform office spaces into apartments without being granted planning permission and the impact that would have on local services. Mrs Cooper assured the Committee that s106 contributions that were managed by Kent County Council were closely monitored and audited to ensure they were used for the exact purpose that they were collected for. Mrs Cooper said that jointly signed s106 agreements between the County Council and the District Councils had been consistently sought, however, it remained an outstanding issue that required further work. In response to the conversion of office/ commercial space into residential space, Mr Smith confirmed

that this was permitted as part of the Government's initiative to increase housing numbers and to expedite the planning system. The district and borough Local Planning Authorities had taken a more practical approach and took account of the viability before agreeing to housing developments.

- (d) In response to the calculation of book stock for library dwellings, Mr Smith agreed to review this query outside of the Committee and report directly back to the Member.
  - (e) Mrs Cooper agreed with Members comments and said that the s106 and CIL regime had inherent flaws and did not work in two tier authority areas. She also assured the Committee that the Leader of Kent County Council had rallied against the Governments restriction of the five-pooling scheme at a number of forums including at the Ministry of Housing, Communities & Local Government.
5. The Chairman invited Mrs Prendergast to respond to the comments raised by the Committee.
- (a) Mrs Prendergast concluded by thanking Members for their comments which provided a useful insight into some of the major concerns reflected in Maidstone Borough Council around s106 and CIL agreements and the necessity for greater monitoring of developer contributions until changes had been made by central government.
6. RESOLVED that the report be noted.

**149. Growth, Environment and Transport Performance KPIs 2019/20**  
(Item 10)

*Richard Fitzgerald (Head of Performance & Analytics, Strategic Commissioning – Analytics) and James Pearson (Head of Libraries, Registration & Archives) were in attendance for this item.*

1. Mr Fitzgerald introduced the report that set out the proposed indicators that would be reported within the Growth, Environment and Transport Dashboard for 2019/20. Mr Fitzgerald said that an extensive amount of work had been carried out to review the Key Performance Indicators (KPIs) and associated targets, particularly in relation to the Libraries, Registration and Archive service, however, welcomed comments from the Committee on the proposed indicators and any changes they wished to make.
2. Officers responded to comments and questions and follows:

- (a) Mr Fitzgerald confirmed that the indicator EPE16 (*Median number of days to resolve priority Public Rights of Way faults*), was to be retained as part of the Directorate Dashboard.
- (b) Mrs Holt-Castle (Interim Director of Environment, Planning & Enforcement) informed Members that indicator DT14 (*Public Rights of Way faults reported by the public online*) worked well as a performance indicator when activity was in a steady state, however, when incidents of severe weather arose the public would often revert to using telephones to report a fault rather than the online reporting tool which resulted in a less meaningful set of statistics. Therefore, the Directorate proposed that the indicator would be used to monitor performance at an operational level but remove it from the directorate dashboard presented to Members at Cabinet Committee. Mrs Holt-Castle noted the request made by the Committee to reinstate indicator DT14.
- (c) Mrs B Cooper (Corporate Director of Growth, Environment and Transport) said that the proposals for the process of monitoring the progress of the Strategic Delivery Plan were being developed by the Strategy, Policy, Relationships and Corporate Assurance team and would be presented to the Committee at a later date.
- (d) In response to queries regarding indicators EPE02 (*value of criminal activity*) and EPE03 (*value of items prevented from entering market by Trading Standards*), Mrs Holt-Castle informed the Committee that these had been removed as Key Performance Indicators but would be kept on the dashboard as activity indicators. Mrs Holt-Castle explained to Members that the activity of those indicators was outside the services control and entirely dependent on external factors that could not be influenced by Kent County Council. Mrs Holt-Castle noted Members request for further information around the number of successful convictions as a result of indicator EPE02 and EPE03.

3. RESOLVED that the proposed indicators and associated targets be noted.

**150. 19/00041 - Regional Growth Fund - Transfer of Funds to Thurrock Council**  
(Item 11)

David Smith (*Director for Economic Development*) and Martyn Riley (*Programme Manager (Business Investment)*) was in attendance for this item

1. Mr Smith introduced the report which set out the proposed decision to transfer to Thurrock Council, the authority to oversee the use of funds recovered from the Tiger loan repayments obtained from Thurrock



companies, to support local small and medium sized enterprises in its local authority area.

2. Members commended Jacqui Ward who had recently retired from her position as the lead officer.
3. RESOLVED that the proposed decision (19/00041) to be taken by the Cabinet Member for Economic Development to agree:
  - (a) that administration of and funding-decision authority for the monies previously recovered from companies based in Thurrock and handled via the Tiger Scheme, be transferred to Thurrock Council for management via their own new business loan scheme; and
  - (b) that authority be delegated to the Director of Economic Development to take appropriate actions, including but not limited to, entering into legal agreements as necessary to implement this decision,be endorsed.

**151. 19/00042 - Kent County Council Acting as Enforcement Body for Local Planning Authorities**  
*(Item 12)*

*David Smith (Director for Economic Development) and Nigel Smith (Head of infrastructure) were in attendance for this item.*

1. Mr N Smith introduced the report that set out the legal process for Kent County Council, as the upper tier authority, to act as the enforcement body for district and borough councils. Mr N Smith explained that where a district or borough act as a developer for their own land, this may result in them being the applicant, landowner and the Local Planning Authority. In order to avoid a conflict of interest, the districts sought legal advice and identified the preferred option whereby Kent County Council would become the enforcement body.
2. The officers responded to comments and questions as follows:
  - (a) Mr N Smith acknowledged the typographic error in the report where it identified the Leader as the decision taker, however, he confirmed that the proposed decision was due to be taken by the Cabinet Member for Economic Development.
  - (b) With regards to whether all district and borough councils had agreed to the proposal, Mr N Smith explained that each request made by a district

or borough council for Kent County Council to act as the enforcement body would be determined on a case by case basis. Mr N Smith informed the Committee that the only site that would have currently been applicable to such measures was the Otterpool Park development in Folkestone.

(c) Mr N Smith said that the proposed decision was based on the legal advice received from Invicta Law, and upon review of the specific case in question, the most transparent and less complicated option was for Kent County Council to act as the enforcement body for the Local Planning Authority. There was a range of other legal options available to the district council, one of which was that the district could enter into a planning obligation by leasing the land to a developer/ third party which would have then allowed the district to enforce the S106 obligations as the Local Planning Authority. However, based on the legal advice and various applicable options, Kent County Council deemed the proposed decision (as set out within the report) to be the most legally viable. It would however be the responsibility of each Local Planning Authority to seek legal advice and to determine which option was legally compliant.

3. RESOLVED that the proposed decision (19/00042) to be taken by the Cabinet Member for Economic Development to approve the principle of delegating the authority to act as the enforcement body for District and Borough S106 obligations subject to a range of conditions, to the appropriate officer; the Director of Economic Development (*examples of relevant S106 obligations may include those relating to community development, sports provision and open space*), be endorsed.

## **152. Kent and Medway Enterprise and Productivity Strategy Progress Update** (Item 13)

*David Smith (Director of Economic Development) and Johanna Howarth (Deputy Director of Economic Development) were in attendance for this item.*

1. Mr Dance (Cabinet Member for Economic Development) introduced the report that provided Members with a further update on the development of a Kent and Medway 2050 Enterprise and Productivity Strategy. Mr Dance commended the officer's work and the input from the Working Group (Chaired by Mr S Holden) which had been reflected in the positive feedback received from the East Kent Leaders.
2. Mr Holden was invited to address the Committee as the Chair of the Leaders Working Group and reiterated the commendations to the officer for the detailed and evidenced based piece of work. A workshop was held on

7 May 2019 attended by a number of key stakeholders to review the evidence gathered to date, address any issues and questions regarding the Strategy and how Kent County Council intended to respond to those over the short, medium and longer term.

3. Mrs Howarth said that the report provided Members with continued visibility on the progress of the work carried out to date and highlighted three key aspects; the first was the appointment and progress of Arup (a multinational consultancy service) whose programme of work was due to be finished in June; the second was the engagement and input from key local and regional stakeholders to build consensus around the principle issues and local context against which the strategy should respond; and to conclude, addressed the next stage in the development process which involved pulling all the evidence and proposed actions together to form a coherent framework that could then be shared and discussed within the appropriate forums to ensure a continued and collaborative progression of the strategy. Mrs Howarth informed the Committee that the work to date ensured that Kent County Council was in the best possible position to bid for government funding to support the Kent and Medway Enterprise and Productivity Strategy over the short, medium and longer term.
4. Officers responded to comments and questions as follows:
  - (a) With regards to environmental change, Mrs Howarth assured the Committee that there had been a number of discussions around the external drivers of change that would impact the economy over the short, medium and longer term and said that the quality of the environment had been addressed as part of the Strategy.
5. RESOLVED that the report be noted.

**153. Turner Prize 2019 and Open Golf 2020 - Legacy Programmes**  
(Item 14)

*Stephanie Holt-Castle (Interim Director of Environment, Planning and enforcement) and Tony Witton (Culture and Creative Economy Manager) were in attendance for this item.*

1. Mr Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report that provided an update to Members on the Turner Prize 2019 and Open Golf 2020; two high profile events of international reputation which would bring significant media interest and income into the county. Kent County Council was working with partners on a county-wide basis to maximise opportunities afforded by both events through coordinating marketing and presenting coherent visitor offers to raise the

profile of the county as an attractive place to live, work and visit. A significant amount of work had already been undertaken in conjunction with Dover District Council to improve visitor capacity at Sandwich station ahead of the Open Golf and work continued to be done to ensure successful delivery of the two major events.

2. Mr Witton highlighted the significance of the two events and Kent County Council's responsibility in generating greater income via the visitor economy and was working in close partnership with Visit Kent and the Turner Contemporary to maximise visitor footfall into the county during the two planned events. Mr Witton also announced that since publication on the paper, the four artists had been shortlisted for the Turner Contemporary Prize award and Kent County Council was in the process of liaising with Turner Contemporary regarding the exhibitions that were due to be in place from September 2019 to January 2020.
3. Mrs Holt-Castle informed the Committee that Dover District Council was the lead authority for the Open Golf Championship and that Kent County Council was the co-presenting authority. However, Mrs Holt-Castle confirmed that Kent County Council was the lead authority for sport, transport and rail elements of the two events and said that a community event was due to be held in Sandwich at the end of May 2019 to reveal the transport plan. Mrs Holt-Castle referred Members to paragraph 3.6 of the report that outlined the sporting legacy and said that the R&A were working to improve cross-generational interest through offering free tickets to everyone under the age of 16 and subsidised tickets to everyone under the age of 25 attending the Open Golf Championship. Kent County Council had managed to secure three series of The Open Golf Championship through to 2036, which provided an opportunity for the County Council to look at how it would use that sixteen-year window to maximise golf tourism within the county.
4. Officers responded to comments and questions as follows:
  - (a) In response to Members queries around the level of engagement with schools, Mr Witton said that the educational learning aspect of the Turner Prize was not featured in the report as it was the responsibility of the Turner Contemporary to liaise with schools. He assured the Committee that that the Turner Contemporary provided a comprehensive learning programme and would engage with all schools throughout the county to promote the Turner Prize event, which Kent County Council would play a supporting role in. Mr Witton informed the Committee that libraries were running a digital commission which would promote intergenerational engagement and provide learning opportunities for a range of Kent communities. Mr Smith (Director of Economic Development) commended the Turner Contemporary's

existing educational programmes and the level of interaction it offered to schools, primarily in Margate, and said that this was being extended across the county. Kent County Council was responsible for managing all other aspects to support the events including infrastructure, train timetables and facilities to help support increased visitor numbers.

- (b) Mrs Holt-Castle responded to Members comments regarding free open days to encourage young people into golf and said that this had already been incorporated into the plans that were being formed by the Golf Working Group; work however needed to continue to ensure delivery of those initiatives.
  - (c) In response to utilities planning, both the Golf Championship and Turner Prize had transport Working Groups that identified planned utilities work and ensured this was not scheduled to take place during the period of the two events. Mrs Holt-Castle informed the Committee that the Readiness Working Group was scheduled to take place on 10 May 2019 and agreed to report back to Mrs Binks directly to confirm planned utilities work. Members were reminded that Kent County Council had a duty of care to respond to emergency works should these be required.
  - (d) Officers noted Members request for an update report on the sailing of the Mayflower.
5. RESOLVED that the impact of the County Council's investment and role in securing and delivering the two internationally prestigious events; and the planned-for wider community impact from both events, be noted.

**154. The EXPERIENCE project**  
(Item 15)

*Stephanie Holt-Castle (Interim Director of Environment, Planning and enforcement) was in attendance for this item.*

1. Mrs Holt-Castle introduced the report that set out the EXPERIENCE project which through the submission of the INTERREG bid, aimed to provide the tools and infrastructure required by partners to capitalise on the emerging trend of 'experiential tourism' which addressed issues of seasonality in the visitor economy. Mrs Holt-Castle highlighted to Members the key points throughout the report, specifically in relation to Interreg and partners contributions, the five core work streams of the project and the intention to provide an annual report to the Committee, which was subject to the project receiving approval for Interreg funding.

2. Officers responded to comments and questions as follows:

- (a) In response to queries regarding the membership of The Area of Natural Outstanding Beauty (AONB) Partnership, officers agreed to circulate a membership list to the Committee.
- (b) With regards to the choice of other partner agencies, Members were informed that a collaboration of key agencies would increase the probabilities of securing the Interreg funding. Therefore, whilst France was deemed to be the most appropriate partner country due to its existing tourism agencies and close working relationship with Visit Kent, the EXPERIENCE project aimed to draw-in international and European targeted tourism.

3. RESOLVED that the report be noted.

### **155. Work Programme 2019/20**

*(Item 16)*

RESOLVED that the work programme be noted, subject to the inclusion of the following items for future consideration:

- (a) an update on the sailing of the Mayflower;
- (b) an update on the economic impact of operation BROCK; and
- (c) an update on the deficit of agricultural workers in Kent and the economic impact of this

**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 – 26 June 2019

**Decision No:** N/A

**Subject:** An Update on the Prevalence and Impact of Doorstep Crime in Kent

**Classification:** Unrestricted

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

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

**Electoral Division:** All

**Summary:** This report provides an update on the prevalence and impact of Doorstep Crime in Kent and explains the actions to be taken to by Trading Standards in better sharing and using intelligence sources.

**Recommendation(s):** The Cabinet Committee is asked to note and discuss the report.

## 1 Introduction

- 1.1 This report highlights the significant impact of Doorstep crime (on vulnerable adults and identifies steps to improve the effective identification and protection of 'at-risk' residents by KCC and other partners.
- 1.2 Preliminary analysis of data related to the doorstep crime and scams in Kent was produced by the KCC Public Protection Group's Intelligence team in 2018, and it showed that in 2017 reported losses to victims in Kent from scams totalled £3.6 million, of which nearly £2.6 million (72%), related to Doorstep Crime. Losses quoted for 2017, later in this report, were not consistently included in this overall figure.
- 1.3 Unfortunately, due to recording inconsistencies, poor data quality and incomplete recording, much of the data analysed could not be relied upon and therefore it is almost certain that this figure is higher.
- 1.4 For many years enforcement agencies have pursued those perpetrating these offences with some outstanding results. Support agencies, charities and businesses have also worked tirelessly to educate the public with numerous

campaigns of public engagement. However, the problem persists; messages are not consistent and victims in Kent still lose millions of pounds year on year.

## **2 Financial Abuse of Vulnerable Adults – Doorstep Crime and Scams**

- 2.1 The prevalence of Doorstep Crime in Kent is high and those that it impacts on are some of our most vulnerable adults. All too often thousands of pounds are fraudulently obtained by organised criminal gangs that prey on the socially isolated, the elderly, the infirm or the unaware.
- 2.2 The 2019 National Crime Agency (NCA) Strategic Assessment of Serious and Organised Crime stated that fraud remains the most commonly experienced crime in the UK, with an estimated overall cost of £190 billion.
- 2.3 This is reflected in the steady increase in reports of fraud, rising by 12% in 2018 (National Audit Officer Report 2018) compared to the previous year. However, fraud continues to be underreported.
- 2.4 Figures from the National Trading Standards Scams Team recorded 1,889 Scam victims in Kent between 2014 and June 2018 who had lost an estimated £1,041,000. However, it is unclear if any of these are part of the loss figure quoted in 1.2.
- 2.5 Within KCC, the units in the Public Protection group including the Wardens, Trading Standards, Intelligence and Community Safety, work very closely with Kent Police in pursuing these criminals, safeguarding the victims, warning the public and running educational campaigns.
- 2.6 Trading Standards has actively investigated a number of doorstep crimes and in the last 3 years has successfully prosecuted 4 cases involving over 75 victims, for which the defendants received custodial sentences totalling 10 years and 10 months. These large complex cases were also able to provide some compensation through Proceeds of Crime Orders, totalling £198,000.
- 2.7 In addition, the Trading Standards Victim Safeguarding Officer who responds to assist the most vulnerable victims reported:
  - 2017/18 – 104 engagements with victims losing a total of £1.4 million.
  - 2018/19 – 108 engagement with victims losing a total of £1.03 million.
  - 2019/20 (to date) – 19 engagements with victims losing a total of £180,330.
- 2.8 Through direct interventions since April 2017, this Officer has been able to prevent victims losing a further £334,200. This has been achieved by early cancellation of contracts, cancelling cheques/direct debits, warning criminals to leave the victims homes, assisting victims to apply for compensation from their banks and on one occasion arranging a power of attorney for a repeat victim.



### **3 KCC Policy and Legal Requirements**

- 3.1 The Care Act 2014 requires Local Authorities to protect adults at risk of abuse or neglect, provide information and advice and prevent the need for care and support.
- 3.2 Doorstep Crime is a form of financial abuse. It is the second most common form of abuse experienced by adults at risk (Social Care Institute for Excellence 2011).
- 3.3 Living free from harm and abuse is a fundamental human right and serious abuse is a violation of Article 3 of the Human Rights Act 1998. Local Authorities must promote Human Rights in all their functions.
- 3.4 This project supports KCC's strategic objective: *'older and vulnerable residents are safe and supported with choices to live independently'*.
- 3.5 Furthermore, the published KCC Vision 'your life, your wellbeing' promotes the principles of Adult safeguarding. Page 26 states, "Adults who are vulnerable or subjected to abuse or mistreatment will receive the highest priority for assessment and support services".

### **4 Tackling Doorstep Crime as a Community**

- 4.1 A stakeholder group had an inaugural meeting in January 2019 to discuss the actual and perceived enablers and barriers in tackling Doorstep Crime. Attendees included KCC Trading Standards, KCC Community Safety, a victim of crime, Kent Police, District and Borough Community Safety representatives.
- 4.2 The group identified that each agency/partner is recording enforcement and victim records in different places in different ways, meaning that there are more than 10 separate victim lists, with victims receiving different levels of intervention so of which is duplication, reducing effectiveness and wasting resources.
- 4.3 The lack of coordination results in no single agency holding a definitive list of victims of doorstep crime/scams in Kent, meaning they are not able to fully instigate meaningful and impactful interventions, resulting in victims remaining unprotected and vulnerable to repeat targeting.

### **5 The Next Steps**

- 5.1 Taking on lessons to date, Kent Trading Standards is seeking to secure funding for an Intelligence Analyst for an initial period of 12 months to:
  - Instigate and implement the sharing of victim data so that one single list is created for all victims in Kent;

- Map the current work of all relevant agencies to tackle this type of financial abuse, including education, enforcement and safeguarding;
- Evaluate each of the systems used for recording crimes and safeguarding matters and identify one system that is agreeable to and accessible by all, partners (Systems already identified: Police National Computer, Action Fraud, iBase, APP, Citizens Advice, Social Services databases); and
- Use the intelligence gathered to establish victim profiles for each of the 'scam types', establish an agreed Intelligence requirement that all agencies can use, and create an agreed single reporting method.

5.2 The dedicated Intelligence Analyst will be hosted by the KCC Public Protection Intelligence Team, which is already providing Trading Standards with all its intelligence. The team has access to a wide range of systems and has the expertise to manage this dedicated resource.

## **6 GDPR Considerations**

6.1 Information sharing protocols would need to be agreed before the project began. Initial discussions have already taken place with the Districts and Borough Community Safety teams and Kent Police, and the response so far has been positive with full support of the project.

6.2 The DPIA will be part of this project.

## **7 Equalities Implications**

7.1 An EqIA has been completed highlighting no negative impacts. Positive impacts were recorded in the protected groups of age and disability. A coordinated agency response and centralised victim list will allow meaningful and impactful interventions, protecting victims and preventing repeat targeting.

## **8 Financial Implications of Inaction**

8.1 Individuals who are victims of financial abuse often have their information shared with other criminals and are repeatedly targeted, resulting in greater losses.

8.2 People defrauded in their own homes are two and a half times more likely to either die or go into residential care within a year (Statistics from the National Trading Standards Scams Team). Victims who do go into residential care will inevitably be funded by KCC at some point, causing increasing financial burden on the County Council, which is a cost that can be avoided by effective action.

8.3 An investigation by Kent County Council Trading Standards or Kent Police is likely to cost tens of thousands of pounds. Whilst costs can - and are - often recovered in Court following a successful prosecution, this can often be a long

process and all costs cannot always be recovered. Given the serious nature of the offending, a criminal who is sent to prison will not pay costs.

8.4 Clearly, prevention is better than the cure. KCC initiatives including preventative measures such as education projects should be more targeted.

8.5 Financial Abuse, by Doorstep Criminals, will continue to affect the most vulnerable members of our Communities.

## 9 Conclusions

9.1 Doorstep Crime is a 'Wicked Problem' and one that cannot be solved by one strategy or by agencies working in silos.

9.2 We cannot arrest and prosecute our way out of this problem.

9.3 All agencies consulted agree a common approach is required in sharing Intelligence and more targeted educational activities; prevention being better than the cure.

## 10 Recommendation(s)

**Recommendation(s):** The Cabinet Committee is asked to note and discuss the report.

## 11 Background Documents

- Public Protection Intelligence Service report "Doorstep Crime and Scams Analysis".
- Age UK Older People, Fraud and Scams:

[https://www.ageuk.org.uk/globalassets/age-uk/documents/reports-and-publications/reports-and-briefings/safe-at-home/rb\\_oct17\\_scams\\_party\\_conference\\_paper\\_nocrops.pdf](https://www.ageuk.org.uk/globalassets/age-uk/documents/reports-and-publications/reports-and-briefings/safe-at-home/rb_oct17_scams_party_conference_paper_nocrops.pdf)

- National Crime Agency Strategic Assessment of Serious Organised Crime 2019

<https://nationalcrimeagency.gov.uk/who-we-are/publications/296-national-strategic-assessment-of-serious-organised-crime-2019/file>

## 12 Contact details

Report Author

- Clive Phillips, Trading Standards, Complex Investigations Manager
- 03000 412020
- [Clive.phillips@kent.gov.uk](mailto:Clive.phillips@kent.gov.uk)

Relevant Director:

- Stephanie Holt-Castle, Interim Director for Environment, Planning and Enforcement
- 03000 412064
- [Stephanie.Holt-Castle@kent.gov.uk](mailto:Stephanie.Holt-Castle@kent.gov.uk)

**From:** Mark Dance, Cabinet Member for Economic Development  
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 – 26 June 2019

**Subject:** Performance Dashboard

**Classification:** Unrestricted

**Summary:**

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

**Recommendation(s):**

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

**1. Introduction**

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.
- 1.2. To support this role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the fourth and final report for the 2018/19 financial year to this Committee.

**2. Performance Dashboard**

- 2.1. The year-end Growth, Economic Development and Communities Performance Dashboard is attached at Appendix 1. This provides results up to the end of March 2019.
- 2.2. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) included in this year's Directorate Business Plans. The Dashboard also includes a range of activity indicators which help give context to the KPIs.
- 2.3. KPIs are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

**3. Economic Development**

- 3.1. The cumulative number of jobs created and safeguarded figure from Regional Growth Fund loan schemes stood at 4,399, which is cumulative since the start of the

programme, with 3,043 jobs created and a further 1,356 safeguarded. Job creation and project delivery through inward investment is below floor standard, with activity affected by current economic uncertainties.

- 3.2. The number of properties brought back to use through No Use Empty (NUE) is 446, exceeding the year-end target, with a total of 5,911 properties modernised since the start of the project.
- 3.3. External investment secured through European funding exceeded target by nearly £3m. Contributions achieved from developers, and successful projects through the inward investment services contract, were above target. Both Growth Hub indicators achieved target up to October 2018 when the initial contracts finished, and these contracts have now been renewed with fresh targets for 2019/20.

#### **4. Libraries, Registration and Archives (LRA)**

- 4.1. Following the extensive public consultation which received over 5,500 responses, the 3-year LRA Strategy has been approved. Proposals for revised library opening hours for each library are being developed and customers are able to express their preference on the options through local engagement activity.
- 4.2. Following a short 3-week closure over the Christmas period Bockhanger library reopened in the Sure Steps Children's Centre and initial feedback from customers has been positive.
- 4.3. When compared to the same quarter last year issues were up by almost 7%, and visits were down by 5%, but these movements were within the forecast thresholds and reflect a move towards increased digital access to services. The LRA online offer continues to grow with consistent growth in e-book and e-audio issues, with a 28% increase in quarter 4 compared to the same period a year ago. There were 87,146 e-newspaper copies issued in quarter 4, compared to 20,000 a year ago when the service was launched.
- 4.4. The annual email survey of Libraries and Archives customers was sent out in March and had over 4,000 responses. The satisfaction rate for libraries decreased from 97% last year to 92%, with changes in fees and charges last year and current proposals for changes in library opening hours causing the reduction. Archives satisfaction rates improved from 91% to 95% and satisfaction rates with Registration Services continue to be high.
- 4.5. Although the number of customers receiving the Home Library Services has been reducing in line with national trends, it attained 98% satisfaction in 2018. It is proposed that the satisfaction measure becomes the core KPI for this service in the future.

#### **5. Environment, Planning and Enforcement (EPE)**

- 5.1. Five out of the seven indicators exceeded target. Resolution of priority faults on Public Rights of Way missed target largely due to issues with record keeping on the faults recording system rather than actual delays in resolving priority faults. A very challenging target for investment secured by EPE services was the primary reason

why the floor standard for this indicator was not met, although the final total was an improvement on the previous year.

## **6. Recommendation(s):**

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

## **7. Background Documents**

The Council's Directorate Business Plans:

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

## **8. Contact details**

Report Author:        Steph Smith  
                              Head of Performance and Analytics  
                              Strategic Commissioning  
                              Telephone: 03000 415501  
                              [Steph.Smith@kent.gov.uk](mailto:Steph.Smith@kent.gov.uk)

Relevant Director:    Barbara Cooper  
                              Corporate Director, Growth, Environment and Transport  
                              Telephone: 03000 415981  
                              [Barbara.Cooper@kent.gov.uk](mailto:Barbara.Cooper@kent.gov.uk)

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

## **Financial Year 2018/19**

### **Results up to end of March 2019**

Page 40

**Produced by Strategic Commissioning – Performance & Analytics**

**Publication Date: May 2019**



## Guidance Notes

### RAG RATINGS

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

<b>GREEN</b>	Target has been achieved
<b>AMBER</b>	Floor Standard* achieved but Target has not been met
<b>RED</b>	Floor Standard* has not been achieved

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

### Activity Indicators

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

## Key Performance Indicators Summary

<b>Economic Development (ED)</b>	<b>RAG</b>
ED04a : Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	AMBER
ED04b : Jobs created through inward investment services contract	RED
ED05 : Number of homes brought back to market through No Use Empty	GREEN
ED07 : External investment secured through European funding to deliver Kent-wide priorities	GREEN
ED08 : Developer contributions secured against total contributions sought	GREEN
ED09 : Successful projects achieved through inward investment services contract	GREEN
ED10 : Businesses assisted via Kent and Medway Growth Hub contract (light and medium touch)	N/a
ED11 : Businesses assisted through high intensity support provided via the Growth Hub contract	N/a

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

<b>Libraries, Registrations and Archives (LRA)</b>	<b>RAG</b>
DT11 : Percentage of automated book renewals	GREEN
DT12 : Percentage of birth registrations booked online	AMBER
LRA14 : Number of customers using Home Library Service	RED
LRA15 : Number of customers attending events in libraries and archives	GREEN
LRA17 : Number of volunteer hours adding extra value to the LRA service	GREEN

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

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance

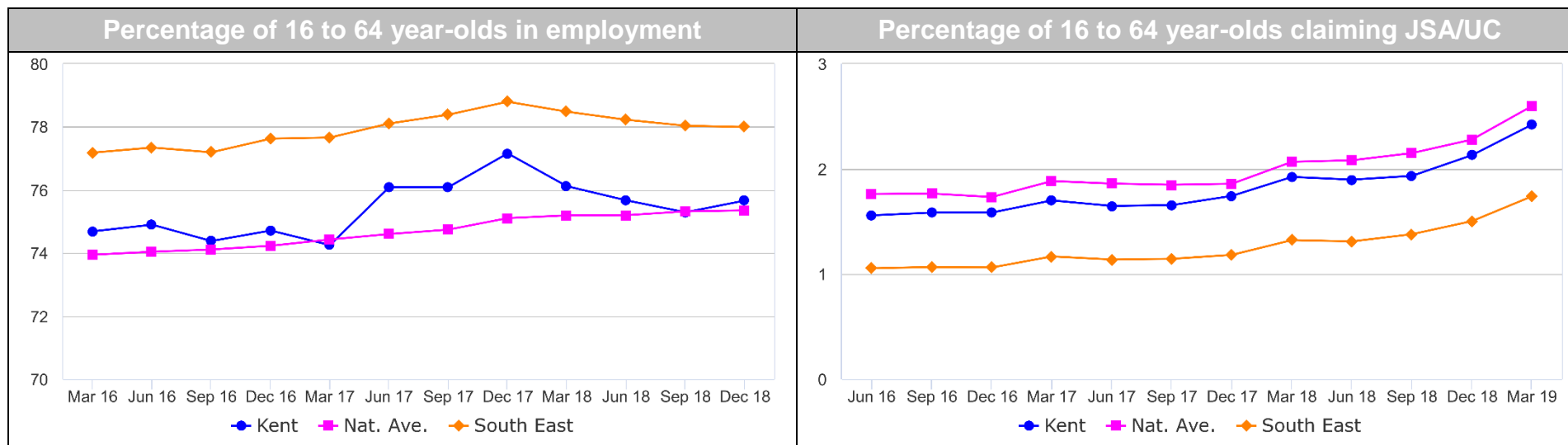
Ref	Performance Indicators	Year End	RAG	Target	Floor	Previous Year
ED04a	Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	4,399	AMBER	4,984	4,237	4,161
ED04b	Jobs created through inward investment services contract	557	RED	1,600	600	2,182
ED05	Number of homes brought back to market through No Use Empty	446	GREEN	400	350	439
ED07	External investment secured through European funding to deliver Kent-wide priorities (£m)	14.0	GREEN	10.5	8.5	9.2
ED08	Developer contributions secured against total contributions sought	98%	GREEN	90%	80%	98%
ED09	Successful projects achieved through inward investment services contract	53	GREEN	40	15	63
ED10	Businesses assisted via Kent and Medway Growth Hub contract (cumulative since start of new contract in Nov 18)	1,113	N/a			
ED11	Businesses assisted through intensive support provided via the Growth Hub contract (cumulative since Nov 18)	130	N/a			

ED04a - Over 240 businesses in Kent and Medway have so far created 3,043 jobs and safeguarded a further 1,356.

ED04b - Additional jobs this quarter relate solely to SME's that Locate In Kent are supporting as part of the Foreign Inward Investment Kent contract with MHCLG. This is due to the contract being specific to SME's and reflects the lower projected job numbers.

ED10 & ED11 – The previous contract ended in October 2018, where targets were exceeded and have been previously reported to this Committee. The figures shown relate to the new contract which commenced in November 2018 and which will be monitored against new targets in 2019/20.

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance



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

The percentage of 16 to 64 year-olds in employment is derived from the Annual Population Survey (APS) which is a sample survey. The results of the survey come with statistical confidence intervals, which for Kent are plus or minus 2%. Those not in employment include individuals who are students, looking after family/home, temporary or long-term sick, and retired.

The percentage of the population claiming Job Seekers Allowance (JSA) or Universal Credit (UC) required to seek work (the claimant count), is a good proxy measure for unemployment and is a 100% count of claimants. The claimant rate is currently low compared to past trends though it has increased in recent months, which could be the result of the Universal Credit rollout which includes categories of people who would not have been included in former JSA counts. The number of people unemployed, as defined by the International Labour Organisation (ILO) and as estimated by the APS, includes individuals on other benefit types and also those not on benefits but seeking work, and this definition results in a higher percentage than the claimant count.

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

Ref	Performance Indicators	Year End	RAG	Target	Floor	Previous Year
LRA06	Customer satisfaction with birth and death registration	95%	GREEN	95%	90%	94%
LRA07	Customer satisfaction with wedding ceremonies	96%	GREEN	95%	90%	96%
LRA12	Customer satisfaction with libraries	92%	AMBER	95%	90%	97%
LRA13	Customer satisfaction with archives	95%	GREEN	90%	82%	91%
LRA18	Customer satisfaction with citizenship ceremonies	98%	GREEN	95%	90%	93%

LRA12 – The recent changes to fees and charges and the consultation which included a proposed change in opening hours have impacted on this result, however satisfaction remains high.

Ref	Activity Indicators	Year End	Previous Year
LRA06b	Number of responses to birth and death registration satisfaction survey	1,066	2,067
LRA07b	Number of responses to wedding ceremonies satisfaction survey	498	680
LRA12b	Number of responses to libraries satisfaction survey	3,847	683
LRA13b	Number of responses to archives satisfaction survey	240	159
LRA18b	Number of responses to citizenship ceremonies satisfaction survey	386	407

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

Ref	Performance Indicators	Year End	RAG	Target	Floor	Previous Year
DT11	Percentage of automated book renewals	77%	GREEN	77%	74%	74%
DT12	Percentage of birth registrations booked online	74%	AMBER	77%	74%	74%
LRA14	Number of customers using Home Library Service	1,330	RED	1,500	1,350	1,322
LRA15	Number of customers attending events in libraries and archives	240,170	GREEN	215,000	195,000	215,874
LRA17	Number of volunteer hours adding extra value to the LRA service	45,483	GREEN	45,000	40,500	44,373

DT12 – The online booking system is being upgraded and is being tested by staff with implementation later in 2019.

LRA14 – This KPI will be amended to one for satisfaction next year. Alongside this, as part of the LRA Strategy, the service will be looking at how the Home Library Service is promoted and branded as part of the direct library offer.

Ref	Activity Indicators	Year End	Previous Year
DT11b	Number of book renewals (000s)	1,317,746	1,393,732
DT12b	Number of birth registration appointments	18,569	19,415
LRA16	Number of archival documents utilised by the public	27,324	33,782

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

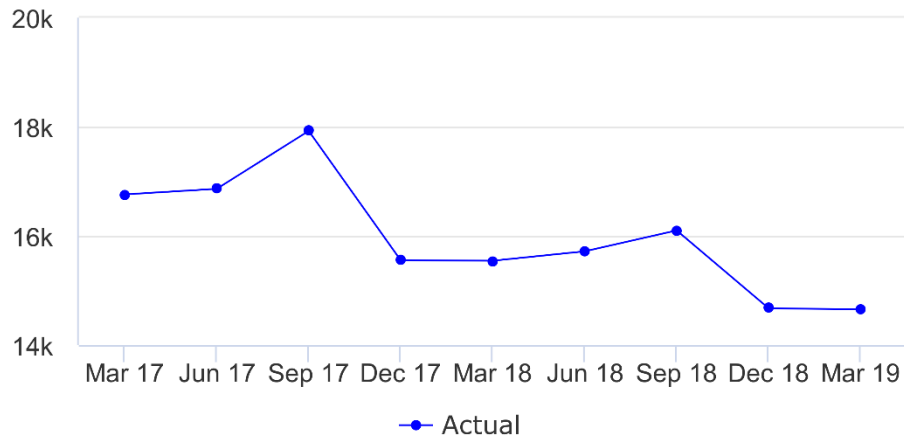
Ref	Activity Indicators	Year to Date	In expected range?	Expected Activity		Previous Year
				Upper	Lower	
LRA01	Average number of visits to libraries per day (excludes mobile libraries)	15,286	Yes	15,944	14,430	16,479
LRA02	Average number of books issued per day (includes audio- and e-books)	15,515	<b>Above</b>	15,377	13,918	15,784
LRA04	Average number of daily online contacts to the service	7,553	<b>Above</b>	4,329	3,890	5,542
LRA05	Number of ceremonies conducted by KCC officers	6,670	Yes	6,790	6,000	6,902

LRA02 – the launch of e-magazines and e-newspapers has generated many more issues than had been anticipated.

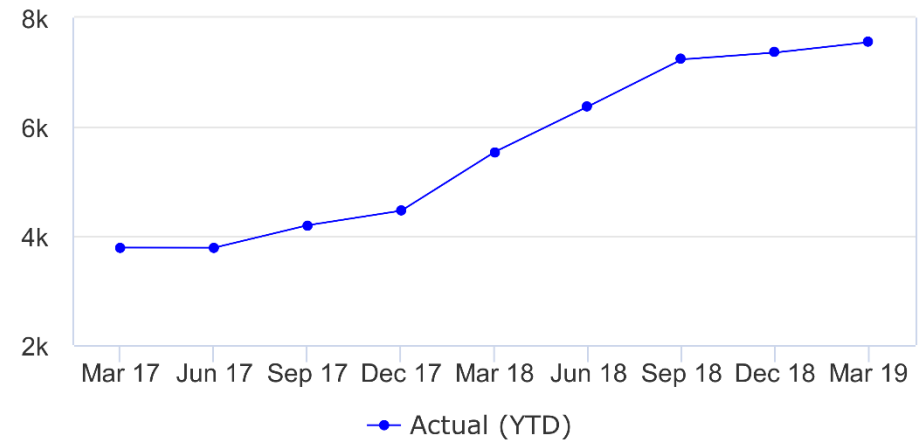
LRA04 - Online contacts continue to grow with social media increasing above expectations.

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

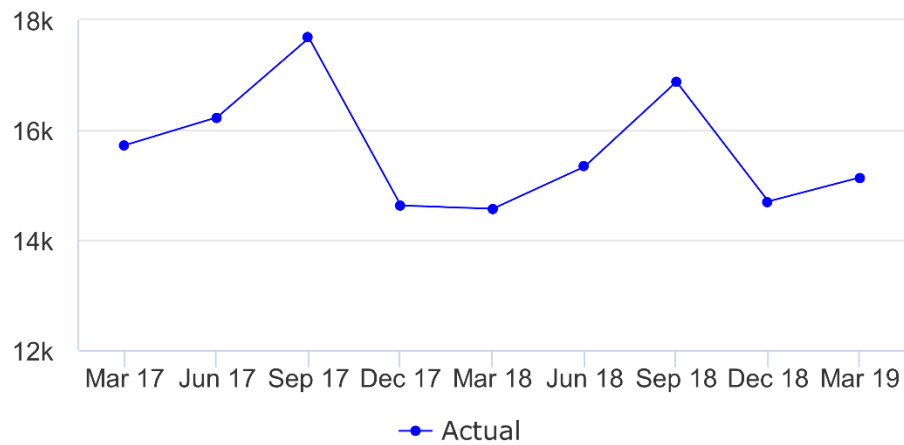
LRA01 - Number of visits to libraries per day



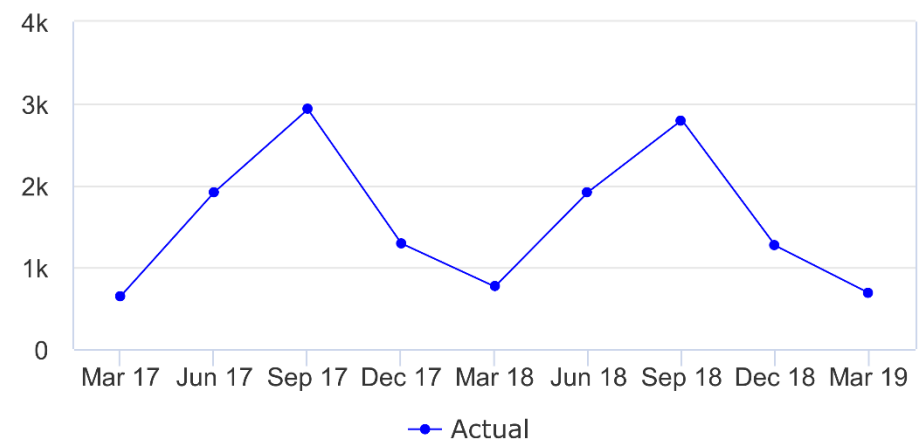
LRA04 - Average number of daily online contacts



LRA02 - Number of books issued per day



LRA05 - Number of ceremonies conducted by KCC officers





Division	Director	Cabinet Member
Environment, Planning and Enforcement	Stephanie Holt-Castle	Mike Hill

Ref	Performance Indicators	Year End	RAG	Target	Floor	Previous Year
EPE02	Value of criminal activity investigated by Trading Standards (£000s)	1,649	GREEN	500	450	1,867
EPE03	Value of items prevented from entering, or removed from, the market by Trading Standards (£000s)	1,245	GREEN	500	450	10,267
EPE04	Total number of businesses supported by Trading Standards and the Sustainable Business Team	813	GREEN	420	378	497
EPE15	Income generated by EPE charged for services (£000s)	4,540	GREEN	3,550	3,200	3,637
EPE16	Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure)	28	AMBER	24	28	15
EPE18	Investment secured by EPE services (Grants / EU funding) (£000s)	5,232	RED	6,750	6,070	3,167
EPE19	Number of volunteer hours contributing to delivery of EPE services	55,048	GREEN	54,662	49,200	36,501

EPE16 - Two contributory technical factors are responsible for the marked increase in PRoW fault resolution time: delays in recording the closure of issues on the fault system when they have been satisfactorily resolved, and issues being initially incorrectly assessed as 'priority' and not being reclassified on the system when their assessment has been revised.

EPE18 – The Division set itself a challenging target of almost double the previous year's target. The year-end result although rated as Red was an improvement on the previous year. A further £1.1m of defrayed income from 18/19 would have moved the indicator above floor standard, but this has been delayed due to businesses defraying grant spend. EPE is working with businesses to address.

This page is intentionally left blank

**From:** Mark Dance, Cabinet Member Economic Development  
David Smith, Director of Economic Development

**To:** Growth, Economic Development and Communities Cabinet Committee  
- 26 June 2019

**Subject:** No Use Empty (NUE) - Update and continuation of the initiative

**Decision No:** 19/00046

**Classification:** Unrestricted

**Past pathway of paper:** N/A

**Future pathway of paper:** For decision by Leader and Cabinet Member for Health Reform

**Summary:**

Kent County Council (KCC) launched the No Use Empty (NUE) initiative in 2005 in East Kent.

Following the success of NUE in East Kent, the initiative was rolled out across Kent in 2008/09 and is now delivered by KCC in partnership with all 12 district and borough councils.

The primary aim of the initiative is to improve the physical urban environment in Kent by bringing long-term empty properties back into use as quality housing accommodation through a range of interventions.

In addition to this NUE is helping to deliver increased Council Tax receipts and collection of Business Rates.

NUE operates a loan scheme providing short term secured loans registered as a first or second charge. On repayment of the loan, funds are recycled to the next project.

The purpose of this report is to provide Cabinet Committee with an update on the initiative, its future plans and to seek Cabinet Committee support for the continuation of the initiative, including authority to bid for additional sources of funding which will help contribute to accelerating the delivery of good quality housing in the County. Cabinet Committee approval is also sought to ensure the appropriate delegations of authority are in place to satisfy Governance requirements.

**Recommendation(s):**

The Cabinet Committee is asked to consider and endorse or make recommendations to the Leader and Cabinet Member for Health Reform to:

a) agree to the continuation of the NUE initiative as approved in the Budget Book 2019-20 to at least 2021-22 with a further update to be provided at that time; and

b) agree that authority be delegated to the Director of Economic Development for the NUE initiative to take appropriate actions including, but not limited to, KCC entering into legal agreements (loan agreements, legal charges, personal guarantees, equity

loans, joint ventures, deed of priority, deed of postponement), consider and approve requests which may require KCC consent and discharge of legal charges, recovery of loans through legal action, as necessary to implement this decision.

## **1. Introduction**

- 1.1 Kent County Council (KCC) launched its 'No Use Empty' (NUE) campaign in 2005 as part of its Public Sector Service Agreement (PSA2) targets, to examine better ways of delivering services, and particularly at working more effectively with district councils. The primary aim of the initiative is to improve the physical urban environment in Kent by bringing long empty properties (defined as empty for over 6 months) back into use as quality housing accommodation.
- 1.2 The initiative originally focused on the following districts: Thanet, Dover, Folkestone and Hythe (Shepway) and Swale, as research found the majority of empty properties (over 3,000) were located in these areas. Additionally, 19 of the 20 most deprived wards are also located within these same areas. In January 2008, due to the success of the initiative, KCC expanded NUE to include all 12 Kent district councils.
- 1.3 NUE is now firmly established as the longest running and most effective empty property initiative in the country winning several awards. In May 2018 NUE won the UK Housing Award for Regeneration.

## **2. Achievements**

- 2.1 NUE has a proven track record returning 5,911 long-term empty properties back into use across the County to the decent home standard. Long-term empty means those dwellings that have been unoccupied or substantially unfurnished for over six months.
- 2.2 Latest Council Tax records show there are a total of 17,223 vacant dwellings in Kent (KCC area) and a further 3,393 vacant dwellings in Medway. Within this total were 5,028 long-term vacant dwellings in Kent and 1,114 in Medway. On average NUE is returning 500 long term properties back into use per year.

## **3. Finance**

- 3.1 NUE was launched with an initial investment of £5m - a mixture of prudential borrowing and re-investment of the PSA2 reward grant.
- 3.2 The Loan Scheme operates as a recycling loan fund and provides working capital funding to help owners/small developers refurbish/convert empty homes or redundant commercial buildings to provide good quality residential accommodation.
- 3.3 To date, NUE has awarded £27m in short term secured loans and has levered in £29m from the public/private sectors, giving a total investment of £56m across Kent. All loans are subject to a risk assessment and secured as a 1<sup>st</sup> or 2<sup>nd</sup> charge and offered over a 2-3-year period. The loans are offered interest free to first time applicants.

- 3.4 The investment to date has funded 972 new homes of which 696 are classified as new homes. These units will generate new Council Tax receipts worth approximately £700,000 per year.
- 3.5 The average renovation cost to return one unit to occupation is £57,800 with KCC investment being £27,700 per unit.
- 3.6 The following is a summary of the NUE initiative as described at Section 4 of the Budget Book 2019-20 approved 14 February 2019.

Capital Investments Plans 2019-20 TO 2021-22 BY YEAR				Cash Limits			
Ref	Project	Total Cost of Scheme	Prior Years Spend	2019-20	2020-21	2021-22	Later Years
		£000s	£000s	£000s	£000s	£000s	£000s
5	Kent Empty Property Initiative – No Use Empty (NUE)	30,991	24,157	2,536	2,064	2,173	61
6	NUE Rented Affordable Homes	3,216	1,608	1,538	70		
	<b>Total</b>	<b>34,207</b>	<b>25,765</b>	<b>4,074</b>	<b>2,134</b>	<b>2,173</b>	<b>61</b>

- 3.7 The total value of the Cash Limits from 2019-20 to later years is £8.4m which will be used to support loan fund activity. This includes the original KCC investment, an additional £2.2m which was approved in 2017-18, £750,000 funds secured from Homes and Communities Agency (HCA - included within Ref 6 above) and £450,000 from income generated which is being used to provide for potential defaults.
- 3.8 The revenue costs to support NUE are £150k. These are included in the overall revenue allocated to Economic Development (Budget Book 2019-20 Page 48, line ref 70). NUE charge an administration fee for processing loan applications. The income is used to fund work undertaken by Invicta Law for the provision of services associated with the production of loan documentation. This falls under the overarching service level agreements between KCC and Invicta Law.
- 3.9 The NUE initiative does not procure the services to bring the empty properties back into use. All payments are in the form of a loan to the empty property owner.

#### 4. How NUE has evolved

- 4.1 The success of NUE is based on planning, dedicating resources, monitoring outcomes, adjusting delivery models to reflect current market conditions, providing financial assistance to owners by offering short term secured loans with repayments recycled for new loans.

- 4.2 NUE remains innovative and has taken advantage of funding opportunities as they have arisen to offer different loan products, deliver more homes and to test demand to bring vacant commercial properties back into use.
- 4.3 **Affordable Homes Project.** Homes and Communities Agency (HCA) awarded £750,000 to KCC for NUE to deliver an affordable homes scheme (2012-2015). Using NUE funds as match 42 affordable units in Dover, Folkestone, Hythe and Sittingbourne were delivered.
- 4.4 Interest free loans were offered over a 5-year period and provided to owners of larger sized properties who agreed to let the homes at 80% of the market rental value. There is a requirement for the HCA funding loaned to be repaid to KCC and for NUE to recycle into a similar scheme. These loans are due to be repaid during 2019-20.
- 4.5 **Top Up Loans.** NUE administer top up loans on behalf of the respective councils (Dover, Folkestone and Hythe and Tunbridge Wells) and are re-cycled in the same way as the NUE loan fund. An additional £15,000 per unit is available.
- 4.6 Since 2016, Folkestone & Hythe District Council have provided £300,000 per year (totalling £1.2m to date) recognising that some of the larger properties merit additional funds to return them back into use.
- 4.7 Tunbridge Wells have allocated £100,000 for use as top-up loans.
- 4.8 Dover District Council allocated £300,000 in 2018 for top up loans specifically targeted at empty properties in wards which are adjacent to or close to the new St. James Retail and Leisure development in the town centre. A further allocation of £300,000 is confirmed for 2019-20.
- 4.9 **Interest bearing loans.** Interest free loans remain available to those that participate in the initiative. However, since 2017 if a previous applicant returns to the NUE scheme with a further application for funding then this will be offered but interest applied. Going forward there is also an opportunity for NUE to provide interest bearing loans on larger projects which are now presenting themselves for consideration.
- 4.10 **Live Margate.** NUE was allocated £2m in 2018 from the Live Margate project to specifically bring long term empty properties back into use. To date £1.7m has been allocated to fund 48 units in the intervention area. There is a target of 66 units to be achieved. With the help of NUE the target is expected to be achieved if not bettered during 2020.
- 4.11 **NUE Commercial.** In 2018-19 KCC were awarded £1m Growing Places Fund (GPF). The project aims to return long term empty commercial properties back into use for residential, alternative commercial or mixed-use purposes. It has a specific focus on town centres (particularly coastal areas of Kent).
- 4.12 The project builds on the NUE residential model providing short term secured loans. There is a requirement to return 8 commercial units back into use and provide a total of 28 residential units by March 2022.

4.13 To date there are contracts in place for projects in Dover, Folkestone and Margate which will deliver 8 commercial units and 23 residential units on completion.

## 5. Proposals for NUE Going Forward

5.1 Bringing long-term empty properties back into use is a key method of driving regeneration which not only provides new homes but also new sources of employment and a sense of community.

5.2 Wider regeneration initiatives continue to attract high profile investors and funding, this has led to an increase from small and medium sized property developers looking to refurbish empty buildings and turn them into homes, however, in many cases severe dilapidation and an inability to access funding on the open market for renovation costs results in buildings being left empty.

5.3 £8.4m could bring back into use a further 336 properties, but with further leverage and contributions more of the 5,028 current vacant dwellings could be tackled. This would maximise the availability of housing stock for the residents of Kent and maximise council tax and business rates receipts.

5.4 Taking account of NUE's success, it is proposed that the NUE scheme continues as follows:

5.4.1 **NUE main loan scheme.** Continue to offer interest free loans to first time applicants. To grow the loan book for provision of interest-bearing loans which will generate income to further cover operational costs.

5.4.2 **Top Up Loans.** The combination of NUE loans and 'Top Ups' are designed to help developers to bridge the gap between pre/post refurbishment values by providing a loan which takes account of costs of works, which banks and other lenders will not do. Without this joined up approach these properties would have remained empty. NUE will continue to encourage the other districts to identify funds which could be used in the initiative.

5.4.3 **NUE Commercial 2019-20.** Projects will be identified for the final £500,000 from the GPF Given the healthy start in 2018-19 NUE are confident that the target to return 8 commercial units back into use and the creation of 28 residential units by March 2022 will be achieved.

5.4.4 **Live Margate.** NUE could deliver 15 more units in Margate based on remaining funds available.

5.4.5 **Medway Council.** Medway council do not have a scheme such as NUE but have 1,114 long term empty properties. KCC's Strategic Programme Manager has met with senior Medway officers to explore the potential of providing a service from KCC which would be mutually beneficial.

5.4.6 **Future High Streets Funding.** KCC is supporting all districts that have submitted an Expression of Interest to the government. NUE is active in several town centres and there is merit in working with those districts that are successful in their bid(s).

5.4.7 **EU Funding.** There is an opportunity to apply for EU funding from a final call for projects in the Interreg 2 Seas area (September 2019). A private company in France and an inter-municipal association in Belgium have jointly approached NUE to see if it would participate in a project called 'Back2Use' which looks at making better use of empty/under used properties. An expression of interest has been submitted by France which has received positive feedback. The project would cover the period December 2019 to September 2022.

## 6. Equalities implications

6.1 An Equality Impact Assessment has been completed for the No Use Empty (NUE) project. This has been confirmed by the Diversity and Equalities team at Kent County Council as compliant and published on KCC's internal website (June 2017) and will be reviewed December 2019.

## 7. Governance

7.1 The governance arrangements for NUE have not radically changed since the original Cabinet decision taken to approve and launch the initiative in 2005.

7.2 The initiative was specifically audited in 2012/13 with and was included in the wider the Divisional Governance Audit Review for Economic Development 2017/18 with no specific recommendations for change identified.

7.3 There is a robust application process in place. This includes:

- Confirmation with local authority as to whether planning is required, and planning must be in place (if applicable) before any loans are awarded.
- Projects must adhere to the decent homes standard and have correct certifications in place to comply with any building regulation requirements.
- Proof of ownership
- Identity of owners
- Insolvency and bankruptcy checks
- Quotes for works
- Proof of additional funds
- Independent RICS valuation(s)
- Security for loan

7.4 The project is monitored by KCC and district officers (frequency is dependent on size of project/loan).

7.5 It is recognised that there may be occasion to instruct Legal Service to recover a loan. Should this arise a summary with actions and key dates is presented to Head of Service by the Strategic Programme Manager to seek approval from the Director of Economic Development to progress should recovery be required.

7.6 This report also offers an opportunity to seek to renew the approvals given in 2005 and for Cabinet to agree that authority be delegated to the Director of Economic Development for the NUE initiative to take appropriate actions, including but not limited to, KCC entering into legal agreements (loan agreements, legal charges, personal guarantees, equity loans, joint ventures, deed of priority, deed of postponement), consider and approve requests which may require KCC consent and discharge of legal charges, recovery of loans through legal action, as necessary to implement this decision.



## 8. Conclusions

8.1 NUE has a proven track record and has been recognised nationally for its contribution in bringing long term empty properties back into use. It has won awards, featured in local and national press, numerous BBC and Channel 4 programmes and recognised by a number of organisations including the Scottish Government, Welsh Government and the Empty Homes Agency.

8.2 Continued support for NUE will allow the initiative to:

- Support economic growth including through new commercial activity: attracting new business rates, creating and safeguarding jobs
- Increase the number of new homes available as a result of mixed-use developments: generating new council tax receipts
- Support wider regeneration, assisting in the vitality and viability of existing commercial areas, improving the quality of the local environment, complementing wider regeneration activities and supporting community safety and cohesion.

## 9. Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Leader and Cabinet Member for Health Reform to:

a) agree to the continuation of the NUE initiative as approved in the Budget Book 2019-20 to at least 2021-22 with a further update to be provided at that time; and

b) agree that authority be delegated to the Director of Economic Development for the NUE initiative to take appropriate actions including, but not limited to, KCC entering into legal agreements (loan agreements, legal charges, personal guarantees, equity loans, joint ventures, deed of priority, deed of postponement), consider and approve requests which may require KCC consent and discharge of legal charges, recovery of loans through legal action, as necessary to implement this decision.

## 10. Appendices

Appendix 1 – Proposed Record of Decision

## 11. Background Documents

**Council Tax Data – Table 615**

<https://www.gov.uk/government/statistical-data-sets/live-tables-on-dwelling-stock-including-vacants>

**EQIA**

<https://kentcountycouncil.sharepoint.com/:w:/r/sites/get/EqIA/ layouts/15/Doc.aspx?sourcedoc=%7BFDDA47E9-4E14-48B9-8143-754B09BCB1B4%7D&file=EqIA%20No%20Use%20Empty.docx&action=default&mobileredirect=true>

## **10. Contact details**

Report Author: Steve Grimshaw  
Lead officer: Steve Grimshaw  
Strategic Programme Manager  
Phone number: 0300 417 084  
E-mail: [steve.grimshaw@kent.gov.uk](mailto:steve.grimshaw@kent.gov.uk)

Relevant Director: David Smith,  
Economic Development  
Phone number 03000 417 176  
E-mail: [David.Smith2@kent.gov.uk](mailto:David.Smith2@kent.gov.uk)

## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

### DECISION TO BE TAKEN BY

**Paul Carter,  
Leader and Cabinet Member for Health Reform**

### DECISION NO:

19/00046

#### For publication

#### Key decision\*

Yes –

**Subject: : No Use Empty (NUE) update and continuation of the initiative**

#### Decision:

Agree to the continuation of the NUE initiative as approved in the Budget Book 2019-20 to at least 2021-22 with a further update to be provided at that time.

Agree that authority be delegated to the Director of Economic Development for the NUE initiative to take appropriate actions including, but not limited to, KCC entering into legal agreements (loan agreements, legal charges, personal guarantees, equity loans, joint ventures, deed of priority, deed of postponement), consider and approve requests which may require KCC consent and discharge of legal charges, recovery of loans through legal action, as necessary to implement this decision.

#### Reason(s) for decision:

Kent County Council (KCC) launched the No Use Empty (NUE) initiative in 2005 in East Kent. Following the success of NUE in East Kent, the initiative was rolled out across Kent in 2008/09 and is now delivered by KCC in partnership with all 12 district and borough councils.

The primary aim of the initiative is to improve the physical urban environment in Kent by bringing long-term empty properties back into use as quality housing accommodation through a range of interventions. In addition to this NUE is helping to deliver increased Council Tax receipts and collection of Business Rates.

NUE operates a loan scheme providing short term secured loans registered as a first or second charge. On repayment of the loan, funds are recycled to the next project.

The purpose of this decision will confirm support for the continuation of the initiative, including authority to bid for additional sources of funding which will help contribute to accelerating the delivery of good quality housing in the County. Approval is also sought to ensure the appropriate delegations of authority are in place to satisfy Governance requirements.

#### Cabinet Committee recommendations and other consultation:

The matter is being discussed at the Growth, Economic Development and Communities Cabinet Committee on 26 June

#### Any alternatives considered:

N/A

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

.....  
signed

.....  
date

Name:

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

**To:** Growth, Economic Development and Communities Cabinet Committee  
- 26 June 2019

**Subject:** Regional Growth Fund (RGF) Programmes Monitoring Report

**Classification:** Unrestricted

**Summary:** This report summarises the results of KCC's monitoring returns obtained during the period 1 January 2019 to 31 March 2019 from companies that have received loans from the three Regional Growth Fund programmes:

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

The number of jobs created has increased by 18 to 3,043 since the last report to this Cabinet Committee on 15 November 2018, and the safeguarded figure has increased by 2 to 1,356.

Out of the 67 companies being reported on during the January-March 2019 period, 36 (52%) are rated as Green or Amber.

To date, £24,713,955 of loans have been repaid, and these funds are now being recycled through the scheme known as the 'Kent and Medway Business Fund'.

£8,415,367 (14.9% of defrayed funds) is the unrecovered total amount of defrayed funds, of which:

- £8,415,367 (14.9% of defrayed funds) is the unrecovered total amount of defrayed funds, of which:-
  - £1,699,354 is non recoverable
  - £6,716,013 is still being pursued.

**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 have provided grants, loans and equity investments for companies with investment plans that would lead to job creation. For the majority of the 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; both the grants and equity investments are outside of 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 this Cabinet Committee.

**2. Update on all RGF Schemes**

2.1 At the close of the Regional Growth Fund (RGF) programme on 30 September 2017, KCC had committed £56.3 million (£55 million plus accrued interest) across the three RGF schemes since April 2012. The companies that received this funding have agreements to create 4,082 jobs and to leverage in over £88 million from private sector investment.

2.2 This report covers the monitoring period 1 January 2019 to 31 March 2019. All companies are required to complete a monitoring return as part of their loan agreements with the County Council 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 4,399 as of 31 March 2019 against a target to the end of March 2019 of 5,783.

<b>Job Status</b>	<b>Target to Date</b>	<b>Actuals to Date</b>	<b>Percentage against target</b>
<b>Jobs Created</b>	4,077	3,043	75% (Green)
<b>Jobs Safeguarded</b>	1,706	1,356	79% (Green)
<b>Total</b>	5,783	4,399	76% (Green)

2.3 Additionally, within this monitoring period (January-March 2019), eight loans to the total value of £4,027,000 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:
  - Category A – Bad debt
  - Category B - Non-return received
  - Category C - Non-achievement of key milestones, including 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 January 2019 to March 2019. Out of the 67 companies being reported on during the monitoring period, 36 (52%) returns have been flagged as Green or Amber. This equates to a monetary loan value of £5,955,321. There were 31 companies monitored during the period that were identified as Red risk in categories B and C.

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 (categories B and C) Status
241	67	18 (27%)	18 (27%)	31 (46%)
<b>Loan Values</b>				
£56,383,859	£14,446,440	£2,852,050	£3,103,271	£8,467,120

#### 4. Details of Red Risk Status

4.1 The table below provides details of all companies that have been rated as Red risk status between January and March 2019. In addition to the 31 detailed in the table above, there are also 8 loans which are identified as bad debt (Red risk category A) within this quarter. 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	8*	5	26
Combined Loan Value	£4,027,000	£971,565	£7,432,955
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 The table below provides details of all Bad Debts and loan defaults (i.e. companies within category A), including those reported in previous quarters:-

Cumulative Bad Debts	No of Companies	Percentage of Number of Companies Supported	Total Loan Value	Loan Recovered	
Bad debt previously reported	44	18.2%	£6,186,349	£1,616,018	Total unrecovered bad debt <b>£8,415,367</b>
Current Quarter Bad Debt (those reported January March 2019)	8	3.3%	£4,027,000	£181,964	
<b>Total Bad Debt</b>	52	21.5%	£10,213,349	£1,797,982	Represents % of Overall Defrayed Funds: <b>14.9%*</b>
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 Invicta Law Ltd 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 Business Investment Team 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 i.e. September and March. The cumulative estimated amount to be received by March 2019 was £26,509,331. The actual amount received to date is £24,713,955, which represents an achievement of 93%. The table below provides details of the repayment profile:

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual
Target = £338,548 Actual = £338,548	Target = £1,445,707 Actual = £1,445,711	Target = £5,016,526 Actual = £5,016,526
2016/17 Target and Actual	2017/18 Target and Actual	2018/19 Target and Actual
Target = £6,968,871 Actual = £6,522,854	Target = £6,584,428 Actual = £6,285,350	Target = £6,155,251 Actual = £5,049,689
<b>TOTALS TO DATE</b> Target = £26,509,331 Actual = £24,713,955 93%		
2019/20 Target	2020/21 Target	Total Repayment due by 2021 <b>£35,639,973</b>
Target = £5,213,022	Target = £3,107,307	



## 6. Delivery of Schemes

- 6.1 Annex 1 provides full details on the monitoring returns of the **Expansion East Kent programme**.
- 6.2 Annex 2 provides full details on the monitoring returns of the **Tiger programme**.
- 6.3 Annex 3 provides full details on the monitoring returns of the **Escalate programme**.

## 7. Recommendation

### **Recommendation:**

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

## 8. Contact details

Report Author:-

- David Hughes
- Head of Business and Enterprise
- Tel: 03000 417099
- [Dave.hughes@kent.gov.uk](mailto:Dave.hughes@kent.gov.uk)

Relevant Director:-

- David Smith
- Director of Economic Development
- Tel: 03000 417176
- [David.smith2@kent.gov.uk](mailto:David.smith2@kent.gov.uk)

This page is intentionally left blank

**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 £36.3 million 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, which was a subsidiary scheme of Expansion East Kent, 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).

<b>Expansion East Kent &amp; Small Business Boost Scheme</b>	<b>Funds Awarded £</b>	<b>Private Investment £</b>	<b>No of Companies</b>	<b>No of Jobs to be Created</b>	<b>Saved Posts</b>	<b>Total no of Jobs Created/ Safeguarded Posts</b>
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
<b>Total</b>	<b>£36,386,261</b>	<b>£56,652,517</b>	<b>153</b>	<b>2,879</b>	<b>741</b>	<b>3,620</b>

<b>Total Committed Funding</b>	<b>£36,386,261</b>	<b>£56,652,517</b>	<b>153</b>	<b>2,879</b>	<b>741</b>	<b>3,620</b>
--------------------------------	--------------------	--------------------	------------	--------------	------------	--------------

\* The Expansion East Kent geographical boundary was expanded on 1 July 2014 to allow Ashford based companies to apply for the funding. Therefore, the number of companies awarded funding is not as high as the other areas.

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. All the funds for equity investments have been committed;
- (b) a small loan scheme, Small Business Boost, whereby the Investment Advisory Board agreed to ring fence £1 million, from the original £35 million. 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. The total amount defrayed is £1,602,648.

## 2. Profile for Repayment of Funds

- 2.1 All repayments of loans and returns on Equity Investments 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 £19,648,641 by March 2021. Sixteen companies have been awarded equity investments.
- 2.2 There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by March 2019 was £14,748,077. The actual amount receipted to date is £13,934,894, which represents an achievement of 94%. 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.

<b>2013/14 Target and Actual</b>	<b>2014/15 Target and Actual</b>	<b>2015/16 Target and Actual</b>
Target = £335,294 Actual = £335,294	Target = £820,663 Actual = £820,667	Target = £2,330,152 Actual = £2,330,152
<b>2016/17 Target and Actual</b>	<b>2017/18 Target and Actual</b>	<b>2018/19 Target and Actual</b>
Target = £4,045,939 Actual = £3,605,935	Target = £3,924,407 Actual = £3,849,344	Target = £3,626,917 Actual = £2,974,574
<b>TOTALS TO DATE</b> Target = £14,748,077 Actual = £13,934,894 94%		
<b>2019/20 Target</b>	<b>2020/21 Target</b>	<b>Total Repayment due by 2021</b>
Target = £3,086,891	Target = £1,813,673	<b>£19,648,641</b>

## 3. Monitoring Returns (January 2019 to March 2019)

- 3.1 The monitoring returns for the Expansion East Kent programme for the period January 2019 to March 2019 have resulted in 50% 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:-

<b>No of companies who received funds</b>	<b>No of companies reporting on</b>	<b>No of companies in Green Risk Status</b>	<b>No of Companies in Amber Risk Status</b>	<b>No of Companies in Red Risk Status</b>
152	42* 38 bad debt 29 loans repaid 43 monitoring cycle complete	10 (24%)	11 (26%)	21 (50%)
<b>Combined Loan Value</b>				
£36,213,820	£8,485,391	£1,424,625	£975,266	£6,061,500

\* 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 (January 2019 to March 2019):

<b>Breakdown of Red Risk Status</b> <b>59%</b>	<b>Category A</b> <b>Non-Payment of Debt</b>	<b>Category B</b> <b>Nil Return of Monitoring Form</b>	<b>Category C</b> <b>Significant shortfall on milestones / targets</b>
No of Companies	8	2	19
Combined Loan Value	£4,027,000	£82,500	£5,979,000
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:-

<b>Category A =</b>	8 companies
Action taken:	Repayment is being sought through legal channels.
<b>Category B =</b>	2 companies - nil return of monitoring form
Action taken:	The companies have received follow up emails and site visits have been undertaken, scheduled or planned.
<b>Category C =</b>	<p>19 companies - significant delays in the following areas:-</p> <p>8 companies:</p> <ul style="list-style-type: none"> <li>Job creation significantly behind, loss of staff/poor retention, and/or no employment contracts to sufficiently evidence job creation.</li> </ul> <p>8 companies:</p> <ul style="list-style-type: none"> <li>Issues with loan repayments being met.</li> </ul> <p>1 company:</p> <ul style="list-style-type: none"> <li>Issues with loan repayments being met and job creation significantly behind.</li> </ul> <p>2 companies:</p> <ul style="list-style-type: none"> <li>Delays in project delivery, contract variation could be required.</li> </ul>
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: -

<b>Cumulative Bad Debts</b>	<b>No of companies</b>	<b>Percentage number of companies supported</b>	<b>Loan value</b>	<b>Loan recovered</b>	<b>Overall defrayed funds: £36,386,261</b>
Previously Reported	28	18.4%	£3,408,546	£1,178,777	Total unrecovered bad debt £7,024,805
Current Quarter Bad Debt	8	5.3%	£4,027,000	£181,964	
Bad debt companies where full recovery achieved	2	1.3%	£950,000	£950,000	Represents % of overall committed funds: 19.3%*
<b>Total Bad Debt</b>	38	24.8%	£7,435,546	£410,741	

\* Based on unrecovered bad debt

3.2 The contracted targets for creating and safeguarding jobs have been verified from the monitoring returns covering the period January 2019 to March 2019. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:-

<b>Job Status</b>	<b>Target to Date</b>	<b>Actuals to Date</b>	<b>Percentage against Target</b>
<b>Jobs Created</b>	2,878	2,066	72% (Green)
<b>Jobs Safeguarded (includes Indirect Jobs)</b>	744	673	90% (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).

<b>Tiger Programme</b>	<b>Funding per Local Authority £</b>	<b>Private Investment £</b>	<b>No of Companies Issued</b>	<b>No of Jobs to be Created</b>	<b>Saved Posts</b>	<b>Total Number of Jobs</b>
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
<b>Total</b>	<b>14,490,000</b>	<b>25,152,951</b>	<b>49</b>	<b>795</b>	<b>577</b>	<b>1,372</b>

<b>Total Funding Committed</b>	<b>£14,490,000</b>	<b>£25,152,951</b>	<b>49</b>	<b>795</b>	<b>577</b>	<b>1,372</b>
--------------------------------	--------------------	--------------------	-----------	------------	------------	--------------

**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:

<b>Funds defrayed as of close of programme March 2015</b>	<b>= £14,490,000</b>
---	----------------------

### 3. Profile for Repayment of Funds

3.1 All repayment of loans and returns on equity investments 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 £11,136,822 by March 2021. 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 March 2019 was £8,032,737. The actual amount repaid to date is £7,468,842, which represents an achievement of 92%. 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.

<b>2013/14 Target and Actual</b>	<b>2014/15 Target and Actual</b>	<b>2015/16 Target and Actual</b>
Target = £3,254 Actual = £3,254	Target = £493,284 Actual = £493,284	Target = £1,866,023 Actual = £1,866,023
<b>2016/17 Target and Actual</b>	<b>2017/18 Target and Actual</b>	<b>2018/19 Target and Actual</b>
Target = £2,105,817 Actual = £2,099,804	Target = £1,826,772 Actual = £1,615,732	Target = £1,737,587 Actual = £1,374,642
<b>TOTALS TO DATE</b>		
Target = £8,032,737 Actual = £7,468,842 93%		
<b>2019/20 Target</b>	<b>2020/21 Target</b>	<b>Total Repayment due by 2021</b>
£2,166,829	£940,510	<b>£11,136,822</b>

### 4. Monitoring Returns (January 2019 to March 2019)

4.1 The monitoring returns for the Tiger Programme for the period January 2019 to March 2019, have resulted in 60% 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:

<b>No of companies who received funds</b>	<b>No of companies reporting on</b>	<b>No of companies in Green Risk Status</b>	<b>No of companies in Amber Risk Status</b>	<b>No of companies in Red Risk Status</b>
49	15 8 bad debts 5 loans repaid 21 monitoring cycle complete	6 (40%)	3 (20%)	6 (40%)
<b>Combined Loan Value</b>				
<b>£14,490,000</b>	<b>£4,700,584</b>	<b>£1,327,175</b>	<b>£1,135,789</b>	<b>£2,237,620</b>



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

<b>Breakdown of Red Risk Status 33%</b>	<b>Category A Non-Payment of Debt</b>	<b>Category B Nil Return of Monitoring Form</b>	<b>Category C Significant Shortfall on Milestones / Targets</b>
No of Companies	0	2	4
Combined Loan Value		£892,665	£1,344,955
Actions to be Taken		Follow up email	Companies under review

The action taken on 6 companies in **Red** Status is as follows:

<b>Category A =</b>	N/A
<i>Action taken:</i>	N/A
<b>Category B =</b>	2 companies – nil return of monitoring form
<i>Action taken:</i>	Both companies have received follow up emails and site visits have been undertaken, scheduled or planned.
<b>Category C =</b>	2 companies: <ul style="list-style-type: none"> <li>Significant delays in the areas of recruitment.</li> </ul> 1 company: <ul style="list-style-type: none"> <li>Issues with loan repayments and delays in recruitment.</li> </ul> 1 company: <ul style="list-style-type: none"> <li>Issues with loan repayments.</li> </ul>
<i>Action taken:</i>	All 4 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.

<b>Cumulative Bad Debts</b>	<b>No of Companies</b>	<b>Percentage Number of Companies Supported</b>	<b>Loan Value</b>	<b>Loan Recovered</b>	<b>Overall Defrayed Funds</b>
Previous Bad Debt	8	16.2%	£1,756,213	£247,654	£14,490,000
Current Quarter Bad Debt	0	0%	£0	£0	Total unrecovered bad debt: £1,508,559
Total Bad Debt	8	16.2%	£1,756,213	£247,654	Represents % of Overall Defrayed Funds: 10.4%*

\* Based on unrecovered bad debt

4.2 The contracted targets for creating and safeguarding jobs have been verified from the monitoring returns covering the period January 2019 to March 2019. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:-

<b>Job Status</b>	<b>Target to Date</b>	<b>Actuals to Date</b>	<b>Percentage against target</b>
<b>Jobs Created</b>	789	670	85% (Green)
<b>Jobs Safeguarded</b>	578	533	92% (Green)

## 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	159	109	268
Rother	136,250	136,250	3	18	3	21
Sevenoaks	594,000	710,472	6	34	18	52
Tonbridge & Malling	698,510	697,798	7	55	18	73
Tunbridge Wells	1,158,250	1,397,250	11	151	21	172
Wealden	200,000	200,000	1	6	4	10
<b>Total</b>	<b>**5,507,598</b>	<b>6,200,602</b>	<b>40</b>	<b>423</b>	<b>173</b>	<b>596</b>

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

<b>Total Funding Committed</b>	<b>£5,507,598</b>	<b>£6,200,602</b>	<b>40</b>	<b>423</b>	<b>173</b>	<b>596</b>
--------------------------------	-------------------	-------------------	-----------	------------	------------	------------

### 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*
--	---------------

\* Includes £2,402 contribution to marketing

### 3. Profile for Repayment of Funds

3.1 All repayment of loans, and returns on equity investments, 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 by March 2021 is £4,284,682. 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 March 2019 was £3,381,222. The actual amount repaid to date is £3,310,219, which represents an achievement of 97.9%. 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 Target and Actual	2018/19 Target and Actual
Target = £131,760 Actual = £131,760	Target = £820,351 Actual = £820,351	Target = £817,115 Actual = £817,115	Target = £821,249 Actual = £821,249	Target = £790,747 Actual = £700,473
<b>TOTAL TO DATE</b> <b>Target = £3,381,222</b> <b>Actual = £3,310,219</b> <b>97.9%</b>				
<b>2019/20 Targets</b>		<b>2020/21 Targets</b>		<b>Total Repayment due by 2021: £4,284,682</b>
£543,262		£308,198		

#### 4. Monitoring Returns (January 2019 to March 2019)

**4.1** The monitoring returns for the Escalate Programme for the period January 2019 to March 2019, have resulted in 60% 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 in <b>Green</b> Risk Status	No of companies in <b>Amber</b> Risk Status	No of companies in <b>Red</b> Risk Status
40	10 8 bad debt 5 loans repaid 17 monitoring cycle complete	2 (20%)	4 (40%)	4 (40%)
<b>Combined Loan Value</b>				
£5,507,598	£1,260,465	£100,250	£992,216	£168,000

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

<b>Breakdown of Red Risk Status</b> <b>33%</b>	<b>Category A Non-Payment of Debt</b>	<b>Category B Nil Return of Monitoring Form</b>	<b>Category C Significant Shortfall on Milestones / Targets</b>
No of Companies	0	1	3
Combined Loan Value		£59,000	£109,000
Actions to be Taken		Follow up email	Companies under review

The action taken on 4 companies in Red Status in the current quarter is as follows:-

<b>Category A =</b>	N/A
<i>Action taken:</i>	N/A
<b>Category B =</b>	1 company – nil return of monitoring form
<i>Action taken:</i>	The company have received follow up emails and site visits have been undertaken, scheduled or planned.
<b>Category C =</b>	3 companies: <ul style="list-style-type: none"> <li>• Behind on job targets.</li> </ul>
<i>Action taken:</i>	Currently in discussion with companies to reach resolution.

<b>Cumulative Bad Debts</b>	<b>No of Companies</b>	<b>Percentage Number of Companies Supported</b>	<b>Loan Value</b>	<b>Loan Recovered</b>	<b>Overall Defrayed Funds</b>
<b>Previous Bad Debt</b>	8	20%	£1,021,590	£200,937	£5,507,598
<b>Current Quarter Bad Debt</b>	0	0%	£0	£0	Total unrecovered bad debt: £820,653
<b>Total Bad Debt</b>	8	20%	£1,021,590	£200,937	Represents % of Overall Defrayed Funds: 14.9%

**4.2** The contracted targets for creating and safeguarding jobs have been verified from the monitoring returns covering the period January 2019 to March 2019. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:-

<b>Job Status</b>	<b>Target to Date</b>	<b>Actuals to Date</b>	<b>Percentage against Target</b>
<b>Jobs Created</b>	410	307	74% (Green)
<b>Jobs Safeguarded</b>	173	150	87% (Green)

This page is intentionally left blank

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

**To:** Growth, Economic Development and Communities Cabinet Committee – 26 June 2019

**Subject:** 2018/19 Growth, Environment and Transport Directorate Equality Review

**Classification:** Unrestricted

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

**Future Pathway of Paper:** Environment and Transport Cabinet Committee  
 16 July 2019; Policy and Resources Committee (date tbc)

**Electoral Division:** All

**Summary:** This report sets out a position statement for the Growth, Environment and Transport (GET) Directorate in 2018//19 regarding the embedding of equality and diversity within work programmes and organisational development.

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

## 1. Introduction

- 1.1 Publication of equality and diversity information is compulsory in England for all public authorities, as stipulated in the Public Sector Equality Duty 2010. Proactive publication of equality and diversity information ensures not only compliance with the legal requirements, but also transparency for the public in how this Directorate ensures equality and diversity considerations are part of every stage of our programmes and projects.
- 1.2 GET firmly places our approach to equality and diversity within our Customer Service Programme. The Duty for us is about understanding and responding to our customers and non-customers' needs, data-led across all ten protected characteristics. Everybody has protected characteristics.

- 1.3 The Equality and Human Rights Commission (EHRC) has identified six domains which reflect the capabilities or areas of life that are important to people and that enable them to flourish. The six domains are work, living standards, education, justice and personal security, participation and health.
- 1.4 KCC corporately is moving to measure all services' progress against the Equality Duty 2010 by utilising these EHRC domains. This report therefore looks to do the same. Section 4 reports the detail of GET's performance against corporate equality and diversity objectives. Section 5 reports on projects that do not directly relate to the corporate equality and diversity objectives identified in Section 4 of this report but do align to EHRC domains.

## **2. Financial Implications**

- 2.1 There are no financial implications in producing an annual review of progress against the Equality Duty 2010.

## **3. Policy Framework**

- 3.1 This report relates to the KCC Equality and Human Rights Policy 2016 – 2020.

## **4. GET progress against KCC Equality and Diversity Objectives**

- 4.1 **KCC Human Rights and Equality Policy Objective:**  
**“Protected characteristics will be considered within all highways and transport schemes identified within Local Transport Plan 4, as well as the schemes' potential to advance equality of opportunity.”**

### **Domain – Education**

- 4.1.1 **Highways, Transport & Wastes (HTW) Driver Improvement Booking Programme.** This service provides all the driver education programmes through a Memorandum of Understanding with Kent Police which is licensed by NDORS (National Driver Offender Retraining Scheme) and audited bi-annually. The course offers are based on driver behaviours so there is no equality statement as the courses are only offered to those who have offended and met the criteria for a course (i.e. dependant on the extent of the offence). Whilst equality data is not collected due to GDPR and NDORS constraints, the service presents good practice with reasonable adjustments made for protected characteristics when they arise. These included in 18/19: one to one courses for autistic customers; allowance of a separate space (whilst continuing training) for breast feeding mothers; translators for those not proficient in English ; and signers for those who use British Sign Language.



## **Domain – Living Standards**

- 4.1.2 **HTW’s Winter Service.** Each year HTW reviews the Council’s Winter Service Policy and the operational plan that supports it to reflect changes in national guidance and lessons learnt from the previous winter. Following 2017/18’s “Beast from the East”, further mitigations for elderly (Age characteristic) and disabled (Disability characteristic) customers have been put into place with local district plans and supply of a salt/sand mix to Parish Councils who can prioritise snow clearance for care homes, and around GP practices and hospitals for example.
- 4.1.3 **HTW’s A20 Harrietsham Highway Improvement Scheme.** This scheme is to reduce the speed and manage potential traffic growth whilst retaining the village feel of Harrietsham and aspiring to make public transport more appealing. During the scheme design, a consultation took place in the form of a questionnaire which specifically asked respondents of their requirements with regards to protected characteristics. In response, crossing points were provided in certain areas where demand was identified, and a toucan (two-can - designed for pedestrians and cyclists to use at the same time) crossing provided rather than a puffin crossing to assist with cyclists’ needs being accommodated at the same time as a wheelchair or pram user for example. (Age, Disability, Maternity and Carers characteristics).
- 4.1.4 **HTW’s The Big Conversation.** Consultation for future delivery model of rural bus services. This project identified a number of potential negative impacts in the equality screenings of the proposed models. The characteristics concerned were Age, Disability, Carers and Maternity and issues focused on size of vehicle, financial implications, and booking requirements. Widespread consultation with networks comprising these groups was identified as the key action in the Equality Impact Assessment (EqIA) action plan, to ensure negative impacts were avoided or appropriately mitigated.

## **Domain - Justice & Personal Security**

- 4.1.5 **HTW’s Safer Roads Fund.** A252 Chilham to Charing. The Safer Road Fund project from the Department of Transport includes two eligible A roads in Kent. Working with the Road Safety Foundation and Amey who have been commissioned to design and construct the scheme, an initial Equality screening highlighted that for Age and Disability characteristics, a safety audit needed to be completed at the design and construction stage and form part of the equalities action plan. These actions included an accessible central refuge island in Charing and generally slower speeds increasing safety for all, especially those with Age, Disability, Maternity or Carer characteristics. Extending the central reservation width will improve road safety and reduce

road traffic casualties amongst less experienced and vulnerable drivers, including adolescent and elderly groups.

4.1.6 **HTW's Safer Roads Fund.** A290 Canterbury to Whitstable. As per the above, the need for this scheme has been identified through analysis of crashes between 2012 and 2014. Whilst funding has been secured, this project is on hold and not due to commence before March 2020. However, an initial Equality screening highlighted that for Age and Disability characteristics, a safety audit will be completed at the design and construction stage and form part of the equalities action plan.

4.2 **KCC Human Rights and Equality Policy Objective:**  
**"The Equality Duty will inform all services' efforts to maximise businesses' potential."**

#### **Domain – Education**

4.2.1 **Economic Development's (ED) South East Business Boost.** In 2018/19, the South East Business Boost (SEBB) programme has identified other partners/bodies to work with which assist those with protected characteristics who were previously underrepresented in applying for grants, identifying or accessing the grants available through the SEBB programme, such as Kent Foundation (working with young business leaders) and the Women in Business Network. Data continues to be collected on some protected characteristics (Age, Sex, Ethnicity and Disability) but key now is the analysis of that data to inform the future and further reach of the SEBB .

4.2.2 **ED's Locate in Kent.** As funded under an EU Scheme, Locate in Kent also has a requirement to collect data on the same protected characteristics as the SEBB programme. They have reported a good return on Sex protected characteristic data but there was some reluctance by companies to provide the other requested data, usually owing to a misperception of why the data is sought and/or a reluctance of individuals to self-identify their own protected characteristics

#### **Domain – Living Standards**

4.2.3 **ED's Ashford Borough Council and Kent County Council District Deal Project.** Equalities impacts were noted from the sub-projects which will be undertaken as part of the District Deal, which will be pursued under each relevant project through EqIA screenings. Such sub-projects include: Chilmington Green (An urban development on the edge of Ashford town which includes up to 5,750 homes); Ashford International Station Spurs Project (The Ashford International Spurs scheme is essential to provide a

signalling solution to enable future interoperability for all international service providers); and Enabling the Jasmin Vardimon Dance Academy (The dance company wish to escalate the work already undertaken and establish the JVC International Dance Academy as a creative centre of excellence).

- 4.3 **KCC Human Rights and Equality Policy Objective:**  
**“The protected characteristics of all members of a community will be considered when investing in roads, facilities and utilities that are identified through the Growth and Infrastructure Framework, and delivered to meet the needs of Kent’s population changes”**

**Domain – Living Standards**

- 4.3.1 **Environment, Planning and Enforcement’s (EPE) Digi-GIF.** This project aims to create and provide a digital platform for the Kent & Medway Growth & Infrastructure Framework. An initial screening has identified impacts on Age (older users are less likely to have the confidence and skills to access the GIF online), Disability (those with disabilities may have difficulty in using the website or its interactive features as well as reading the narrative and analysis provided) and Race (English will not be the first language of all users). Mitigating actions to be included in the project plan include: All functions and interactive capabilities of the Digi-GIF will be designed to meet the Government’s digital accessibility standards; Online help and guidance will be available; A digital accessibility audit will be undertaken during the development of the final platform and will also be included in tender documentation; Clear links and presentation of information will be made in plain English; Alternative formats and languages of the Digi-GIF platform will be made available.

- 4.4 **KCC Human Rights and Equality Policy Objective:**  
**“Irrespective of Age, Disability, Race or Religion and Belief, Kent residents should be able to access our county’s high-quality landscapes and environment”**

**Domain – Living Standards**

- 4.4.1 **EPE’s Energy and Low Emissions Strategy.** The strategy will aim to identify and prioritise action to reduce harmful emissions that contribute to climate change and poor air quality leading to impacts on people’s health. This will particularly benefit certain protected groups including young people (Age. Maternity) and those with a Disability. The screening identified that there may be a perceived or real barrier to take up of electric vehicles by disabled people, and a key proposed action is to gather data to support or dispel this notion.

## Domain – Participation

4.4.2 **EPE’s Public Rights of Way Improvement Plan.** This 18/19 project produced a new Countryside Access/Rights of Way Improvement Plan for Kent, for the period 2017 – 2027. The plan identifies action points to ensure a better experience for those with mobility limitations across Age, Disability, Maternity and Carers characteristics which include: maintenance of network; vegetation clearance; work with land owners to remove stiles; and ensure least restrictive access.

4.5 **KCC Human Rights and Equality Policy Objective:**  
**“The Libraries, Registration and Archives (LRA) Service in Kent will continue to understand its local communities’ needs, and tailor its services accordingly”**

## Domain – Participation

4.5.1 **LRA’s Website.** In 2018/19, a need was identified to improve the libraries service’s webpages. Ensuring the needs of customers with protected characteristics were met was an integral part of the goals for the project. For example, images to be used on the website were to show a broad range of ages, backgrounds, sex, race, and so on. A section on the website was also set up for customers who might not be able to come to the library due to disability, called Library Direct. Promotions are also advertised on the website, including LGBTQI (Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex) resources and events.

4.5.2 **LRA’s Schools Service Review.** Libraries data was used to assess school engagement and attendance by adults with children, thus supporting the Age characteristic. In addition to this, focus groups were held as well as an online survey for schools. Following the feedback received, a revised offer was put forward, including removing the charge for library school card, aligning fees (fines and reservations) with the public offer and maintaining free introductory class visits to the library for children.

4.5.3 **LRA’s Bockhanger Library relocation project.** As part of relocation of Bockhanger library to the local Children’s Centre, customer data was collected from the library management system, Spydus, to inform on borrowing habits. This data informed the resultant EqIA. There were a number of positive outcomes from this including: height adjustable chairs (benefiting Age characteristic); promotion of eBooks and other online resources (benefiting housebound users who may be more likely to have Age, Disability, Maternity or Carer characteristics); and changes to the stock management system, Collection HQ, to ensure that the offering remains fresh and accessible to all.

- 4.5.4 **LRA's Libraries Extra project.** In 2018/19, Libraries, Registration and Archives piloted technology-assisted opening hours at three libraries to enable customers to access library services outside of normal opening hours with no staff presence. Customer data was collected and as a result, the emergency exit at Higham Library was improved for accessibility (Disability, Age, Carers and Maternity characteristics).
- 4.5.5 **LRA's proposed strategy.** Two full EqlAs were produced for the Libraries, Registration and Archives proposed three year strategy. One for the overarching strategy and one for the proposed library tiering model (which proposed reduced library hours). A 10-week consultation took place with 20 drop-in events for the public to talk to the library staff across the county during the 10 week period. Based on protected characteristic data of likely impacted library users, versions of the consultation were produced in Easy Read and Nepalese. Specific data on protected characteristics were collated, and all Equality feedback was analysed separately. An adjusted proposed tiering proposal as a result of using more up-to date data, resulted in the the original 20% reduction in opening hours reducing to 18% and therefore the impacts identified with respect to equality and diversity were similarly lessened.
- 4.5.6 **LRA's Banning Policy.** This policy and its associated procedures were revised in 2018/19. Through an initial equality impact screening, whilst there were no negative impacts on protected characteristics, it was identified that the existing banning letters were written in such a way that they were not easily understandable due to the complex language used. The mitigating action resulted in a simple, plain English version and other accessible formats in order to meet potential requirements of those with protected characteristics associated with Age, Disability and Race.
- 4.5.7 **LRA's Bearsted Temporary Location project.** The library in Bearsted had to be temporarily housed in an alternative location in 18/19. Customer data from Spydus and local staff knowledge was used to identify the needs of the users in Bearsted and as a result flexible moveable shelving was put in place to enable access for existing groups including those with protected characteristics such as Disability and Maternity.
- 4.5.8 **LRA's Faversham Good Day Programme at Faversham Library**  
As part of making better use of KCC buildings a space was identified at Faversham Library that could be used by the Faversham Good Day Programme (GDP). GDP has been running since 2008 and develops community-based day opportunities for people with learning disabilities. As part of this project, a new 'Changing Places' toilet will be built so that anyone who needs assistance with their personal care can benefit from this asset. As well as the toilet, the scheme involves a library refurbishment and reconfiguration. As part of the refurbishment, customers were consulted on what items of stock they would like to see added, or particular areas

developed, which included books and resources on disabilities. Existing groups such as Talk Time (comprising generally older customers), were relocated temporarily during the refurbishment process.

## **5. Additional projects delivered in 2018/19 that align to ECHR domains.**

### **Domain – Education**

- 5.1 **EPE’s Trading Standards Life Skills.** This public protection educational toolkit has been developed for young people under 18 years old in special schools, secondary schools and youth groups. It will help prepare them for the challenges of adult life and encourages safe, independent living to reduce the risk of financial harm in the future. From an equality perspective, actions identified include: use of plain English; accessible formats (e.g. audio) for those with a visual impairments or dyslexia. (Age, Disability and Race characteristics).

### **Domain – Work**

- 5.2 **LRA’s Lone Working Policy.** In many library venues, a system of lone working is operated. The associated policy and procedures were revised in 2018. An equality impact screening identified a potential issue for staff with a disability working alone. Mitigating action has been written into the policy which stipulates that any staff self-identified within this group will have a personal risk assessment completed to ensure any reasonable adjustments are put in place (which may include only team working).
- 5.3 **HTW’s Technical & Environment Service Contract tender.** The Technical and Environment Services Contract (TESC) was implemented in April 2018/19 and provides (amongst others) the following services: Highway design; Traffic modelling; Site supervision; and Environmental advice. Whilst no negative impacts for protected characteristics were identified through an EqlA, the contractor Amey have their own robust approach to equalities. Examples include: working with Kent Supported Employment to provide disabled people work experience within the Highways contracts – with a view to full time employment; and partnering with The Prince’s Trust to provide career advice and guidance to young care leavers. (Disability and Age characteristics)

### **Domain – Living Standards**

- 5.4 **HTW’s TW Public Realm Phase 2.** Working with Amey and Tunbridge Wells Borough Council, the scheme has been designed to provide a more pedestrian focussed Tunbridge Wells town centre allowing better pedestrian movement, cycling, access to buses, improved lighting and air quality

improvements. Data was collected via a customer survey, pedestrian counts, traffic movement data and two exhibitions which has informed equalities improvements to the scheme including tactile paving to assist road crossing for visually impaired users (Disability characteristic).

- 5.5 **EPE's Flood and Water management strategy.** KCC has a duty to develop, maintain, apply and monitor a strategy for local flood risk management in Kent under the Flood and Water Management Act 2010. The strategy sets out how local flooding will be managed in the county with one of the objectives being to support and improve the safety and wellbeing of Kent's residents and the economy of Kent through appropriate flood risk management. For the protected characteristics of Age and Disability, an equality impact screening in 18/19 identified mitigating actions for those who may have difficulty reading material published to advise about flood risk and mitigation measures or reporting flood events. Accessible alternative reading materials have been made available. (Disability and Race characteristics).

#### **Domain – Health**

- 5.6 **EPE's Coroners' Body Removal and Transfer Contract.** This project covers the renewal of contracts (1) for the removal of deceased from place of death to designated hospital mortuaries in Kent and Medway, and (2) for the transfer of deceased between designated mortuaries in Kent and Medway, and other specialist mortuaries outside of Kent. The service's EqIA identified that considerations for unaccompanied and vulnerable older or younger people (Age) and Disabled people present at a sudden death would be given by other services on the scene such as the Police. Under the protected characteristic of Race, translation can be provided for those who do not speak English as a first language, and equally the leaflet given on behalf of the Coroner 'Where a death is referred to the Coroner' which explains why the deceased is being removed, can be provided in alternative languages. Should any Religion or Belief characteristic requirements arise with regards to the removal and transportation of the deceased to the designated mortuary, the contracted Funeral Director will call the Coroners' Office for guidance. The Coroner has discretion to agree to any such requests provided that they do not compromise the preservation of the body of the deceased as evidence for the Coroners' enquiries.

#### **Domain – Participation**

- 5.7 **EPE's Kent Sport Equality and Diversity Statement.** This statement of the Kent Sport and Physical Activity Service and the Kent & Medway Sports Board is part of the requirement to comply with the highest level (Tier 3) of Sport England's Sports Governance Code as Sport England provides Kent

Sport with funding. It is published online and accompanied with a Board diversity action plan. Although there was no adverse impact identified from the screening, some specific areas were highlighted for consideration in the EqIA action plan to ensure that protected groups are not negatively affected by work undertaken. For the protected characteristics of Age, Sex, Disability and Race, it was identified that promotional material may not be representative or accessible to those groups and therefore imagery and accessible formats were annotated in the action plan. For the protected characteristics of Gender Identity, Sexual Orientation and Race it was considered that engagement with these groups would need to be addressed by considering new partners, networks for promotion of opportunities and consultation.

5.8 **ED's Village Halls.** Village Hall grants support communities' village halls which have a purpose to enable an environment that is based on inclusiveness, where all users and potential users, can benefit from the facility. For example, a key activity in support of village halls and other community venues has been the investment in facilities for groups of Disabled people and improved access, further benefiting Age, Maternity and Carers characteristics. Its support for improved central heating and insulation in such venues also opens up their use to wider numbers of people with certain protected characteristics. By improving the fabric of community venues, it has improved their usability.

## 6. Conclusions

- 6.1 GET continues to improve its compliance with the Equality Duty by improving year on year the volume, depth and underpinning data of completed equality impact assessments.
- 6.2 The Directorate's approach to equality and diversity is carefully positioned to underpin the Directorate's approach to customer insight and customer service.

## 7. Recommendation(s)

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

## 8. Background Documents

### Background Documents

KCC Human Rights and Equality Strategy 2016 – 2020:

[http://www.kent.gov.uk/\\_data/assets/pdf\\_file/0007/67075/Executive-summary-of-our-annual-equality-and-diversity-report-2016-2020.pdf](http://www.kent.gov.uk/_data/assets/pdf_file/0007/67075/Executive-summary-of-our-annual-equality-and-diversity-report-2016-2020.pdf)



## 9. Contact details

Report Author

- Sarah Bedingfield
- 03000 414417
- [sarah.bedingfield@kent.gov.uk](mailto:sarah.bedingfield@kent.gov.uk)

Relevant Director:

- Stephanie Holt-Castle
- 03000 412064
- [Stephanie.holt-castle@kent.gov.uk](mailto:Stephanie.holt-castle@kent.gov.uk)

This page is intentionally left blank

**From:** Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste

Michael Payne, Deputy Cabinet Member for Planning, Highways, Transport and Waste

Barbara Cooper, Corporate Director, Growth, Environment and Transport

**To:** Growth, Economic Development and Communities Cabinet Committee – 26 June 2019

**Subject:** Kent & Medway Energy and Low Emissions Strategy – Draft for public Consultation

**Classification:** Unrestricted

**Past Pathway of Paper:** Environment and Transport Cabinet Committee - 24 May 2019

**Future Pathway of Paper:** Not Applicable

**Electoral Division:** All

**Summary:**

This report introduces the Final Draft of the Kent and Medway Energy and Low Emissions Strategy for Public Consultation. It is proposed that Public Consultation will run for 12 weeks from 1 July 2019 to 23 September 2019. Comments will be evaluated, and a final Draft Strategy will be brought to ETCC in November 2019 together with a draft Implementation Plan and Evidence Base.

The Report highlights the specific opportunities and actions for the economy, businesses and communities for the Growth, Economic Development and Communities Cabinet Committee (GEDCCC).

**Recommendation(s):**

The Growth, Economic Development and Communities Cabinet Committee is asked to consider and make recommendations to the Cabinet Member as to the:

1. Specific opportunities and actions for economy, businesses and communities.
2. Any further avenues of engagement that should be undertaken during the public consultation phase

**1. Introduction**

- 1.1 In November 2017, Kent & Medway Chief Executives and Leaders endorsed the need for a multi-agency Kent and Medway Energy and Low Emissions Strategy (ELES), as a sub strategy to the Kent Environment Strategy, with KCC taking the

lead in co-ordinating its development collectively with Medway Council, Kent Districts and other key partners.

- 1.2 The Draft Strategy has been developed in consultation with officers across KCC and Kent and Medway Districts as well as being shaped by the KCC Kent Environment Strategy Cross Party Members Group that meets every six weeks and the KCC Environment Board. The draft Strategy can be found in Appendix 1.

## **2. Kent and Medway Energy and Low Emissions Strategy – Purpose and Aims**

- 2.1 The purpose of the Strategy is to identify an evidence-based pathway to deliver clean growth and specifically strategies and actions to eliminate poor air quality, reduce fuel poverty and deliver an affordable, clean and secure energy supply for Kent and Medway.
- 2.2 The UK Government's Clean Growth Strategy 2017 defines clean growth as - growing our income while: continuing to cut greenhouse gas emissions; ensuring our energy is secure, affordable and sustainable and protecting the climate and environment (air, land, water) on which future generations depend.
- 2.3 The Energy and Low Emissions Strategy makes the link between supply of energy for housing, industry and transport and air quality, recognising that by reducing the negative emissions from the former will lead to improvements in the latter. It takes an integrated approach, identifying measures that will support growth and promote the development of an affordable, clean and secure energy supply and transport system for residents, business and the public sector as well as improving the quality of the air we breathe.
- 2.4 In addition, KCC have developed an electric vehicle action plan. The key actions from this plan have been incorporated into the Energy and Low Emissions Strategy and will be consulted on as part of the main consultation process.
- 2.5 The Strategy has four strategic aims and follows the three Kent Environment Strategy (KES) Themes. ELES identifies priorities for the next five years. The Strategic aims and Themes are shown in Figure 1. There will be a detailed one-year Implementation Plan, after which actions will be incorporated into the Kent Environment Strategy and be monitored through the KES Governance process, including the continued strategic overview of the KES Cross Party Member Group.
- 2.6 A comprehensive Consultation and Engagement Strategy is being drafted. The ELES will be available in hard copy in selected libraries and country parks and will be made available to schools on request. A survey is being developed and the results of that survey will be brought back to the Environment and Transport Cabinet Committee, as well as being publicly available. Appendix 2 outlines some of the key activities. Consultation responses will be analysed and addressed as appropriate by the Sustainable Business and Communities Team.

Figure 1: ELES Strategic Aims:

1. **EVIDENCE:** Provide an ongoing evidence and intelligence base; linking data sets to identify hot spots and opportunities, and to build the business case for action across Kent and Medway
2. **POLICY AND STRATEGY:** Facilitate the development of evidence-based policy and strategy to future proof growth, tackle emerging issues and realise opportunities
3. **LEADERSHIP:** Support the public sector across Kent and Medway to play a strong leadership role with regards to challenges and opportunities
4. **ACTION:** Facilitate increased and accelerated action and implementation across Kent and Medway

**THEME 1: BUILDING THE FOUNDATIONS FOR DELIVERY** – where decisions makers have an evidence-based understanding of the risks and opportunities relating to energy and emissions and are incorporating them into strategies, plans and actions

**THEME2: MAKING THE BEST USE OF EXISTING RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS** – where existing infrastructure, assets and resources across the public, private and domestic sector are managed to reduce emissions and build a clean future energy supply

**THEME 3: TOWARDS A SUSTAINABLE FUTURE** – where Kent and Medway’s communities, businesses and public sector have embraced clean growth and are working towards developing a clean, affordable and secure local energy future

### 3. Specific issues and opportunities for the economy, business and communities

- 3.1 Moving to a clean growth economy, requires a step change in the way that development is delivered, how the economy runs and how our communities work, particularly in relation to energy and air quality. This has been recognised by Government through the Industrial Strategy Clean Growth Grand Challenge and by the South East Local Enterprise Partnership in the [‘Energy South2East’ tri-LEP Energy Strategy](#) launched in April, which was developed by the South East LEP in partnership with Coast 2 Capital, Enterprise M3 LEPs and working closely with Kent and Medway.
- 3.2 Specific Growth, Economic Development and Communities areas where there will need to be some particular focus to incorporate clean growth priorities include:
  - Kent Design – clean growth implications to be reflected in current refresh, including energy and air quality and sustainable building design

- Strategic planning policies – for example in relation to new developments to incorporate consideration of local decentralised energy generation (district heating systems, smart energy networks), alternative fuelled vehicle and active and sustainable travel infrastructure to drive down emissions from transport with stronger links to Section 106 where possible
- Enterprise and Productivity Strategy and the Local Industrial Strategy – support to grow the low carbon goods and environmental services sector as demand for new and emerging technologies increases replacing traditional energy supplies, heating systems and vehicles.
- Community Wardens Programme - Support for vulnerable residents to improve energy inefficient properties and connect to the gas grid through thus reducing fuel poverty as well as carbon emissions
- Support for residents to choose more active travel and utilise public rights of way more for commuting, thus reducing the impacts of road travel on air quality and carbon emissions

#### **4. Financial Implications**

- 4.1 This report relates to the Strategy itself and not individual costed actions. As projects that KCC are involved in are developed, the supporting evidence and any cost implications will be identified, and the business case outlined through the appropriate governance processes. Coordination of the Kent and Medway Energy and Low Emissions Strategy falls within the remit of existing teams and there will be no additional impact on current budgets.

#### **5. Policy Framework**

- 5.1 This paper and the activity within it is directly linked to KCC Strategic Outcomes and to the Kent Environment Strategy and its Implementation Plan. It is also relevant to the emerging Kent & Medway Enterprise and Productivity Strategy, Health and Wellbeing Strategy and Kent's Public Health Outcomes. Further details are provided in the earlier paper.

#### **6. Equalities Impact Assessment**

- 6.1 An Equalities Impact Assessment has been undertaken earlier in the process and was appended to the paper presented to committee in September 2018. This has been updated to incorporate findings from an EQIA carried out for EV charging across Kent. There are no significant negative impacts. As this Strategy is aimed at improving health outcomes, there are likely to be more positive equality impacts than negative, particularly for Age, Maternity and Disability. As individual projects are brought forward, Equalities Impact Assessments will be completed at the project planning stage. See Appendix 3.

## 7. General Data Protection Regulation Considerations

7.1 A Data Protection Impact Assessment is not needed as this Strategy does not require the processing of personal data.

## 8. Conclusions, Next Steps and Timescales

8.1 This report introduces the Final Draft of the Kent and Medway Energy and Low Emissions Strategy for Public Consultation. It is proposed that Public Consultation will run for 12 weeks from 1 July 2019 to 23 September 2019. Comments will be evaluated, and a final Draft Strategy will be brought to ETCC in November 2019 together with a draft Implementation Plan and Evidence Base. Further work will continue throughout this period with partners and stakeholders to finalise the Implementation Plan.

## 9. Recommendation(s)

### Recommendation(s):

**The Growth, Economic Development and Communities Cabinet Committee** is asked to consider and make recommendations to the Cabinet Member as to the:

1. Specific opportunities and actions for economy, businesses and communities.
2. Any further avenues of engagement that should be undertaken during the public consultation phase

## 10. Appendices

Appendix 1 - Kent and Medway Energy and Low Emissions Strategy

Appendix 2 - Kent and Medway Energy and Low Emissions Strategy – consultation activity

Appendix 3 - EQIA

## 11. Background Documents

Kent Environment Strategy – [www.kent.gov.uk/environmentstrategy](http://www.kent.gov.uk/environmentstrategy)

## 12. Contact details

Carolyn McKenzie – Head of Sustainable Business & Communities  
[Carolyn.mckenzie@kent.gov.uk](mailto:Carolyn.mckenzie@kent.gov.uk) 03000 413419

**Relevant Director:** Stephanie Holt-Castle, Interim Director Environment, Planning and Enforcement 03000 412064

This page is intentionally left blank



# **KENT AND MEDWAY ENERGY AND LOW EMISSIONS STRATEGY**

Page 97



**SUPPORTING DELIVERY OF THE KENT ENVIRONMENT STRATEGY**

# CONTENTS

Foreword	3
Vision	4
Introduction	4
Purpose of this strategy	6
Policy Drivers	7
Examples of activities and achievements in Kent and Medway	8
Kent and Medway key facts and figures	9
Our challenges	10
How we developed the Energy and Low Emissions Strategy	13
<b>THEME 1:</b> Building the foundations for delivery	16
<b>THEME 2:</b> Making the best use of existing resources, avoiding or minimising negative impacts	20
<b>THEME 3:</b> Towards a sustainable future	24
How we will deliver the Energy and Low Emissions Strategy	28
Measuring success - our indicators on a page	30
Glossary	31

Page 98

# FOREWORD

The challenge of balancing the pressure of development against the impacts on our environment and health has been widely recognised for many years. Kent and Medway, as the gateway to the continent and with close proximity to London, are ideally placed to lead on the energy and low emissions agenda. We need to tackle these issues head on as well as maximising any potential opportunities that arise.

Kent and Medway face some important challenges. These include pockets of poor air quality, some areas where fuel poverty levels are above the south east average and an increasing number of severe weather events such as flooding, water shortage and rising temperatures.

We welcome, and fully support, the Kent and Medway Energy and Low Emissions Strategy which falls within the remit of the Kent Environment Strategy, especially as many Councils are now declaring a climate emergency.

Moreover, we have a part to play in contributing to a better environment. Yet while our individual endeavours are essential, close partnership working across organisations, sectors and geographical areas will be imperative in order to achieve the collective gain.

We firmly believe that by making growth clean, tackling poor air quality as well as energy and carbon constraints in parallel, and by working closely across the public sector and with businesses and communities at scale, we can protect health and the environment and also benefit from being strong players in the low carbon and energy market. Now is the time to act together.



A handwritten signature in blue ink that reads "Michael Payne".

**Michael Payne**

Kent County Council,  
Deputy Cabinet Member for  
Planning, Highways,  
Transport and Waste



A handwritten signature in black ink that reads "Alan Jarrett".

**Alan Jarrett**

Leader of Medway Council

# VISION

**By 2050 the county of Kent has reduced emissions to Net-Zero and is benefiting from a competitive, innovative and resilient low carbon economy, where no deaths are associated with poor air quality.**

# INTRODUCTION

Kent and Medway are growing. By 2031 it is anticipated that there will be almost 180,000 new homes and nearly 400,000 extra people, a 24% increase from 2011 levels. The local economy is expected to continue to expand, creating an additional 170,300 jobs by 2031 a 21% increase from 2011 levels, in line with forecast population growth.

### **Growth is both a challenge and an opportunity.**

There will be growth in demand for energy to heat, cool and power our homes, lifestyles, businesses and transport infrastructure. This growth must be clean. The UK government's Clean Growth Strategy 2017 defines Clean Growth as: growing our income while continuing to cut greenhouse gas emissions; ensuring our energy is secure, affordable

and sustainable and protecting the climate and environment (air, land, water) on which future generations depend.

Kent and Medway are already experiencing significant environmental issues and constraints.

Though the number of days of moderate or high air pollution fell between 2012 and 2016, there are still more than **40 Air Quality Management Areas** across Kent and Medway and significant pockets of poor air quality along the county's major road networks. In 2017 it is estimated that there were 922 deaths associated with particulate matter (PM2.5) exposure across Kent and Medway<sup>1</sup>.

**Road transport emissions** are the main cause of poor air quality across Kent and Medway. In addition, congestion continues to be a problem, with average journey times on A-roads increasing 6% since 2015. Keeping the county moving is a high priority, as congestion negatively impacts productivity levels and air quality.

Actions to promote sustainable transport options, active travel (walking and cycling) and encourage the switch to alternatively fuelled vehicles will have the dual benefit of reducing harmful emissions and tackling congestion. Over 3,850 ultra-low emission vehicles are already registered in Kent.

At the same time the cost of energy is rising. The average annual domestic combined gas and



electricity bill increased by 5.8% between 2017 and now costs £1,314. Latest data shows that 9.6% of Kent residents and 10.1% Medway residents are in **fuel poverty**.

Many Kent and Medway homes, often those of the most vulnerable residents, are cold and poorly insulated. 23% of homes that have an Energy Performance Certificate have some of the lowest energy efficiency ratings (E,F and G); usually due to inadequate insulation and inefficient heating systems, which can result in higher energy bills.

In industry, approximately 75% of energy used is to produce heat, much of which is wasted. This is also true across Kent and Medway. The Government expects **business and industry** to improve energy efficiency by at least 20% by 2030<sup>3</sup>, this includes a focus on industrial heat recovery.

Ensuring an **affordable energy supply** for all and continuing to promote energy efficiency, forms a significant element of our Strategy. Supporting new forms of renewable low carbon energy supply will be an important part of the mix. The county has already seen an increase in renewable energy generation of 726% since 2012 (230MW to 1900MW).

However, low carbon technologies such as electric vehicles and local renewable energy generation pose a challenge to the electricity grid network in Kent and Medway which is already significantly constrained, and which could inhibit future growth. Therefore, we must work with the energy utility companies to create a more resilient, **smart and innovative local**



**energy system** to ensure we have the energy we need, when we need it, at the right price and without any negative environmental impacts.

**Growth, if clean, is a significant opportunity** for Kent and Medway. Measures to tackle poor air quality and lower emissions will have multiple benefits. For instance, promoting active travel especially walking and cycling improves health and reduces congestion; and supporting a switch to more efficient, low carbon energy use creates jobs and new market

opportunities.

By tackling poor air quality, energy and carbon constraints in parallel, and by working closely across the public sector, business and communities to scale up action, we can protect health, the environment and be a significant player in the low carbon environmental goods and services sector (LCEGS) both in the UK and internationally.

<sup>2</sup> Department for Business, Energy and Industrial Strategy "Quarterly energy prices", December 2018.

<sup>3</sup> Department for Business, Energy & Industrial Strategy, "Helping businesses to improve the way they use energy: call for evidence," 18th July 2018 [online]

# PURPOSE OF THIS STRATEGY

The Kent and Medway Energy and Low Emissions Strategy (ELES) is a sub strategy of the Kent Environment Strategy. The purpose of the ELES is to identify an evidence-based approach to deliver clean growth. This includes strategies and actions to eliminate poor air quality, reduce fuel poverty and deliver an affordable, clean and secure energy supply.

The Strategy makes the link between supply of energy for housing, industry and transport and air quality, recognising that by reducing the negative emissions from the former, will lead to improvements in the latter. It seeks to take an integrated approach, identifying measures that will support growth, promote the development of and deliver an affordable, clean and secure energy supply for residents, business and the public sector and improve the quality of the air we breathe.

The ELES has four strategic aims:

- 1. EVIDENCE:** Provide an ongoing evidence and intelligence base; linking data sets to identify hot spots and opportunities, and to build the business case for action across Kent and Medway
- 2. POLICY AND STRATEGY:** Facilitate the development of evidence-based policy and strategy to future proof growth, tackle emerging issues and realise opportunities
- 3. LEADERSHIP:** Support the public sector across Kent and Medway to play a strong leadership role with regards to challenges and opportunities
- 4. ACTION:** Facilitate increased and accelerated action and implementation across Kent and Medway

Priority actions to deliver these four aims over the next five years have been identified (see pages 15-23) and follow the three Kent Environment Strategy themes:

**THEME 1: BUILDING THE FOUNDATIONS FOR DELIVERY –** where decisions makers have an evidence-based understanding of the risks and opportunities relating to energy and emissions and are incorporating them into strategies, plans and actions

**THEME2: MAKING THE BEST USE OF EXISTING RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS –** where existing infrastructure, assets and resources across the public, private and domestic sector are managed to reduce emissions and build a clean future energy supply

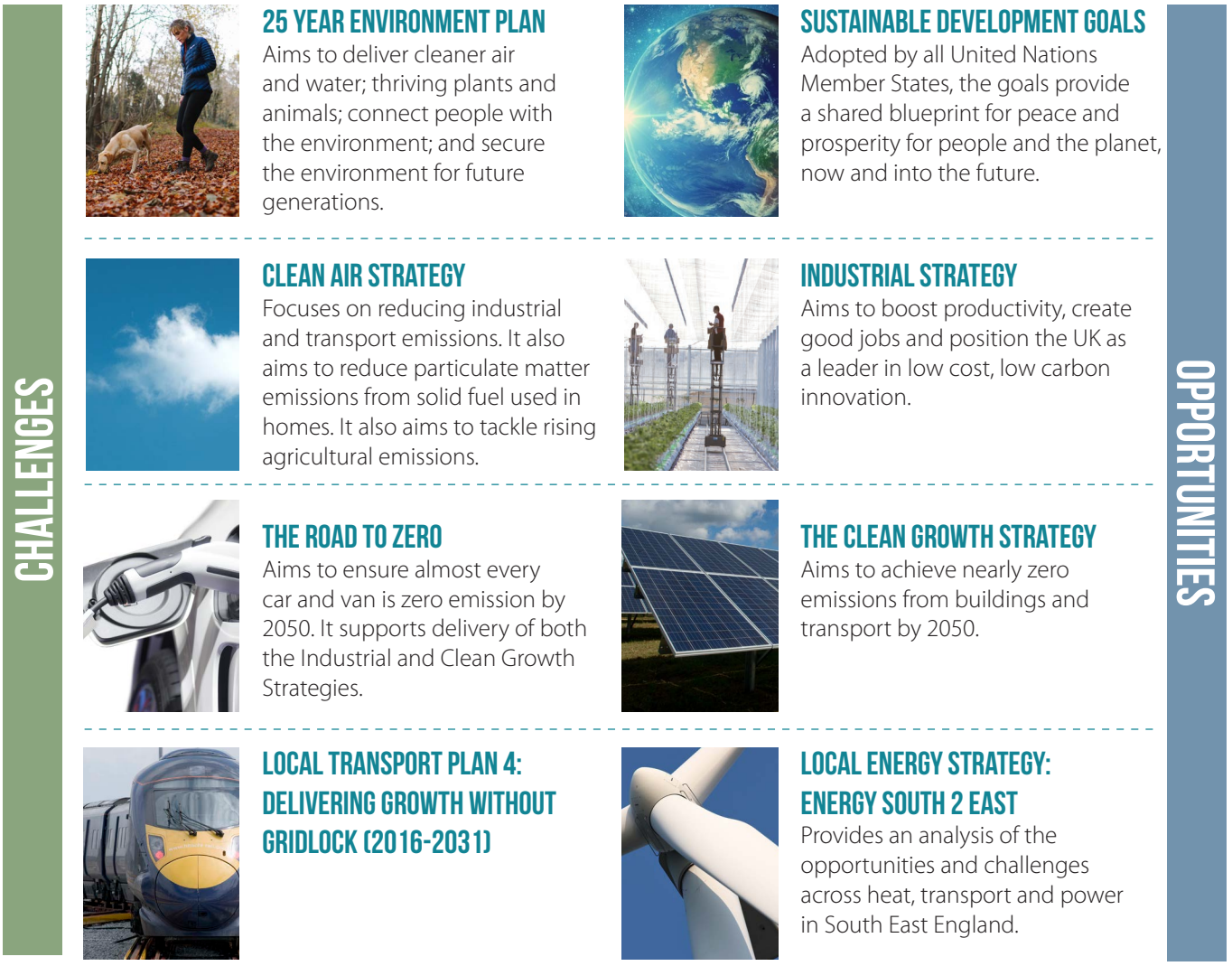
**THEME 3: TOWARDS A SUSTAINABLE FUTURE –** where Kent and Medway's communities, businesses and public sector have embraced clean growth and are working towards developing a clean, affordable and secure local energy future

# POLICY DRIVERS

Climate change, energy and air quality issues are high on the national agenda. The Government has set a clear policy direction with the Climate Change Act 2008, the Home Energy Conservation Act 1995, the 25 Year Environment Plan 2018, the Clean Growth Strategy (2017) and the Clean Air Strategy (2019) to protect and enhance the environment, mitigate climate change, support clean, low carbon economic growth and address the negative impacts on health from a poor environment.

Local action will play a significant role in achieving these ambitions and therefore local policy must reflect these priorities. The key national strategies that have influenced the development of the Energy and Low Emissions Strategy are summarised in Figure 1. Further detail on the policies driving action are outlined in the supporting *Kent and Medway Energy and Low Emissions Strategy Evidence Base*.

**FIGURE 1:** Key national and regional strategies influencing the development of the Kent and Medway Energy and Low Emissions Strategy.



# EXAMPLES OF ACTIVITY AND ACHIEVEMENTS IN KENT AND MEDWAY

Carbon dioxide emissions in Kent and Medway fell 36% between 2005 and 2016, hitting our 2020 Kent Environment Strategy target two years early.



Low Carbon Across the South East (LoCASE) has been identified in the Tri-LEP Energy Strategy as an exemplar project for replication across the south-east region. Supported by European funding, LoCASE provides free support to help businesses become more competitive and profitable while protecting the environment and encouraging low carbon solutions. Since LoCASE began in 2016, £3.5m has been awarded to 425 Kent and Medway businesses.



The installed capacity of solar, wind, waste and Combined Heat and Power (CHP) has increased by 726% in five years, from 230MW in 2012 to 1,900MW in 2017.

Kent and Medway's non-domestic gas consumption decreased by 60% between 2005 and 2016, whilst domestic gas consumption fell by 23% over the same period.

The number of days of moderate or high air pollution in Kent and Medway fell between 2012 and 2016 and there have been positive improvements in some Air Quality Management Areas.



Since the Warm Homes Scheme began in 2014, over 2,400 energy efficiency measures have been installed in over 2,300 homes in Kent and Medway.

The use of gas and electricity in Kent and Medway fell by 32% between 2005 and 2016, with the carbon intensity of electricity also dropping by almost 30%.



As of December 2018, 3,850 ultra-low emission vehicles (ULEVs) are registered in Kent. In February 2019, Kent Kent Council was awarded £180,000 from the Government's Office of Low Emission Vehicles to install 8 rapid chargers for use by taxis in 6 Kent Districts.

In a 2018 survey of Kent residents, 85% reported that they have fitted energy efficiency measures, such as loft or cavity wall insulations, and 40% have fitted energy monitoring equipment.

There has been a 42% increase in people using train stations in Kent in the past ten years. In 2016/17, 1.8 million people used Ebbsfleet International Station.

89% of newly built homes in Kent and Medway had an Energy Performance Certificate rating of A or B in 2017, meaning they have the highest energy performance, up from 62% in 2011.



# KENT AND MEDWAY KEY FACTS AND FIGURES

**54%**

of total fuel consumption is from gas and electricity



Heat networks<sup>4</sup> currently provide 2% of the UK heat demand, but this is estimated to rise to 43% by 2050.

**EFG** RATING

23% of homes and 19% of public buildings are E, F or G rated meaning they have poor energy performance and therefore have higher energy costs and make a bigger contribution to carbon and air pollution emissions.



11% of residents have reported<sup>5</sup> that they struggle to pay their energy bills. 41% of those, live in rented accommodation.

## BY 2031 KENT AND MEDWAY ARE EXPECTING TO SEE<sup>6</sup>



**178,600**  
additional homes  
(24% growth)



**396,300**  
additional people  
(23% growth)



**170,300**  
additional jobs  
(21% growth)

This predicted population and economic growth will require a higher demand for energy. **It is likely that domestic gas and electricity sales will rise by 23% and 19% respectively from 2014/15 to 2030/31.**



**9.2M**

vehicle movements at port of Dover and Channel Tunnel every year.

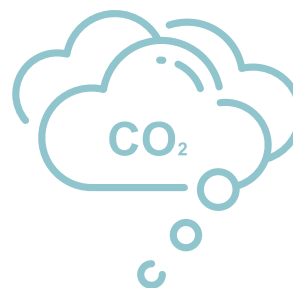


14.3% increase in the number of vehicles on major roads in Kent between 2006 and 2016.



**72,000**

households in Kent and Medway are in fuel poverty.

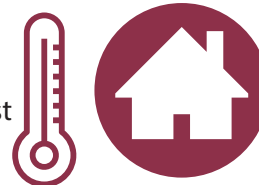


Carbon emissions from transport are increasing and are now at their highest since 2007.

## 40 AIR QUALITY

Management Areas, where air pollutants have been known to exceed government objectives

The rate of Excess Winter Deaths is higher in Kent than for both the south-east and the whole of England.



Kent and Medway's mortality rate associated with poor air quality is worse than the national average

<sup>4</sup> Heat networks supply heat from a central source to consumers.

<sup>5</sup> Kent Environment Strategy resident survey, July 2018

<sup>6</sup> Figures identified by the Growth and Infrastructure Framework for Kent and Medway

# OUR CHALLENGES

Despite the many successes and opportunities, Kent continues to face many significant challenges. These will need to be addressed in the short to medium-term if the environmental condition of the county is not to see considerable deterioration. The Kent and Medway Energy and Low Emissions Strategy Evidence Base identifies a number of key issues which are summarised here:

## EMBRACING CLEAN GROWTH

Accommodating significant levels of housing and economic growth will be a major challenge for the county and is an influencing factor in all the key issues identified. Principles of Clean Growth must be mainstreamed into planning and development, whilst not becoming a barrier to sustainable growth.



## TACKLING HOT-SPOTS OF POOR AIR QUALITY

Poor air quality is a major health challenge for the UK causing both short and long-term effects on health. Long-term exposure to air pollution can impact on all stages of life; from asthma in children, to emerging evidence linking fine particulate matter (PM2.5) to the progression of Alzheimer's and Parkinson's.

The associated economic costs through healthcare and lost productivity are estimated to be £20 billion annually (Holland, 2016). Poor air quality also has adverse impacts on the natural environment through damage to vegetation, soils rivers and lakes (EEA, 2016).

Whilst the numbers of days of moderate or high air pollution in the county fell between 2012 and 2016, there are still 40 Air Quality Management Areas and significant pockets of poor air quality along the major road networks under local authority control. Kent and Medway's position between London and the continent brings air quality challenges associated with cross-channel traffic, including a disproportionately large number of HGVs, with their associated diesel emissions. Around the coast and ports, shipping brings additional impacts from the use of marine diesel. Even air pollution sources from outside Kent and Medway impact the population; with easterly winds bringing pollution from continental sources and westerly winds bringing urban pollution from London.

## PROTECTING THE VULNERABLE

Whilst air pollution is harmful to everyone, some people are at greater risk due to

- living in areas with high levels of air pollution
- learning or working near busy roads
- age; in the womb, infancy, early childhood and the elderly
- existing medical conditions, such as lung and heart disease and asthma.

These vulnerabilities are heightened among those living in the most deprived communities. This is due to poor housing and indoor air quality, the stress of living on a low income, and limited access to healthy food and/or green spaces (RCP, 2016).

## ACHIEVING A STEP CHANGE IN THE REDUCTION OF CARBON DIOXIDE EMISSIONS

The Kent Environment Strategy makes a commitment to reduce carbon dioxide emissions by 34% by 2020 and 60% by 2030, from a 2005 baseline. Our current progress is a 36% reduction since 2005, meaning that we have already achieved our 2020 emissions reduction target, but meeting our 2030 target will be challenging.

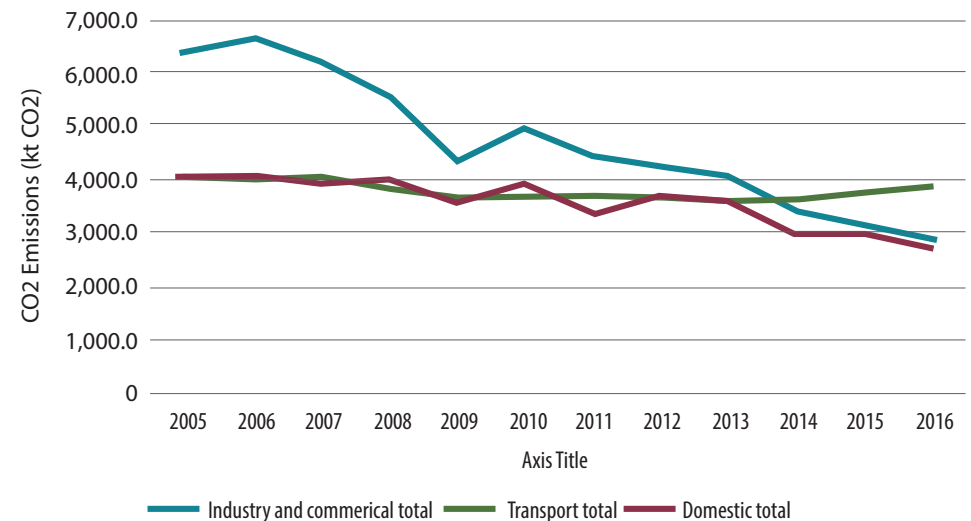
Whilst emissions from the industry and commercial sector and domestic sector have fallen significantly over the period (falling 55% and 32% respectively), the transport sector has not followed this trend (see Figure 2). The transport sector now accounts for 41% of Kent and Medway emissions, and these emissions are rising; now at their highest level since 2007.

To date, much of the reduction in emissions has been due to a national decrease in the use of coal for electricity generation and the closure of a small number of energy-intensive industrial plants. However, it has been estimated that proposed housing growth within the county will generate a likely 25% increase in domestic emissions compared to current levels, coupled with a potentially even greater rise in transport emissions if current trends are not reversed. Tackling carbon emissions over the next target period to 2030 will be a fundamental challenge without significant changes to how we travel and the way we generate and use energy.

## ENABLING INTEGRATED AND CONNECTED MOBILITY – GROWTH WITHOUT GRIDLOCK

A convenient, affordable and reliable transport network is vital for providing access to facilities and services, connecting businesses and communities and reducing social isolation. However, transport contributes over 40% of the county's carbon emissions and pollutants from road vehicles have a negative impact on air quality and human health.

Kent is already experiencing increased congestion on its road and rail network. The average delay on Kent's 'A' roads have increased 6% since 2015 and average



**FIGURE 2:** CO<sub>2</sub> emissions profile for Kent and Medway; this data includes estimated emissions for the industrial and commercial, transport and domestic sectors. Note: kt refers to kilotons

speed has dropped 1% over the same period. With severe congestion on the highway network, particularly in major town centres, growth across the county will be constrained without investment and increased capacity.

The ambition for Kent County Council's Local Transport Plan: Growth Without Gridlock, is 'To deliver safe and effective transport, ensuring that all of Kent's communities and businesses benefit, the environment is enhanced, and economic growth supported'. To achieve this, we must not only focus on clean road transport such as electric vehicles, but also promote smarter driving and traffic management; maximise integration of alternative forms of transport such as walking and cycling; ensure convenient connections to clean public transport; and support new transport models such as car clubs, car sharing and automated vehicles through the use of smart technology.

At the same time, we need to support smarter working practices. Better broadband services and enhanced access to digital services will help prevent the need to travel in the first place. 95% of Kent and Medway's homes and businesses now have access to superfast broadband, but there are still significant challenges to get 100% consistent coverage and service across the county and ensure the full benefits of digitalisation are realised.

### **ENSURING A SUSTAINABLE, SECURE AND AFFORDABLE ENERGY SUPPLY**

Energy demand, together with generation and supply is intrinsically linked to carbon dioxide emissions. It is therefore essential to understand how much energy is used, by whom, how and for what, and how this might change in the future. This will allow us to identify the most appropriate and cost-effective interventions that will continue to drive down emissions.

Energy prices are increasing again. Government data shows that average household expenditure on energy rose 5.6% between 2017 and 2018; with the average annual household electricity and gas bills in the south east now costing £670 and £661 respectively. Higher energy prices have an impact on both economic growth and residents' wellbeing. Although fuel poverty levels vary across the county; from 11.4% in Thanet, to 8.1% in Tonbridge and Malling, eight council areas record fuel poverty rates higher than the South East average of 9%.

Transport is the largest consumer of energy in Kent and Medway, followed by the domestic and industrial and commercial sectors. Fuel consumption is exacerbated by the fact that large amounts are wasted, such as heat in the industrial sector and due to the UK having some of the least energy efficient housing stock in the world. Continued economic growth means that our energy consumption is set to rise. A study commissioned by Kent County Council revealed that between 2014/15 and 2030/31, gas demand in Kent and Medway is expected to increase by approximately 23% and electricity demand is expected to increase by 19%.

As the achievement of our Kent Environment Strategy carbon reduction target of 60% by 2030 will not be met by reduced demand, we must instead transition to a low or zero carbon clean energy system.

The challenge of decarbonising energy at the local level will be threefold:

- Increase the supply of local, low carbon energy generation, at or near the point of use, whether domestic or industrial.
- Significantly cut consumption from greenhouse gas-intensive sources; for example, transitioning away from petrol and diesel to electric transportation (cars, buses, autonomous vehicles), facilitating more sustainable energy connections for properties that are not connected to the gas network and still heated by coal or oil.
- Eliminate wasted energy through greater efficiency, targeting industrial processes and buildings.

### **OVERCOMING ENERGY GRID CONSTRAINTS**

Energy security is vital to the development and growth of Kent and Medway in the coming years. However, the energy system in the UK and Kent is changing. Two-thirds of the UK's existing coal, gas and nuclear power stations are set to close by 2030 and any future power stations must be largely decarbonised, if the UK is to achieve its legally binding targets of cutting carbon emissions by 80% by 2050.

Much of the county is already subject to electricity grid network constraints, which can inhibit supply and demand. In the future, there will be increased demand on the electricity grid as a result of the push to decarbonise energy, which will require heating systems to be switched from coal, oil and gas, to low-carbon electricity. Demand for electricity will be further increased with greater numbers of electric vehicles and the associated charging infrastructure. A drive towards locally generated renewable energy, often from smaller, more dispersed sources, will further ramp up pressure on the grid network.

Changing supply and demand, though an enormous opportunity, also presents significant challenges to our existing system nationally and locally. It will require large amounts of investment in infrastructure and the transmission and distribution networks. It will be essential to map existing electricity and gas grid constraints against future development, to identify potential issues early and to identify any opportunities for local generation solutions, such as district heating systems.

# HOW WE DEVELOPED THE ENERGY AND LOW EMISSIONS STRATEGY

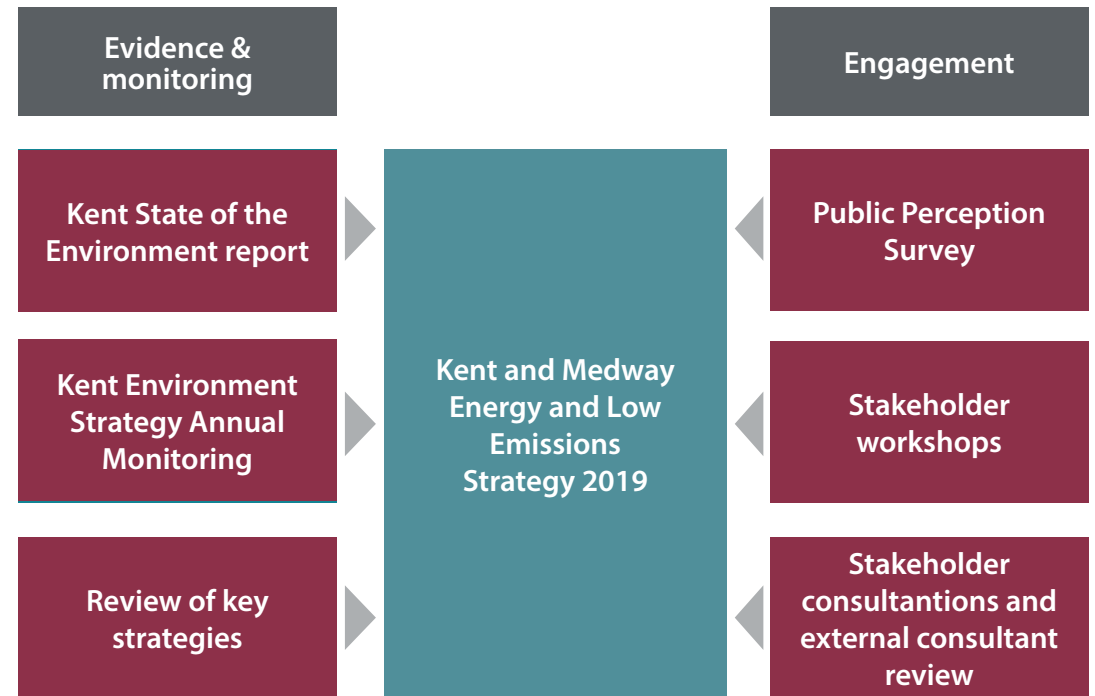
Underpinning the Energy and Low Emissions Strategy is an evidence and intelligence base, which is drawn from a wide range of sources:

- Government strategies, plans, reports and national data sets
- The Tri-LEP Energy Strategy and Evidence Base
- The Kent and Medway State of the Environment Report and annual monitoring report
- AECOM Renewable Energy for Kent 2017 Update
- Public health indicators and evidence covering national and local area data
- Home energy conservation and fuel poverty action plans and reports
- District council's and Medway Council's air quality monitoring, plans and reports
- Public and private sector research and current activity on the topics of energy, fuel poverty, transport, air quality, growth and planning and the impacts on public health
- The 2018 Kent Environment Strategy Public Perception Survey

The evidence base is issued as a supporting document to this Strategy.

Central to the development of this strategy has been stakeholder engagement, through a dedicated cross sector working group, workshops and consultations. Organisations and partners involved in the development of the strategy include, amongst others, all Local Authorities in Kent & Medway, Joint Chief Executives, Joint

Kent Leaders, NHS, Kent Fire and Rescue Service, South East Local Enterprise Partnership, Kent and Medway Economic Partnership, Public Health, Kent Housing Group, Kent and Medway Air Quality Partnership, Kent and Medway Sustainable Energy Partnership, Kent Energy Efficiency Partnership, Kent Planning Officers Group and Kent Health and Wellbeing Board. A summary of the review process is shown in Figure 3.



**Figure 3:** Summary of the review process used to develop the Kent and Medway Low Emissions Strategy

# ENERGY SOUTH TO EAST: TOWARDS A LOW CARBON ECONOMY - THE TRI-LEP ENERGY STRATEGY

The Government's Department for Business, Energy and Industrial Strategy (BEIS) has requested and provided the funding to all Local Enterprise Partnerships (LEPs) to produce regional Local Energy Strategies, which should provide a clear analysis of the local opportunities and challenges across heat, transport and power.

In response to this request, the South East Local Enterprise Partnership (SELEP) has partnered with Coast to Capital and Enterprise M3, to develop an ambitious regional Local Energy Strategy, which aims to reduce emissions from energy and transport and support clean growth.

The strategy has identified five themes and 18 potential technological project model interventions, which are shown in Figure 4. These interventions will be scalable across the geography to increase impact and investment and develop partnership working across Local Enterprise Partnerships, including Kent and Medway. Where project models are relevant for Kent and Medway, suitable actions will be reflected in the Kent and Medway Low Emissions Strategy.

The full strategy can be found at [www.southeastlep.com/our-strategy/energy-south2east/](http://www.southeastlep.com/our-strategy/energy-south2east/).

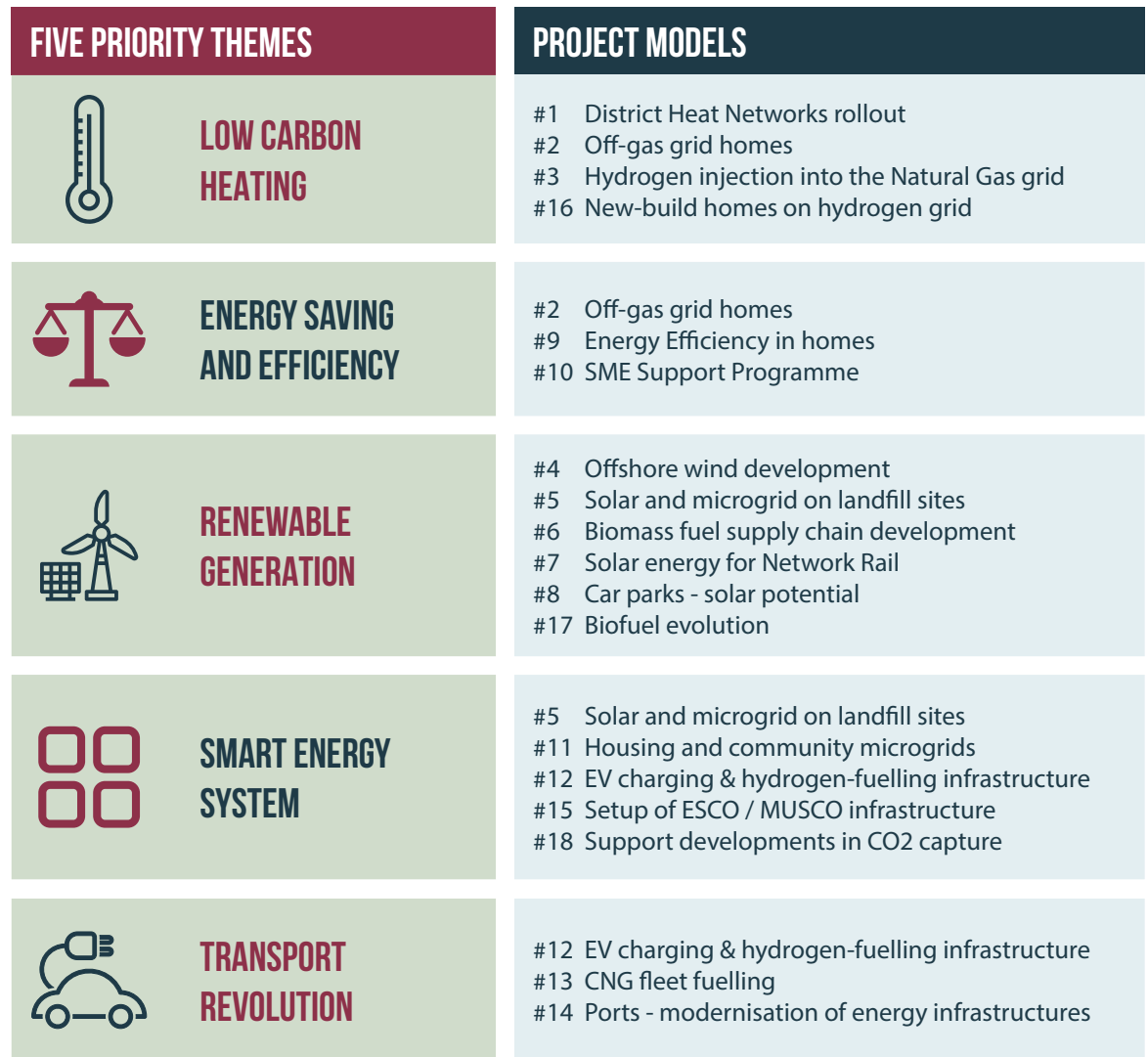


Figure 4: The 5 themes and 18 project models in the Energy South To East Action Plan.

# PRIORITIES OF THE KENT AND MEDWAY ENERGY AND LOW EMISSIONS STRATEGY

The Kent and Medway Energy and Low Emissions Strategy is informed by, but does not duplicate, the priorities and actions from other strategies related to energy and the environment. It also builds on and strengthens the activities of other partner organisations. The focus of this strategy is to draw together the priorities that need to be addressed in partnership and implemented strategically across Kent and Medway. Underpinning the strategy will be the Kent and Medway Energy and Low Emissions Strategy Implementation Plan, which will provide the detailed actions (and other information such as timescales, outputs and lead partners), for achieving our priorities. These actions have been identified through stakeholder engagement, workshops and reviews.

The strategy is split into three themes:

**THEME 1** – Building the foundations for delivery aims to ensure decision makers have an evidence-based understanding of our risks and opportunities relating to energy and emissions and are incorporating these into appropriate policies, plans and actions.

**THEME 2** – Making the best use of existing resources, avoiding or minimising negative impacts aims to ensure existing infrastructure, assets and resources across public, private and domestic sectors are managed in a way that reduces emissions and builds a clean future energy supply.

**THEME 3** – Towards a sustainable future aims to ensure that the decisions and plans we make today address future energy challenges and opportunities. In doing so, our communities, businesses and public sector will have embraced clean growth and be working towards developing a clean, affordable and secure local energy future.

## EVIDENCE

### THEME 1: BUILDING THE FOUNDATIONS FOR DELIVERY

- 1 Bridging gaps in understanding
- 2 Influencing strategy and policy
- 3 Building resources, capabilities and changing behaviour
- 4 Monitoring and evaluation

## DELIVERY

### THEME 2: MAKING THE BEST USE OF RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS

- 5 Improve our resource efficiency
- 6 Support sustainable access and connectivity for business and communities

### THEME 3: TOWARDS A SUSTAINABLE FUTURE

- 7 Influence future sustainable growth for the county of Kent

# 1

## THEME 1 BUILDING THE FOUNDATIONS FOR DELIVERY

Theme 1 aims to ensure decision makers have an evidenced-based understanding of our risks and opportunities relating to energy and emissions and are incorporating these into appropriate policies, plans and actions.





## THEME 1 PRIORITIES

In developing the evidence base underpinning this Strategy, we have drawn upon a broad range of evidence and data, which has identified many opportunities. It is important that we continue to build on this work, creating an integrated evidence base that can inform other strategies, such as the Kent and Medway Growth and Infrastructure Framework. Our evidence base must make better use of technologies such as GIS mapping, to overlay datasets and visually show countywide opportunities. There also remain gaps in our knowledge base where we need to do more to support evidence-based decisions; such as improving the extent of our air quality data, or where new data is required to track emerging trends; such as the uptake of electric vehicles and the extent of charging infrastructure. This is the focus of **priority 1: bridging gaps in understanding**.

A stronger evidence base will allow for better targeting of activities and will support more collaborative working with partners across the county, region and nationally. It will also highlight where appropriate engagement is needed to influence aspects outside local authorities' control.

Future growth and fundamental changes to the way we generate and consume energy have been highlighted as key challenges for Kent and Medway. To successfully manage these risks and to realise the opportunities, public sector, business and industry needs to continue to work together to influence policy and deliver activity that ensure our continued economic growth is clean and sustainable. Partners must be given the tools to more strongly influence sustainable development through planning policy and Local Plans, by developing shared clean growth policies for planning, licensing and public sector estates and supply chain. Developing such policies and position statements is the focus of **priority 2: influencing strategy and policy**.

There are still gaps in our knowledge, where more research in partnership with universities and other partners would be beneficial and where new case studies would provide a stronger evidence-based business case for action. Continuing to develop a more robust evidence base will help support the business case for new clean growth project opportunities and will also lead to the development of stronger partnership bids to access a range of funding sources. We must also look to secure long term behaviour change across all sectors, including the general public, through tailored and targeted communications that raise awareness and change perceptions. These aspects are the focus of **priority 3: building resources, capabilities and changing behaviour**.

To ensure our activities remain effective, it is essential that we monitor and evaluate progress against our priorities. To do this we will establish and monitor key indicators; ensuring that they remain measurable over the lifetime of this strategy. We must also continue to monitor future risks and opportunities that may impact how we deliver this strategy, for example new technological developments or changes to national policy. This ongoing assessment is the focus of **priority 4: monitoring and evaluation**.



# THEME 1 BUILDING THE FOUNDATIONS FOR DELIVERY

PRIORITIES	1 BRIDGING GAPS IN UNDERSTANDING		2 INFLUENCING STRATEGY AND POLICY		3 BUILDING RESOURCES, CAPABILITIES AND CHANGING BEHAVIOUR		4 MONITORING AND EVALUATION	
HIGH LEVEL ACTIVITIES	1.1	Further develop Kent Environment Strategy intelligence hub and emissions inventory to inform decision making	2.1	Develop targeted, evidence-based clean growth and planning policies, for example electric vehicle infrastructure, to address significant challenges and opportunities	3.1	Identify, support and promote the business case for specific clean growth projects across KMED, SELEP and Greater South East Energy Hub areas	4.1	Establish and monitor key performance indicators
	1.2	Utilise intelligence hub evidence to develop an Integrated Heat and Opportunities Map (GIS), linked to key strategies	2.2	Develop response to the Industrial Strategy's Clean Growth Grand Challenge to influence the SELEP's local industrial strategy	3.2	Support clean growth advocacy and cross border collaboration throughout the south east , specifically the SELEP and sub national transport boards	4.2	Evaluate progress and identify future risks, opportunities and actions
	1.3	Understand where new charging points need to be, to inform the discussion	2.3	Develop position statements for lobbying government on areas outside of Kent and Medway's control	3.3	Develop a more sustained collaboration with Kent Universities to enable more effective decision making		
					3.4	Review existing and/or establish new funding mechanisms to deliver the Energy and Low Emissions Strategy		
					3.5	Develop targeted communications and behaviour change initiatives to support strategy priorities, focusing on hot spot areas		

## CASE STUDY: WORKING WITH SCHOOLS TO TACKLE AIR POLLUTION

In 2018, Maidstone Borough Council and Tunbridge Wells Borough Council environmental health teams worked with local schools to tackle local air pollution. Schools who signed up to the Clean Air for Schools Scheme were helped to undertake an engaging class experiment. Schools were provided with two free air monitoring tubes per month, along with guidance on how to record data and report the results back to the council.

This hands-on approach allowed students to analyse the direct relationship between the volume of traffic outside their school and its impact on air pollution within the school grounds. The objective was to encourage a reduction in car journeys made by parents and to highlight the effects of leaving engines idling while dropping off and collecting children.

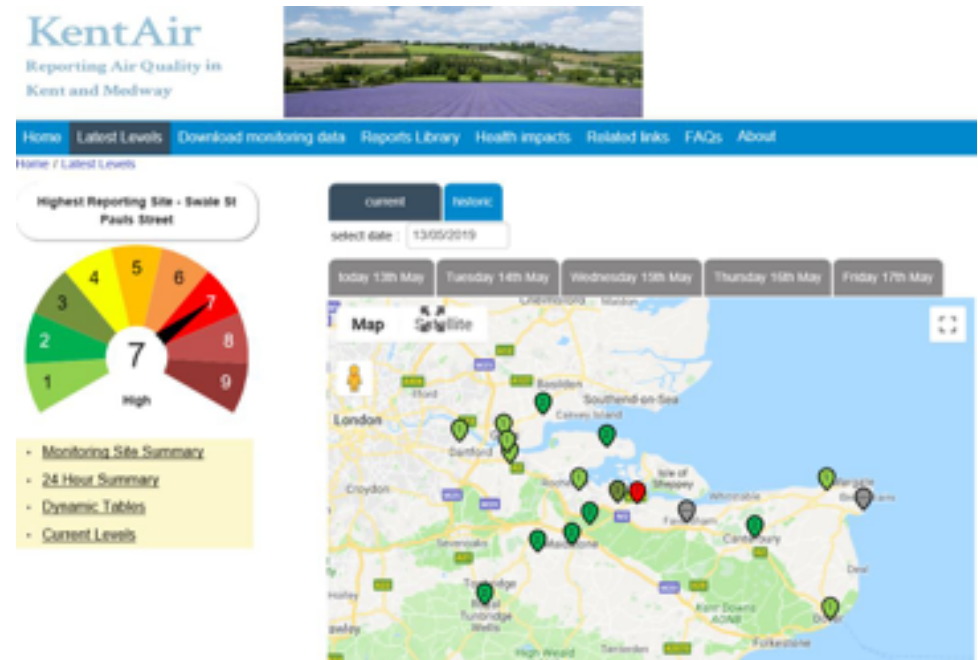
The project was launched in conjunction with the KM Charity Team's Green Champions and is sponsored by the Mid-Kent Environmental Health Team, with no funding required from the schools. For more information, or to register, visit: [www.maidstone.gov.uk/cleanairforschools](http://www.maidstone.gov.uk/cleanairforschools)



## CASE STUDY: KENT AIR WEBSITE

The Kent and Medway Air Quality Monitoring Network is funded by the district and borough councils within the county, Medway Council and Kent County Council. The network aims to promote the improvement of air quality within the region, to help local authorities to meet their obligations under environmental regulations and to maintain an accessible database of robust measurements for public reporting, research and development.

The Kent Air website has been developed by the network to provide easy public access to live air quality levels, historic data measured from automatic monitoring and NO2 diffusion tubes, and published data and reports for Medway and all district and borough councils except for Dartford and Sevenoaks (whose data is hosted on the London Air Quality Network website: [www.londonair.org.uk](http://www.londonair.org.uk)). The website also provides information about the health impacts of air pollution and recommended health advice for the forecast level of pollution.



# 2

## THEME 2 MAKING BEST USE OF EXISTING RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS

Theme 2 aims to ensure existing infrastructure, assets and resources across public, private and domestic sectors are managed in a way that reduces emissions and builds a clean future energy supply.



## THEME 2 PRIORITIES

Many partners and sectors are already taking action to reduce their impact on the environment, but our evidence shows that this activity needs to be joined-up, expanded and accelerated. This theme therefore focuses on enhancing actions to improve energy efficiency, reduce emissions and support sustainable access and digital connectivity.

Our evidence has shown that a sustainable, secure and affordable energy supply will only be possible if we significantly cut consumption of carbon-intensive energy sources, eliminate energy waste and increase the supply of local, low carbon energy generation. It has also revealed that some of our most vulnerable residents living in the most deprived communities are often at a dual risk from poor air quality and fuel poverty. For the domestic sector, our priorities therefore focus on continuing to support vulnerable and fuel poor residents through existing home energy efficiency and fuel poverty initiatives. This includes providing a trusted route to access grant funding, energy switching programmes and targeting hard-to-treat homes; such as those off the gas network or with solid walls, to ensure our most vulnerable residents benefit the most. We will also investigate options to support able-to-pay, high energy use residents to install low carbon technology and support private landlords to make energy efficiency improvements.

For business and the public sector, our activities will ensure a stronger focus on delivering more efficient and lower carbon heat energy, by reducing or recovering wasted heat and introducing newer heat technologies or alternative fuel sources. We will also continue to provide support to businesses and influence public sector supply-chains; building upon the success of programmes such as LoCASE and broadband rollout. These activities across domestic, public and business sectors are the focus of **priority 5: improve our resource efficiency.**

Enabling growth without gridlock has been highlighted as a key challenge for Kent and Medway, and one that will only be achieved through a combination of measures that influence behaviour and improve infrastructure. We will therefore look to support the development of traffic free commuter routes; provide infrastructure and facilities to encourage active travel; support investment in digital technologies to encourage flexible or remote working; and work with public transport providers to support the transition to lower emission vehicles. Providing good quality integrated transport infrastructure that supports connected communities and mobility is also a priority. We must also continue to tackle poor air quality hotspots, through the implementation of Air Quality Management Plans. The way residents, businesses and public sector travel, access and provide services is the focus of **priority 6: support sustainable access and connectivity for business and communities.**



# THEME 2 MAKING BEST USE OF EXISTING RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS

PRIORITIES	<b>5</b> IMPROVE OUR RESOURCE EFFICIENCY		<b>6</b> SUPPORT SUSTAINABLE ACCESS AND CONNECTIVITY FOR BUSINESS AND COMMUNITIES	
HIGH LEVEL ACTIVITIES	5.1	Sign up to the BEIS Emissions Pledge at a Kent and Medway level, focusing on actions that can be delivered in partnership	6.1	Support the development of traffic-free commuter routes for walking and cycling
	5.2	Develop a Cross Kent and Medway Public Sector Energy and Emissions Programme, highlighting areas where action can be taken jointly at scale	6.2	Promote active travel through the provision of facilities and promoting the benefits to public and private sector
	5.3	Develop tailored Kent and Medway public sector buildings design guidance for new build, refurbishment and ongoing maintenance	6.3	Promote smarter working by supporting investment in digital technologies that enable flexible working and workspaces
	5.4	Identify and support vulnerable and fuel poor residents through delivery of the Kent Fuel Poverty Strategy	6.4	Support public transport providers, including school transport providers, to use lower emission vehicles
	5.5	Review the Warm Homes programme and develop targeted action to support improvements in the domestic housing sector; specifically difficult to treat, private rented and fuel poor	6.5	Support development and expansion of the electric vehicle uptake and charging infrastructure for residents, businesses and the public sector.
	5.6	Review current SME support programmes in Kent and develop a Kent and Medway Clean Growth Programme		

## CASE STUDY: PARK AND PEDAL IN CANTERBURY

In June 2018, Canterbury City Council launched its Park and Pedal scheme at Wincheap Park and Ride. Over 1,200 journeys were recorded between July 2018 and January 2019. Of these journeys, 87% were by customers who were not regular users of the Wincheap Park and Ride, and would normally have driven into the city centre.

Cyclists who sign-up to the scheme pay a £15 deposit for a key card that allows them to leave their bike in a high security compound. They are then able to drive to the car park each morning and park for free, before grabbing their bike and heading into the city, helping to cut the queues and improving air quality in the town centre.

The scheme was largely funded by a £21,300 grant from Kent County Council. The Park and Pedal map can be viewed on Canterbury City Council website and shows bike routes from Wincheap Park and Ride into the city, cycle racks and places to refill your water bottle.

## CASE STUDY: MAKING KENT HOMES WARMER

Through a combination of schemes and initiatives, local authorities in Kent and Medway have been able to maximise funding and signpost residents to initiatives that make homes warmer, reduce health inequalities and lower carbon emissions.

Since 2013, five Kent councils have offered a Collective Energy Switching scheme, called Energy Deal. Residents can register for free to take part in energy auctions (held 3 times a year), to identify lower energy tariffs without any obligation to switch. Since 2013, the Energy Deal has helped residents save £804,632 on their energy bills collectively.

Kent and Medway partners are also working together to promote the Warm Homes scheme that helps residents identify energy efficiency measures that will help lower their energy bills and make their homes feel warmer. Since the Warm Homes scheme began in 2014, over 2,400 energy efficiency measures have been installed in over 2,300 homes. In total, the measures are expected to save an estimated 39,000 tonnes of carbon and save residents £8.8 million over the course of the measures' life.

For more information visit [www.energydealswitch.com](http://www.energydealswitch.com) and [www.kent.gov.uk/warmhomes](http://www.kent.gov.uk/warmhomes)



# 3

## THEME 3 TOWARD A SUSTAINABLE FUTURE

Theme 3 aims to ensure that the decisions and plans we make today address future energy challenges and opportunities. In doing so, our communities, businesses and public sector will have embraced clean growth and be working towards developing a clean, affordable and secure local energy future.





## THEME 3 PRIORITIES

Where theme two focused on the impact and efficiency of our current assets and resources, theme three seeks to ensure that the decisions and plans we make for the future embrace clean growth and allow us to develop a clean, affordable and secure energy future.

Ensuring sustainable, secure and affordable energy supplies, which overcome the current energy grid constraints can only be achieved through:

- informed planning decisions
- good quality sustainable design
- investment in new technologies
- cleaner fuels
- and adoption of smarter ways of working.

Together, this will bring about a step change in the reduction of harmful greenhouse gas emissions.

To support good quality, sustainable design we will refresh the Kent Design Guide and explore the feasibility of developing a Kent Design kitemark. An updated Design Guide could promote important clean growth concepts such as resource efficient housing and decentralised energy. The Guide would also promote infrastructure that encourages active travel, public transport and electric and alternative fuelled vehicles. It could also include air quality criteria such as anti-idling zones.



Embracing clean growth also requires us to transform the way we generate energy. Whilst some of this will be done at the national level, we will also progress future new low carbon energy infrastructure opportunities presented in the Tri-LEP energy strategy. We will focus on supporting opportunities that allow more of our energy to be produced locally and from renewable sources and increasing the number of new developments supplied by local energy centres and district heating schemes.

Ensuring that future decisions on services, developments and planning are embracing clean growth is the focus of **priority 7: influence future sustainable growth for the county of Kent.**

# THEME 3 TOWARD A SUSTAINABLE FUTURE

PRIORITIES	<p style="text-align: center;">7</p> <p style="text-align: center;">INFLUENCE FUTURE SUSTAINABLE GROWTH FOR THE COUNTY OF KENT</p>	
HIGH LEVEL ACTIVITIES	7.1	Using evidence from theme 1 and the Tri-LEP Energy Strategy, continue to identify and progress future new low carbon energy infrastructure opportunities for Kent and Medway
	7.2	Refresh the Kent Design Guide and develop guidance to future-proof development to 2050, for example electric vehicles
	7.3	Test new charging technologies on the highway as they become available
	7.4	Support the development and roll out of District Heat Networks and low carbon heating options for off-gas grid homes
	7.5	Support continued development of offshore wind and biomass fuel sectors and supply chains
	7.6	Support the development of renewable energy projects on former landfill sites and potential solar car parks
	7.7	Support feasibility studies looking at future housing micro-grids , new-build homes on hydrogen, biofuel development and Compressed Natural Gas fleet fueling

## CASE STUDY: **ELECTRIC BUS TRIAL**

In March 2018, Kent took part in an eight-week electric bus demonstrator trial commissioned by Volvo Bus UK and ABB UK. The trial aimed to demonstrate to Kent County Council, Prologis and Arriva (the bus operators), that electric buses can be operational without disrupting current schedules, whilst also improving air quality, energy efficiency, noise and passenger comfort, as well as providing financial benefits. The trial was conducted along the 23.6km-long 'Fastrack Route A', operating 20 hours daily between Dartford and Bluewater.

Data gathered from the trial showed that an energy saving of 69.3% could be realised on the Fastrack Route A (based on the annual energy use of current diesel buses; 2,063MW, versus the energy used by the bus on the trial; 634MW). Feedback from Arriva was positive, with the electric bus outperforming expectations and the drivers reporting that they preferred the electric vehicles. The public were also complimentary, with 70% of Twitter comments being neutral or positive.

The demonstration proved that the vehicle operated within Fastrack's operational requirements. It also helped promote the drive towards zero emissions technology and whilst the vehicle itself drew attention, the visual element of the charging infrastructure proved to be much more effective and thought provoking for the general public and stakeholders alike.

## CASE STUDY: **LOW CARBON ACROSS THE SOUTH EAST**

The Low Carbon Across the South East (LoCASE) project provides free support to help businesses become more competitive and profitable, by reducing environmental impacts through resource efficiencies and encouraging low carbon innovation. It does this through a three-pronged approach of stimulating demand, supporting supply and transferring knowledge. The scheme is administered by Kent County Council and supports businesses in Kent and Medway, Essex, Thurrock, Southend-on-Sea and East Sussex.

The project has seen nearly £3.5 million of EU grant funding approved for 425 Kent and Medway Small and Medium Sized Enterprises (SMEs), towards a huge range of purposes. This investment is set to deliver over 4,000 tonnes of CO<sub>2</sub> equivalent of savings through 250 energy and resource efficiency projects; from simple lighting, heating and insulation works, to investing in more effective and sustainable business practices. This support has helped create 160 jobs, launch 45 new products or services and support 31 business start-ups in Kent and Medway's burgeoning Low Carbon Environmental Goods and Services sector.

LoCASE was identified as an exemplar project for replication across the south east in the Energy South2East regional local energy strategy. It was also selected as a runner-up by the President of the Association of Directors of Environment, Economy, Planning and Transport (ADEPT) Awards in 2018.

# HOW WE WILL DELIVER THE ENERGY AND LOW EMISSIONS STRATEGY

The Energy and Low Emissions Strategy provides an evidence based 'Pathway for Clean Growth' across Kent and Medway. It identifies high level priorities for action in the short, medium and long term.

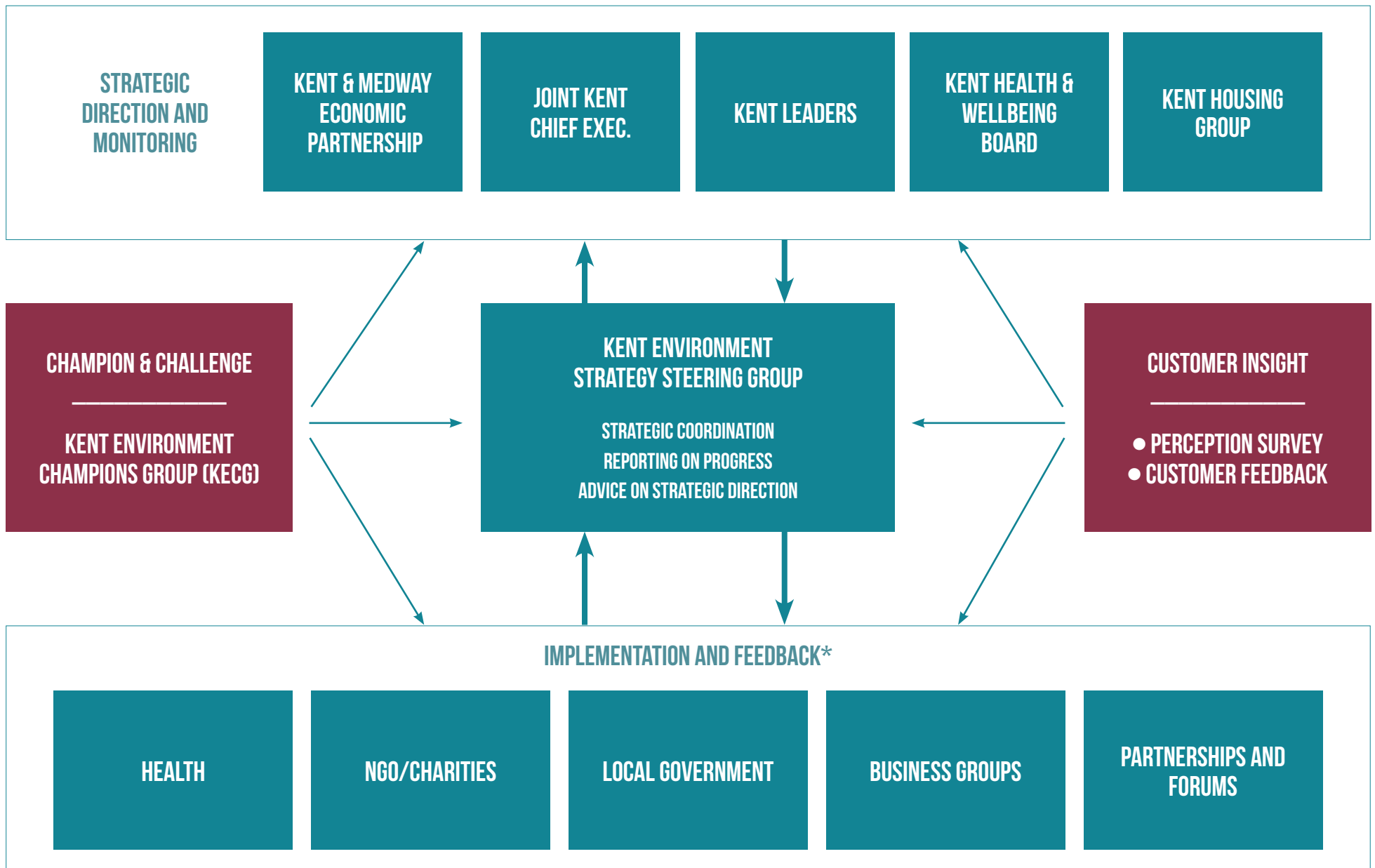


All actions are partnership-based and will be integrated into the Kent Environment Strategy Implementation Plan. Monitoring of the Implementation Plan and associated indicators and will take place annually through Kent Leaders and Chief Executives and appropriate partnerships. See Figure 6. All the latest monitoring reports, indicators and state of the environment report can be found online at [www.kent.gov.uk/environmentstrategy](http://www.kent.gov.uk/environmentstrategy)

The Energy and Low Emissions Strategy is a sub-strategy of the Kent Environment Strategy and as with the Kent Environment Strategy, it is intrinsically linked to several other strategic documents and policies across Kent. These are shown in Figure 5.

- **GROWTH AND INFRASTRUCTURE FRAMEWORK**
- **LOCAL TRANSPORT PLAN 4 – GROWTH WITHOUT GRIDLOCK**
- **ACTIVE TRAVEL STRATEGY**
- **HEALTH AND WELL BEING STRATEGY**
- **JOINT STRATEGIC NEEDS ASSESSMENT**
- **FUEL POVERTY STRATEGY**
- **HOUSING STRATEGY**
- **PROSPERITY AND PRODUCTIVITY STRATEGY**
- **STRATEGIC ECONOMIC STATEMENT (LEP)**
- **LOCAL INDUSTRIAL STRATEGY**
- **LOCAL AIR QUALITY MANAGEMENT AREA STRATEGIES**
- **SUSTAINABLE TRANSFORMATION PLAN STRATEGY**






**Figure 5:** Key strategies linked to the Energy and Low Emissions Strategy



**Figure 4:** Relationship of partner groups in the delivery of the Kent and Energy Low Emissions Strategy

\*The main reporting line will be to Kent Leaders and Joint Chief Execs

## MEASURING SUCCESS – OUR INDICATORS ON A PAGE

	<b>Emissions</b>	Total carbon dioxide (CO <sub>2</sub> ) emissions
		Total carbon dioxide emissions by sector
		Number of authorities signed up to the Emissions Reduction Pledge
	<b>Air Quality</b>	Concentrations of particulate matter (PM2.5, PM10 and secondary PM), nitrogen oxides (NO <sub>x</sub> – made up of NO and NO <sub>2</sub> ), ozone (O <sub>3</sub> ), sulphur dioxide (SO <sub>2</sub> ) and carbon monoxide (CO).
		Number of days of moderate or higher energy pollution
		Number and size of Air Quality Management Areas
	<b>Energy</b>	Annual energy consumption of the Kent and Medway local authority estate
		Average gas and electricity consumption per domestic and non-domestic customer
		Renewable energy capacity
	<b>Transport</b>	Number of journeys to school and work using active travel
		Number of cycling trips recorded by KCC cycle counters on key routes
		Journey delays on local A-roads
		Number of Ultra Low Emission Vehicle registrations
	<b>Housing and fuel poverty</b>	Number of households in fuel poverty
		Number of excess winter deaths
		Energy Performance Certificates of homes (existing and new build)
		Number of ECO (energy efficiency) measures installed

Baselines and target setting will be monitored through the Kent Environment Strategy annual monitoring

# GLOSSARY

**Active travel** - Travel and transport by physically active modes of transport such as cycling, walking or scooting.

**Air quality** - The composition of the air in terms of how much pollution it contains.

**Air Quality Management Areas (AQMAs)** – Where Local Authorities have found that air pollution objectives have been exceeded or are not likely to be achieved, an Air Quality Management Area must be declared. The size of these areas is not predefined and can vary.

**Department for Business, Energy and Industrial Strategy (BEIS)** – Formed in 2016 The Department for Business, Energy and Industrial strategy is a government department responsible for business, industrial strategy, science and innovation and energy and climate change policy.

**Car club** – Car clubs allow you to rent a car by the hour. Car clubs offer the benefits of using a car without the expense or inconvenience of maintaining and running your own car.

**Clean energy** – Energy that is not produced from fossil fuels (coal, oil or natural gas)

**Clean growth** – set out in the Government’s Clean Growth Strategy, the concept aims to lower carbon emissions, protecting the environment and meeting our climate change obligations, whilst stimulating growth and prosperity, increasing earning power and creating and supporting thousands of jobs.

**Combined Heat and Power (CHP)** - When electricity is generated, up to 60% of the energy can be wasted as lost heat. Combined Heat and Power schemes are designed to recover most of this waste heat and use it to power a turbine and generate more electricity.

**Department for Environment, Farming and Rural Affairs (DEFRA)** – Formed in 2001, the Department for Environment, Food and Rural Affairs is the government department responsible for environmental protection, food production and standards, agriculture, fisheries and rural communities in England.

**District heating** - A district heating system is a network of insulated pipes, which delivers heat (or chilled water) from a centralised energy centre to multiple end users.

**Energy Performance Certificate (EPC)** - EPCs are intended to inform potential buyers or tenants about the energy performance of a building, so they can consider energy efficiency as part of their investment or business decision. The scale is from A-G, A being the most efficient.

**Energy switching** – a process carried out by consumers aiming to reduce their energy bills by changing their energy provider.

**Excess Winter Deaths** – is defined as the difference between the number of deaths which occurred in winter (December to March) and the average number of deaths during the preceding months (August to November) and the subsequent four months (April to July).

**Flexible working** - Flexible working is a way of working that suits an employee’s needs, for example having flexible start and finish times, or working from home.

**Fuel poverty** - Fuel poverty in England is measured by the Low Income High Costs definition, which considers a household to be in fuel poverty if they have fuel costs that are above average (the national median level) and where if they were to spend that amount, they would be left with a residual income below the official poverty line.

**Geographic Information Systems (GIS)** – A computer system that allows analysis of spatial data by organising layers of information into visual maps and 3D scenes. Commonly used GIS applications are ArcGIS and MapInfo.

**Greenhouse gases** - As defined under the Kyoto Protocol, these include:

Carbon dioxide (CO<sub>2</sub>)  
Methane (CH<sub>4</sub>)  
Nitrous oxide (N<sub>2</sub>O)  
Hydrofluorocarbons (HFCs)  
Perfluorocarbons (PFCs)  
Sulphur hexafluoride (SF<sub>6</sub>)

**Green infrastructure** - Green infrastructure is a network of multi-functional green space, both new and existing, both rural and urban, which supports the natural and ecological processes and is integral to the health and quality of life of sustainable communities.

**Growth and Infrastructure Framework** – prepared by Kent County Council to provide a view of emerging development and infrastructure requirements to support growth across Kent and Medway. It provides a strategic framework across the County, for identifying and prioritising investment across a range of infrastructure, for planned growth up to 2031.

**Hard-to-treat homes** – homes that cannot accommodate routine, cost-effective energy efficiency measures. Homes considered hard-to-treat are often not connected to the gas network or are built with solid walls (without a cavity); this includes older properties and park homes.

**Heat networks** - A heat network, sometimes called district heating, is a distribution system of insulated pipes that takes heat from a central source and delivers it to a number of domestic or non-domestic buildings. The heat source might be a facility that provides a dedicated supply to the heat network, such as a combined heat and power plant; or heat recovered from industry and urban infrastructure, canals and rivers, or energy from waste plants.

**Local Enterprise Partnership (LEP)** – LEPs are locally-owned partnerships between local authorities and businesses. They play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs.

**Low Carbon Across the South East (LoCASE)** – An EU funded project set up to help businesses tackle and adapt to climate change, by aiming to reduce costs by cutting emissions and promoting the opportunities of the low carbon and environmental goods and services market.

**Low carbon economy** - An economy which has a minimal output of greenhouse gas emissions.

**Mega Watt (MW)** - a measure of power, one million watts.

**Net Zero** – Achieving net-zero carbon emissions by deeply cutting emissions, with remaining emissions offset by removal from the atmosphere (eg. by trees or technology).

**Renewable energy** - Energy produced using naturally replenishing resources. This includes solar power, wind, wave, tide and hydroelectricity. Wood, straw and waste are often called solid renewable energy, while landfill gas and sewerage gas can be described as gaseous renewables.

**Small and Medium Sized Enterprises (SMEs)** - Micro, small and medium-sized enterprises who employ fewer than 250 people and which have an annual turnover of less than £25 million.

**Superfast broadband** - In the UK, 'superfast' broadband is defined as a connection with download speeds of 24Mb or above.

**Sustainable development** - Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It is central to the economic, environmental and social success of the country and is the core principle underpinning the National Planning Policy Framework.

**Tri-LEP** – A term used to describe collaboration between the South East, Coast to Capital and Enterprise M3 Local Economic Partnerships. The Tri-LEP area covers much of south east England including Kent, Sussex, Surrey, Hampshire and Essex.

**Ultra-Low Emission Vehicles (ULEVs)** – Ultra low emission vehicles (ULEVs), also known as plug-in vehicles, emit extremely low levels of motor vehicle emissions compared to traditional petrol or diesel vehicles.

**Vulnerable resident** – term for an individual who is at risk of abuse or harm due to life circumstances such as underage, homeless, physical and mental illness, frailty or elderly.



# KENT AND MEDWAY ENERGY AND LOW EMISSIONS STRATEGY

Page 129

This document is available in alternative formats and can be explained in a range of languages. Please contact [alternativeformats@kent.gov.uk](mailto:alternativeformats@kent.gov.uk)



This page is intentionally left blank

## Proposed Consultation Activities and Promotion

### Activities

- Publish the consultation draft strategy and evidence base in accessible word and pdf formats
- Capture feedback via a questionnaire (online and hard copies)
- Letter or email providing feedback will be analysed and considered alongside the questionnaire responses.
- Entry on Consultation Directory [www.kent.gov.uk/consultations](http://www.kent.gov.uk/consultations) and information available at all KCC buildings.
- Consultation responses will be reviewed throughout. If more targeted work is needed further additional activities will be considered for example, telephone / face-to-face survey, focus groups or deliberative workshops.
- Attendance at Kent Youth County Council
- Attendance at Kent County Show (Year of Green Action)

### Agreed consultation promotion:

- Email to extensive stakeholder list and promotion through networks
- E-mail to Equality distribution lists and invite to those registered with the Consultation Directory who have expressed an interest in General interest, Environment and Countryside.
- Poster, postcards and copies of strategy displayed in selected Libraries, Gateways, Country Parks as well as all key KCC offices and Sessions House reception
- Feature on library computer welcome screens
- Promotion at Kent County Show and any other relevant Year of Green Action events
- Tweeted on KCC Corporate and Explore Kent and KES Twitter feeds, Facebook entry, blog.
- Promotion via Kent Year of Green Action page
- Link to consultation directory page from service page on Kent.gov
- Promotional banner on kent.gov homepage
- Internal staff comms channels: KNet, KMail, directorate newsletters, KCC building television screens, polls on KNet,
- Kelsi Schools e-bulletin
- Written briefing for all KCC Members
- Submit article for KALC newsletter (need to email the KALC Secretary ([secretary@kentalc.gov.uk](mailto:secretary@kentalc.gov.uk)). They accept short articles, adverts, images etc.
- Press release / briefing

This page is intentionally left blank

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

## Equality Analysis / Impact Assessment (EqIA) template

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

### **Kent & Medway Energy and Low Emissions Strategy**

Brief description of policy, procedure, project or service

To co-ordinate the development of an Energy and Low Emissions Strategy for Kent & Medway. This identifies and prioritises action to reduce harmful emissions that contribute to climate change and poor air quality leading to impacts on people's health. The Strategy will also incorporate the strategic approach to energy across the County as there is significant overlap in activity and the resources that are delivering actions.

This Strategy will strengthen and support the UK government's Clean Air Strategy (under consultation), Kent Environment Strategy implementation plan and District Councils' air quality action plans.

It will also take into account the Government's Industrial Strategy, Clean Growth Strategy, the 25 Year Environment Plan and Road to Zero.

Aims and Objectives

Objectives of group

- **To oversee the development of a Strategy and Action Plan for Kent & Medway that provides a comprehensive and cohesive framework, to set out the ambition and challenge for a step change in action.**
- **To seek out relevant data and information to ensure a robust evidence-based approach.**
- **Identify individuals, groups and organisations that have a key role to play in this agenda and ensure effective engagement and consultation to obtain their contributions and support.**
- **To identify the areas requiring a partnership approach to be most effective, opportunities for quick wins, synergies between KCC and District Councils.**
- **Promote increased partnership action and information sharing.**

- **Take individual responsibility to promote opportunities, align action and foster a wider awareness of the development of the strategy and the challenges faced from this agenda through our own roles and interactions.**

#### Outcomes

- **Support the delivery of Kent & Medway air quality objectives, as defined by EU Directives and the UK's Air Quality Strategy to reduce the level of air pollutants**
- **To focus local authority action where it can positively influence more secure, sustainable and affordable energy (the energy trilemma) to benefit Kent residents and businesses**
- **Deliver a joined-up approach to tackling the challenges of climate change and air quality**
- **Demonstrate tangible improvements in tackling air pollution through more partnership activity**
- **Ensure actions and resources are focused where they are needed most and to benefit the most vulnerable residents**

#### Outputs

- **Strategy and Action plan**
- **Comprehensive evidence base and identified gaps, where more research is required**
- **Identify policies required to influence local planning/local plans**
- **Develop simple messages for the public, for partners to use in communications**
- **Develop Kent & Medway case studies**
- **Develop a knowledge hub of current/planned actions**
- **Joint funding opportunities**

## JUDGEMENT

- Adjust and continue - adjust to remove barriers or better promote equality

**The initial screening did not identify any significant negative impacts, instead some low negative impacts are most likely to be outweighed by the wider positive benefits from the strategy and action plan.**

**During the development of the Strategy through 2018 and into 2019, further evidence was sought on the previously assumed negative impact for disabled access to hybrid and electric vehicles. This proved to be unfounded and has further identified the potential for barriers to parking bays with electric charge points due to location or design.**

**One Medium negative impact identified related to parking location and/or design with associated electric vehicle charging point, where access barriers could arise for disabled drivers and carers.**

**Equalities impacts evidence has been sought throughout the development of the Strategy and this impacts assessment supports the final version of the Strategy pre-public consultation.**

**The evidence obtained will be used to determine communications and engagement messages and channels to be used, as well as informing the resulting action plan.**

**This will aim to ensure that any negative impacts for specific protected characteristics are minimised or addressed as far as reasonably practicable.**

I have found the Adverse Equality Impact Rating to be **Low**

# GET Document Control

## Revision History

Version	Date	Authors	Comment
V0.1	13/11/2017	D Kapaj	Initial screening grid completed by Sustainable Business & Communities team (team meeting)
V0.2	23/11/2017	D Kapaj	Review and development of first draft by first meeting of K&M energy and low emissions working group
V0.3	31/01/2018	D Kapaj	Further feedback from K&M energy and low emissions working group and EPE E&D groep
V0.4	19/02/2018	D Kapaj	Refined further based on additional feedback and evidence obtained
V0.5	28/03/2018	D Kapaj	Refined further based on additional feedback and evidence obtained
V0.6	05/04/2018	D Kapaj	Formatted into GET template and feedback from A Agyepong
V1	29/08/2018	D Kapaj	Finalised content to support Environment & Transport Cabinet Committee paper
V2	08/05/2019	D Kapaj	<p>Additional evidence obtained:</p> <ul style="list-style-type: none"> <li>- availability of electric/hybrids on Motability Scheme</li> <li>- barriers to walking for over 65s</li> <li>- benefits of 20mph zones</li> <li>- DfT report – disabled people behavioiurs and attitudes to travel</li> <li>- additional impacts identified by HTW EV Strategy EqIA</li> </ul> <p>Revised impacts accordingly – risk level unchanged and no new significant negative impacts</p>

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
<b>Carolyn McKenzie</b>	<i>C McKenzie</i>	<b>Head of Sustainable Business &amp; Communities</b>	<b>13/05/2019</b>
<b>Stephanie Holt-Castle</b>	<i>S Holt-Castle</i>	<b>Interim Director of Environment Planning &amp; Enforcement</b>	<b>15/05/2019</b>

## 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**

		You MUST provide a brief commentary as to your findings, or this EqIA will be returned to you unsigned			
Page 138	Protected Group	High Negative Impact	Medium Negative Impact	Low Negative Impact	High/Medium/Low Favourable Impact
		Age			<p><b>Encouraging public transport over car potentially gives rise to personal safety concerns ie vulnerable to abuse/forced home. Those with memory problems feel particularly vulnerable. (although road safety stats show public transport is safer than cars ie fewer accidents)</b></p> <p><a href="#">Evidence 5</a></p>

death particularly linked to conditions mainly affecting young children or older people or due to living in colder homes. (ie heart disease, stroke, COPD)

Medium - Young people (aged 18-29) – 25% less likely to own a car, so reliant on public transport/ lift-share and active travel and this age group will benefit from improvements to this infrastructure and availability of pay-as-you-go car clubs.

Medium – Young and older people are less likely to be injured or die where 20mph zones are in force (improved safety and reduced air pollution). Over 65s are more likely to walk in places where there are lower speed limits or where footpaths are well

				maintained. <a href="#">Evidence 3</a> & <a href="#">Evidence 6</a>
Disability		Physical ability to access suitable parking with electric vehicle charging points could inhibit take up by this group. <a href="#">Evidence 4</a>	<p>Encouraging public transport over car potentially gives rise to personal safety/access concerns (DfT report confirms safety related incidents on and around transport are more likely for disabled people)</p> <p>Avoid excluding from active travel opportunities as far as reasonably practicable, although disabled are less likely to walk or cycle compared to non-disabled.</p>	<p>Low - Improving air quality may reduce symptoms of some disabling health conditions</p> <p>Low – Some energy efficiency improvements such as boilers are linked to disabled adaptations which can benefit those with a disability (e.g. disabled facilities grant)</p> <p>Low – disabled people are less likely to travel and when they do more likely to use buses and taxis compared to cars – improved access to and reducing emissions from these modes will benefit this group <a href="#">Evidence 5</a></p>
Gender			Encouraging public transport over car potentially gives rise to a personal safety concern (perception by women that personally safer using own car – no recent evidence	

			<b>found for UK/Kent) (although road safety stats show public transport is safer than cars ie fewer accidents)</b>	
Gender identity/ Transgender			<b>Ensure inclusive promotions/communications Encouraging public transport over car potentially gives rise to a personal safety concern (although road safety stats show public transport is safer than cars ie fewer accidents)</b>	
Race			<b>Encouraging public transport over car potentially gives rise to a personal safety concern (although road safety stats show public transport is safer than cars ie fewer accidents)</b>  <b>Using more reflective images of population in campaigns and promotions.</b>  <b>Ensuring clear language is used and language barriers are reduced where possible in the promotion of schemes and projects under this strategy (inclusive promotions and schemes)</b>	
Religion and Belief			<b>Ensure inclusive promotions</b>	
Sexual Orientation			<b>Ensure inclusive promotions</b>	

Pregnancy and Maternity			Encouraging public transport over car potentially a personal safety concern (although road safety stats show public transport is safer than cars ie fewer accidents)	Poor air quality impacts lung development of growing foetus ( <a href="#">Evidence 1</a> <a href="#">Evidence 2</a> ) and young children. Improving air quality benefits this group
Marriage and Civil Partnerships			N/A	
Carer's Responsibilities		Physical ability to access suitable parking with electric vehicle charging points could inhibit take up by this group.	Carers may be more likely to need a car due to transporting children or cared for individuals, some with specific needs requiring larger (and potentially more polluting) vehicles Need for careful communications in encouraging less polluting transport modes.	

Conclusion: **Overall no significant negative impacts identified, there is potentially one Medium impact for disabled people and carers, which requires the consideration of the selection of locations and design of parking spaces allocated for electric vehicle charging.**

**More positive benefits will be delivered for the young, old, disabled and maternity (unborn foetus).**

## Part 2 - Full Equality Analysis /Impact Assessment

From the screening grid, identify the Protected Groups impacted

Disabled

Information and Data used to carry out your assessment

Evidence 1 Impacts of poor air quality on unborn foetus <https://www.bmj.com/content/359/bmj.j5299>

Evidence 2 Lifelong impact of air quality <https://www.rcplondon.ac.uk/projects/outputs/every-breath-we-take-lifelong-impact-air-pollution>

Evidence 3 Barriers to walking for over 65's <https://www.ciht.org.uk/news/uneven-footways-prevent-older-people-from-walking/>

Evidence 4 Availability of electric and hybrid vehicles for disabled people eligible under the UK motability scheme <https://www.motability.co.uk/>

Evidence 5 DfT report - Disabled peoples travel behaviour and attitudes to travel

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/647703/disabled-peoples-travel-behaviour-and-attitudes-to-travel.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/647703/disabled-peoples-travel-behaviour-and-attitudes-to-travel.pdf)

Evidence 6 Impact of 20mph zones <http://eprints.uwe.ac.uk/34851/>

Who have you involved consulted and engaged with?

**Sustainable Business and Communities team**

**Kent & Medway Energy & Low Emissions Working group**

**GET E&D group**

**A Agyepong, corporate E&D lead**

Analysis

**Benefits have been identified for Age (both young and old), disabled, gender, race and pregnancy (unborn foetus)**

Adverse Impact:

**Version 1 - Assumed that disabled (specifically physical) may be at a disadvantage when using an Electric Vehicle**

This assumption has been further investigated and found that there are 72 hybrid and electric vehicle options available via the Motability scheme. Therefore, access to low emissions vehicles is not seen as a barrier for disabled drivers.

There is still potential for barriers to access to parking bays with electric charge points for disabled and also carers. This needs to be considered when determining EV charge point locations and associated parking design for individual schemes. This information has been passed on for consideration in the revision of parking standards for Kent Design.

Positive Impact:

The provision of cleaner vehicles and access to improved walking, cycling and public transport has positive advantages for the characteristics age, disability and pregnancy (unborn foetus).

Page 144

**Part 3 - Action Plan**

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
Disability Pregnancy and Maternity	Potential barrier to take up of electric vehicles due to inadequate parking design	Take into account when revising the parking standards under Kent Design	This will need to be taken account of by KCC and District partners when securing funding and establishing actions to expand EV infrastructure across Kent	S Benge	October 2019	None

Have the actions been included in your business/ service plan?

**The action is part of Economic Development's business plan 2019-20 – Kent Design refresh**





This page is intentionally left blank

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

**To:** Growth, Economic Development and Communities Cabinet Committee  
- 26 June 2019

**Subject:** Members' Recent Visit to Ebbsfleet Development Corporation (EDC)

**Classification:** Unrestricted

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

**Electoral Division:** All

**Summary:** This report is in two parts. It summarises the outcomes of the recent visit by KCC Members to Ebbsfleet Development Corporation and outlines the programme of future visits to other Kent districts in 2019.

**Recommendation:** The Cabinet Committee is asked to receive and endorse the report.

## 1. Introduction

- 1.1 At the November 2017 meeting of this Cabinet Committee, Members agreed that officers arrange 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.
- 1.2 This report summarises the main outcomes of Members' visit to Ebbsfleet on 10 May 2019.

## 2. Visit to Ebbsfleet Development Corporation (EDC)

- 2.1 The visit to the EDC on 10th May was arranged with the full support of senior officers of the Corporation who provided a briefing about the economic development and regeneration opportunities and challenges for the Ebbsfleet Garden City which are listed below:

- Development around Ebbsfleet Station
- Castle Hill and Ebbsfleet Green housing areas
- Ambition to see the extension of Crossrail to Ebbsfleet
- Future of the London Resorts Companies Holdings proposals for the London Resort
- Capacity at A2 Bean junction and access to river frontage on the Thames
- High level of affordable homes - projected to be 30%
- Stewardship of public assets
- Delivery of community facilities including schools
- Healthy New Towns programme Page 147

The highlights of the visit are detailed more fully in Appendix 1 to this report. The Healthy New Towns presentation is attached as Appendix 2.

These issues will be followed up by Officers as appropriate and with the relevant organisations.

### 3. Programme of Further Visits

3.1 Further Member visits to Kent districts are being arranged in collaboration with district and borough officers. The format for each visit involves a day-long tour of the principal economic development and infrastructure developments within each district.

3.2 The indicative visit programme for 2019 is:

Folkestone & Hythe	14 June
Tunbridge Wells	12 July
Thanet	6 September
Ashford	11 October

3.3 The visit to Folkestone & Hythe District Council on 14 June will be reported at the September meeting of the GEDCCC. It will cover sites at:

- Folkestone Town Centre and the Creative Quarter
- Folkestone Harbour and the Harbour Arm
- Mountfield Road, New Romney
- Otterpool Park, Cheriton Park and Biggins Wood

3.4 The itinerary for the subsequent visit to Tunbridge Wells Borough Council has yet to be finalised with district council colleagues, but it is anticipated it will include developments in the town centre.

Further visits are being planned for the remaining districts.

3.5 As agreed by the Committee, should places be available, invitations will be extended to the Chair and Members of the Environment & Transportation Cabinet Committee.

### 4. Financial Implications

4.1 The cost of coach hire is approximately £350 per visit.

### 5. Recommendation

**Recommendation:** The Cabinet Committee is asked to receive and endorse the report.

### 6. Contact details

Report Author

**Rob Hancock**

Programme Manager

03000 417 087

[rob.hancock@kent.gov.uk](mailto:rob.hancock@kent.gov.uk)

Relevant Director:

**David Smith**

Director of Economic Development

03000 417 176

[david.smith2@kent.gov.uk](mailto:david.smith2@kent.gov.uk)

## GEDCCC District Visits Programme

### Highlights of the visit to Ebbsfleet Garden City and the key economic development and regeneration issues and priorities:

A map and information pack were provided to all Members attending the visit.

#### Ebbsfleet Station

Presentation given by Ian Piper, Chief Executive of Ebbsfleet Development Corporation setting the background to development in and formation of Ebbsfleet Garden City. Additional information was provided by Mark Pullin, Chief Planning Officer. The presentation covered:

- Outline consent granted to Eastern Quarry (2007) and Ebbsfleet (2002)
- Designation of London Resort as a Nationally Significant Infrastructure Project (NSIP) in 2014.
- Formation of the Ebbsfleet Development Corporation in 2015. It's remit, to bring forward development and forward fund critical infrastructure. Specific reference was made to Springhead Bridge and the forward funding of utilities infrastructure.
- Implementation Framework produced by EDC in 2016. This was the basis of the model being viewed by Members.
- Issue of "Lift & Shift" that needs to be resolved for development to proceed within the Ebbsfleet Central area.

*Note: This is essentially the area covered by the Ebbsfleet outline consent. The term applies to the removal of existing surface car parking around Ebbsfleet International station and its replacement to allow development around the station. The replacement of the surface level parking is governed by a legal contract completed at the time of the development of Ebbsfleet station.)*

In the course of the presentation Members raised the following matters:

- i). **EDC control over London Resort.** Ian Piper acknowledged that the EDC has no control over the promoter, London Resort Company Holdings (LRCH), in relation to the submission of its Development Consent Order (DCO). NSIP status was granted under the 2008 Planning Act and timescales are set by this with determination by Secretary of State.
 

*Note: This is not strictly true. Although the EDC is not classed as a local authority it will have an important role to play in the pre-Application and Examination stages of the NSIP process. Also, if the EDC is still in existence when a DCO has been granted it will be the enforcing authority of any conditions included in the DCO.*
- ii). **Extent of EDC "Red Line" boundary.** This was described by Mark Pullin.
 

*Note: A plan of the red line boundary is shown below.*
- iii). **EDC's ambition for Crossrail Extension.** EDC has supported the extension of Crossrail to Northfleet station and the Implementation Framework sets of a corridor linking Northfleet and Ebbsfleet stations. This was likened to the link

between the Stratford stations by the Secretary of State, James Brokenshire MP, on a recent visit.

- iv). **Location of employment.** Large volume of B1a office development within outline consents that was unlikely to come forward. EDC is focusing main areas of employment around Ebbsfleet station and Northfleet Riverside. This would be a wider mix of employment floorspace.
- v). **Danger of Garden City becoming dormitory housing for London.** EDC cannot ignore the fact that the new housing delivered within the Garden City would be a draw to those looking to move out of London.
- vi). **Historic issues associated with high density/high rise development.** With lessons learnt from the past, EDC is looking to produce better quality public realm within development. EDC has already adopted an Urban Design Framework to improve quality. In response to a follow-up question that the scale of development proposed is at odds with Garden City concept Ian Piper stated that the EDC was attempting to define the concept of a Garden City for the 21<sup>st</sup> century taking some of the best ideas such as access to parks and open spaces from the original Garden City ideals.
- vii). **Viability.** This is no longer an issue for the Eastern Quarry site and including Ebbsfleet Green. Ebbsfleet Central is a different case and will need a significant level of public subsidy to cover structural costs to bring forward the site for development.

*Note: There was no mention of viability for the Northfleet Riverside but this is still an underlying issue for both the Northfleet Embankment East and West sites.*

- viii). **Capacity of A2 Bean Junction.** Reference was made to the proposals being delivered by Highways England for both the A2 Bean and Ebbsfleet junctions to improve capacity. Highways England has, because of the uncertainty, not included the London Resort proposals arguing that this development would require a significantly different approach particularly for the A2 Ebbsfleet junction.
- ix). **Access to River Thames.** EDC is opening access to the river where it can through the plans for development that have/are coming forward. However, it is also restricted by the need to protect the commercial interests of existing businesses along the river frontage. In response to a follow-up question on the need for parking to support the development of “river bus services”, Ian Piper stressed the improvements planned for Fastrack services.

*Note: An alignment for Fastrack is safeguarded along Northfleet Riverside that would connect the new and existing communities to the river in addition to new cycle and pedestrian routes through proposed residential developments.*

- x). **Level of Affordable Housing.** This varies across the different development sites but the EDC is aiming for 30% affordable housing provision across the Garden City.

## The Tour

On the coach tour around the Garden City starting from Ebbsfleet International station and finishing at Eastgate Community Centre the following were highlighted by the EDC:

- Former landfill site to the west of Ebbsfleet station that will become the Central Park of the Garden City.
- Structure constructed over the HS1 route in preparation for planned development that has become tagged “the bridge to nowhere”.
- Alignment of the proposed access road to London Resort that would run along the western boundary of HS1.
- The under-utilised asset known as Blue Lake on the north side of the A226 Thames Way.
- The Wastewater Treatment Works on the south side of the A226 Thames Way opposite Blue Lake. The EDC is in discussion with Southern Water regarding the expansion of this facility to provide additional capacity for planned development.
- The existing Northfleet Urban Country Park situated to the north of the A226 Thames Way between Springhead Road and Vale Road.
- Berkeley Homes factory for modular housing fabrication on the commercial part of the Northfleet Embankment East site. The southern part of this commercial area is still owned by Homes England.
- The residential part of Northfleet Embankment East site to be developed by Keepmoat. Specific features of the site highlighted included the WT Henley building to be converted for community use; historic Bear Pit to be identified by a landscape feature within the development; provision of a 2FE primary school; contribution towards the expansion of secondary school provision in the area and caves in the cliff face to the south of the site.
- A review of the capacity of the A226 Thames Way with KCC to evaluate whether it needs to be made a dual-carriageway.

*Note: It was not clear whether the EDC was referring to the whole of the A226 Thames Way or the section to the west of Springhead Road. There remains a proposal for the latter to be dualled and developer contributions have already been secured towards this. Dualling the section to the east of Springhead Road could only be achieved through the loss of the existing bus lanes for Fastrack as widening is limited by the cliffs that formed the original railway cutting.*

- Progress of the Redrow site at Ebbsfleet Green.
- Progress of the Castle Hill development in Eastern Quarry including the new 2FE primary school already provided and adjacent community centre; the village centre under construction; pedestrian/cycle links with the existing Swanscombe community and the Alkerden Farm site which includes a listed structure due to be re-built and the demolition of surrounding buildings to open up the site.
- Ian Piper stated that having Henley Camland in the role of master developer was, in his experience, a better option than having to deal with a consortium of housing developers.

In response to a question about the presence of solar panels on a number of houses in Castle Hill it was stated that developers were required to meet energy efficiency standards for housing and some developers achieved this through the provision of solar panels. Redrow used this quite extensively on its Ebbsfleet Green site.

Members also asked about the average density of house building across the Ebbsfleet Garden City but were not given a definitive answer by the EDC. The EDC did state that one third of the Eastern Quarry site is to be open space.

The EDC is pushing high-speed broadband provision, national space requirements and national standards for accessible housing across all residential developments.

### Eastgate Community Centre

The EDC provided presentations and took questions on the following three topics during a working lunch at the Eastgate Community Centre.

#### 1. Stewardship

Current Government requirement for Garden Settlement bids is a long-term strategy for the management of public assets. The presentation highlighted:

- The fractured nature of the existing management arrangements (6 different development sites each with separate plans either in place or due to be set up).
- EDC's proposal for a Charitable Trust (Ebbsfleet Garden City Trust) with trading subsidiaries and a Guardianship Group with wider representation that would advise the Trust.
- A financial model that would generate the estimated income of £2.3m per annum needed to operate the Trust coming from a combination of estate rent charge, external grants, trading activity and income derived from commercial assets.
- An asset endowment of £45-50m is needed to achieve sufficient income generation the acquisition of commercial assets initially being funded by the EDC.
- The EDC has conducted asset mapping of both the EDC and wider impact area identifying existing community facilities (community centres, halls, parks, open spaces, etc.)
- More active management of facilities. A comparison was made between Eastgate and Castle Hill community centres, the former being more actively managed.
- EDC is looking to reduce/manage risks.

In the course of the presentation Members raised the following matters:

- i). **Number of Successful Trusts** – Most of the trusts set up through the Garden City or subsequent programmes have been successful but there was no clear figure given on the number. Reliability on a succession of volunteers was mentioned and two examples in Swale were given one a success and the other a failure with the conclusion that it could be hit or miss.



- ii). **Why not Establish a Parish Council?** Reluctance of both Borough Councils to set up new parish councils. Problem of a single parish council spreading across two Districts.

## 2. Delivery of Community Facilities

The number of schools to be delivered within the Garden City were identified as:

**Eastern Quarry:** 8FE Secondary and 3 x 2FE Primary

**Ebbsfleet:** 1 x 2FE Primary, 2 x 1FE Primary, Expansion of Existing Secondary

**Ebbsfleet Green:** 1 x 2FE Primary

**Northfleet Embankment East:** 1 x 2FE Primary, Expansion of Existing Secondary

**Northfleet Embankment West:** Expansion of Existing Primary

In response to how the cost of providing these schools was covered the EDC stated that this was either through direct provision or developer contributions. It was suggested to the Chair of the GEDCCC that a breakdown of the recent paper on s106 contributions should be undertaken to provide a better understanding of the funding of school provision in the Garden City.

The EDC stated that any development coming forward within Ebbsfleet Central would result in a complete review of the community infrastructure needed.

A review of the outputs from the Education Strategy, commissioned by the EDC, would be undertaken including an analysis by KCC.

The EDC were asked about its opinion on London Resort. Ian Piper stated that there were concerns about the timescale suggested by LRCH for the submission of the DCO and further doubts about the financial model and visitor numbers especially considering that there was no major branding for the resort in place or suggested.

## 3. Healthy New Towns (HNT) Programme

The programme was run by the local Clinical Commissioning Group (CCG) as one of 10 pilot schemes across the country. KCC has been actively involved via Roger Gough's presence on the Steering Group and further involvement by KCC's ASC, Public Health and EPE divisions.

The programme looks to re-establish links between health and housing that were traditionally combined under one Minister. The presentation on the EDC as a Healthy New Town is attached as Appendix 2.

The baseline study showed that the area was one of the worst performing in the country for social care provision, health and access to open spaces. In the case of the latter there were existing open spaces (such as Blue Lake and former landfill site) that were locked and inaccessible. Trackers used during the HNT programme showed where people were exercising and more importantly where they were not.

FSC has suggested that the Garden City could have the aspiration to be an area where care was provided ostensibly within the home obviating the need for care home provision. This was questioned in terms of its practicality and the EDC was asked about its plans to meet potential demand. In response the EDC pointed out that care homes would be provided but these were not people's first choice. The provision of

inter-generational housing was seen as a priority and the EDC is looking to acquire sites where they could provide specialist housing that the market will not deliver.

The Health, Education and Innovation Quarter (HEiQ) within Ebbsfleet Central would be a major boost to health provision in the Garden City. The EDC was currently modelling the scale of provision to be provided by this facility. Evidence has shown that smaller, separate GP practices/health centres are not what people want.

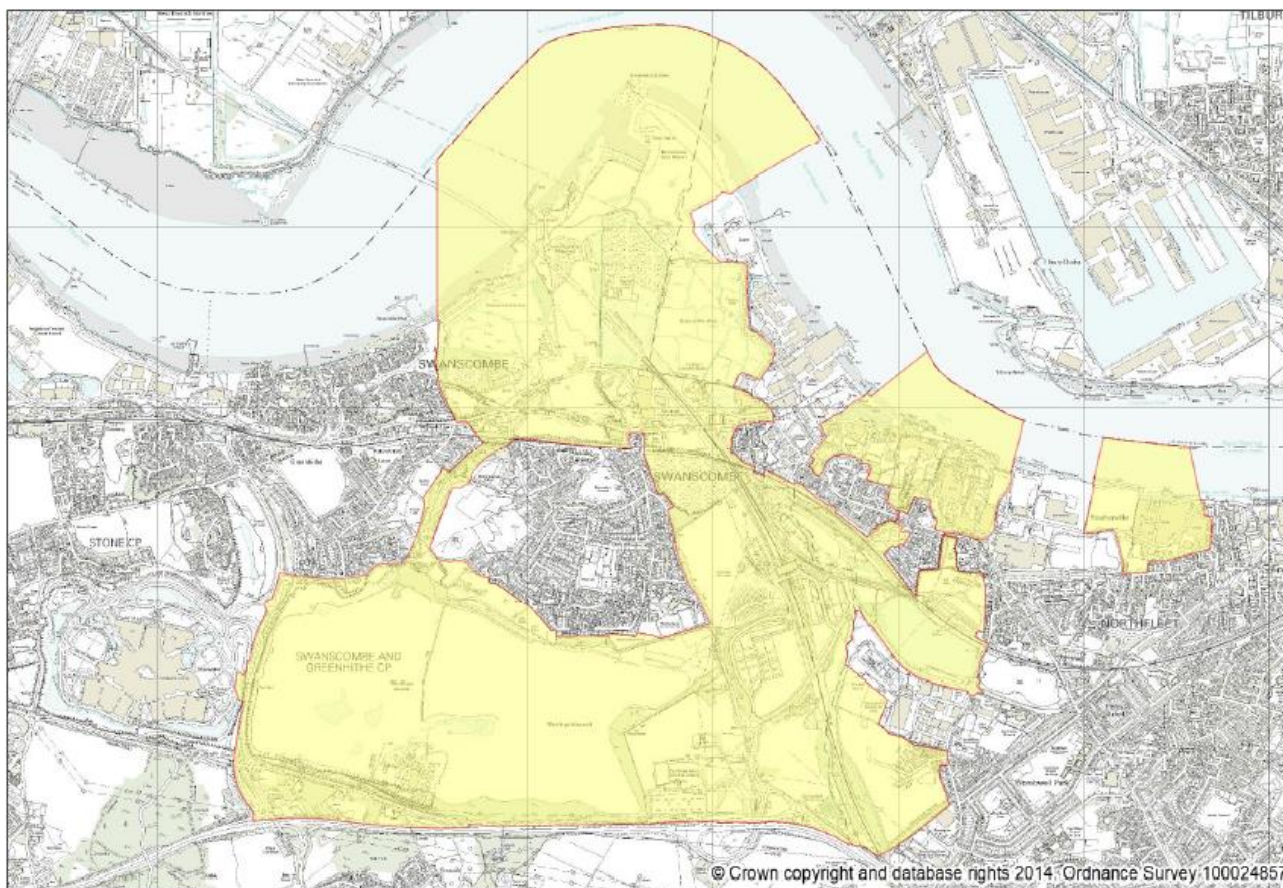
*Note: This is at odds with other information received such as the demand for a GP practice on The Bridge development site by residents and the development of a new Health Centre at Horns Cross.*

The HNT programme has been successful in bringing together the existing Swanscombe community with the new community at Castle Hill through the variety of events that have been organised and initiatives established and which are to be maintained after the programme has ceased.

The question of air pollution was raised, and the EDC were asked how it would contend with this. In reply the EDC said their principal focus was on reducing car journeys and increasing public transport use. Essential to this was establishing travel patterns early in the development.

*Note: There are two declared Air Quality Management Areas (AQMA's) adjacent to the Garden City, the A2 Corridor and the A2 Bean Junction. Outside this the Garden City has a relative low level of air pollution at present principally due to the lack of development and this will inevitably increase. The transport strategy for the area is predicated on their being a substantial shift in transport mode towards public transport to limit congestion and hence air pollution.*

The EDC did not know if the electricity supply companies had taken into account the impact of an increase in electric car charging in the assessment of future capacity for the Garden City.



EDC Area

This page is intentionally left blank

**KCC**

Welcome to

**EBBSFLEET  
GARDEN CITY**

A Healthy New Town

Kevin McGeough,  
Director, Healthy New Town Programme



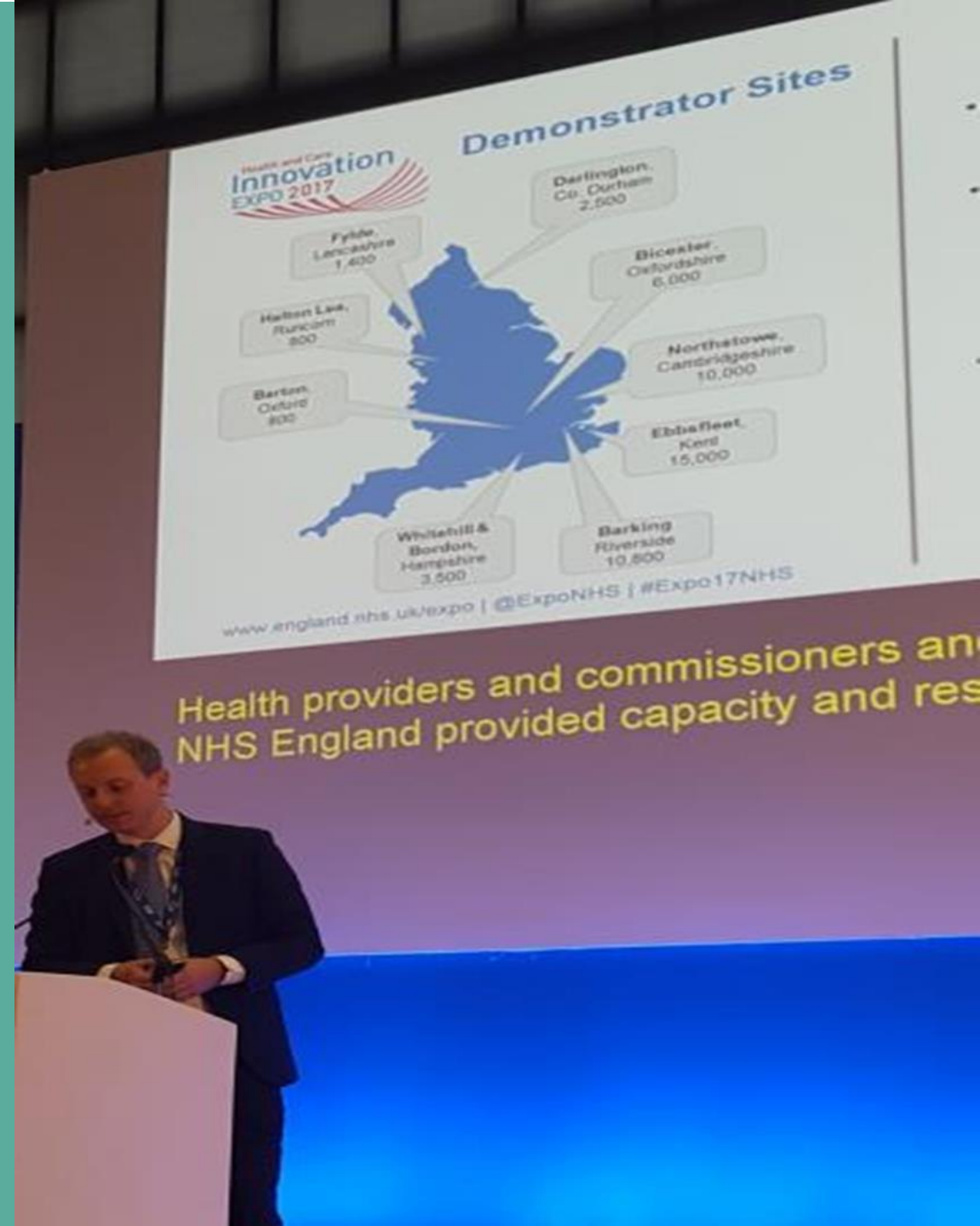
Ebbfleet  
Development  
Corporation



# Lessons from Ebbsfleet Healthy New Town Programme

- To shape new towns, neighbourhoods and communities to promote health and wellbeing, prevent illness and keep people independent
- To radically rethink delivery of health and care services in areas free from legacy constraints, supporting learning about new models of integrated care
- To spread learning and good practice to other local areas and other national programmes

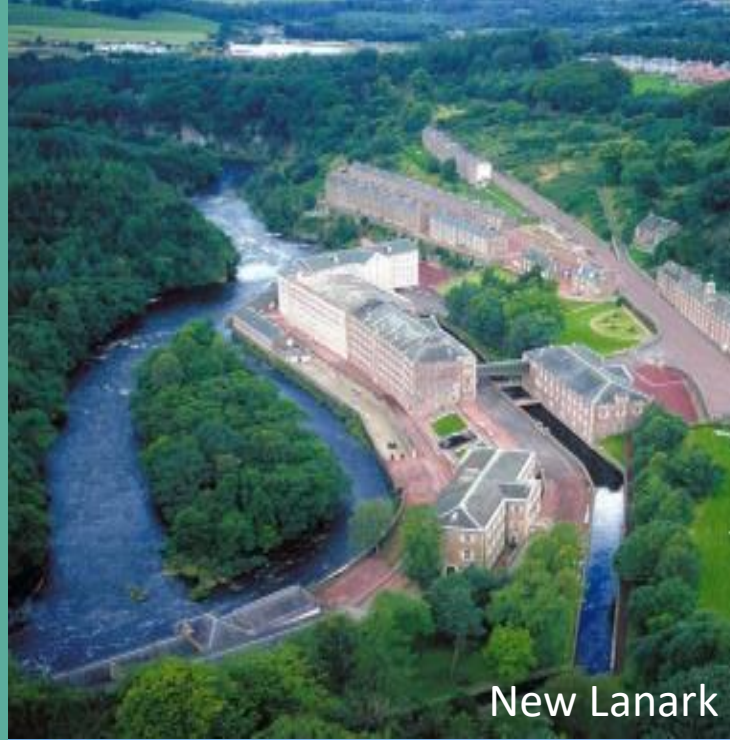
Page 158



Developing an exemplar approach to health, housing and care in a 21st Century Garden City.

Page 159

Learn the positive lessons from historic examples of large scale planned development.

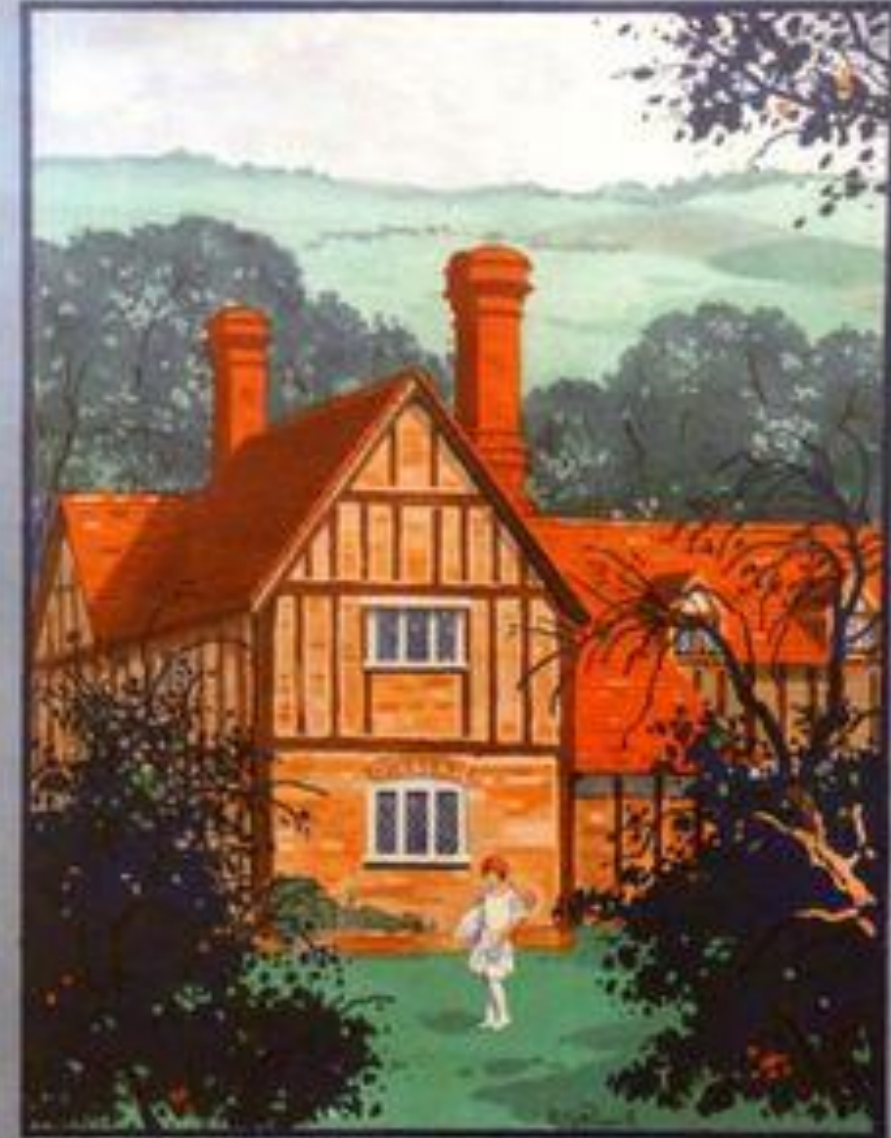


New Lanark



Saltaire

**HEALTH of the COUNTRY  
COMFORTS of the TOWN**



**LETCHWORTH**  
The FIRST GARDEN CITY

# Developing an exemplar approach to health, housing and care in a 21st Century Garden City.

- Avoid the mistakes of the past, the British New Town movement.



Cumbernauld New Town

Craigavon New Town





# Re-establishing the Links between Health and Housing

- ‘Good health starts with safe housing’, Matt Hancock, SoS Health, Nov 2018
- ‘A decent home, a job and friends are more important to good health than the NHS’, Duncan Selbie, CEO, PHE, June 2017
- ‘It is estimated that the cost of poor housing to the NHS is £1.4 billion per annum’, BRE, 2015
- ‘Poor housing conditions increase the risk of severe ill-health or disability by up to 25% during childhood’, Shelter, 2006

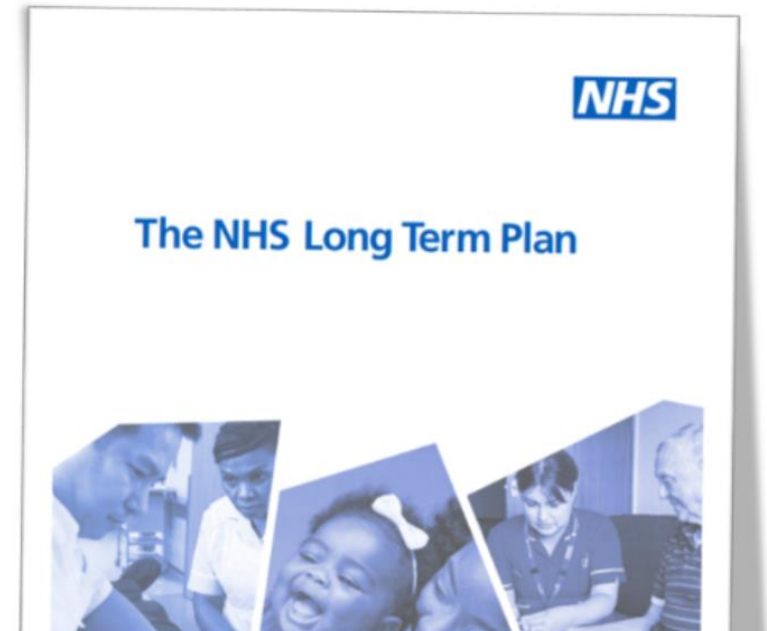
Page 161

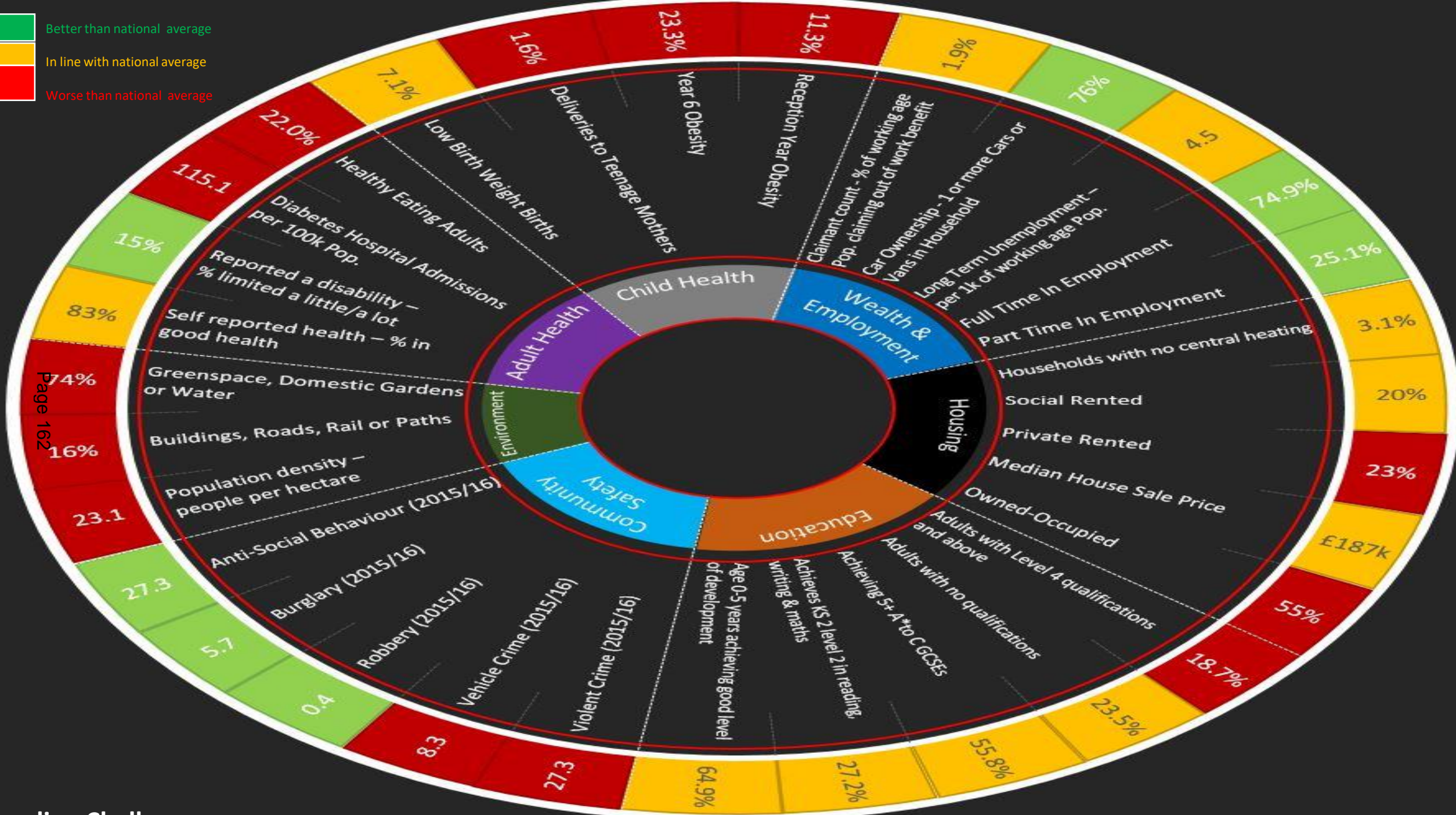
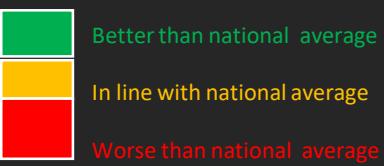


Aneurin "Nye" Bevan,  
Minister for Health with  
responsibility for housing (1945-51)



Harold McMillan,  
Minister for Housing with  
responsibility for Health (1951-54)





# Overview Of Healthy New Town Programme



Page 163



England



**Strategic Outcome 1:** People in control



**Strategic Outcome 2:** Vibrant and inclusive city



**Strategic Outcome 3:** Better quality of life



**Strategic Outcome 4:** Accessible blue, green and physical environment

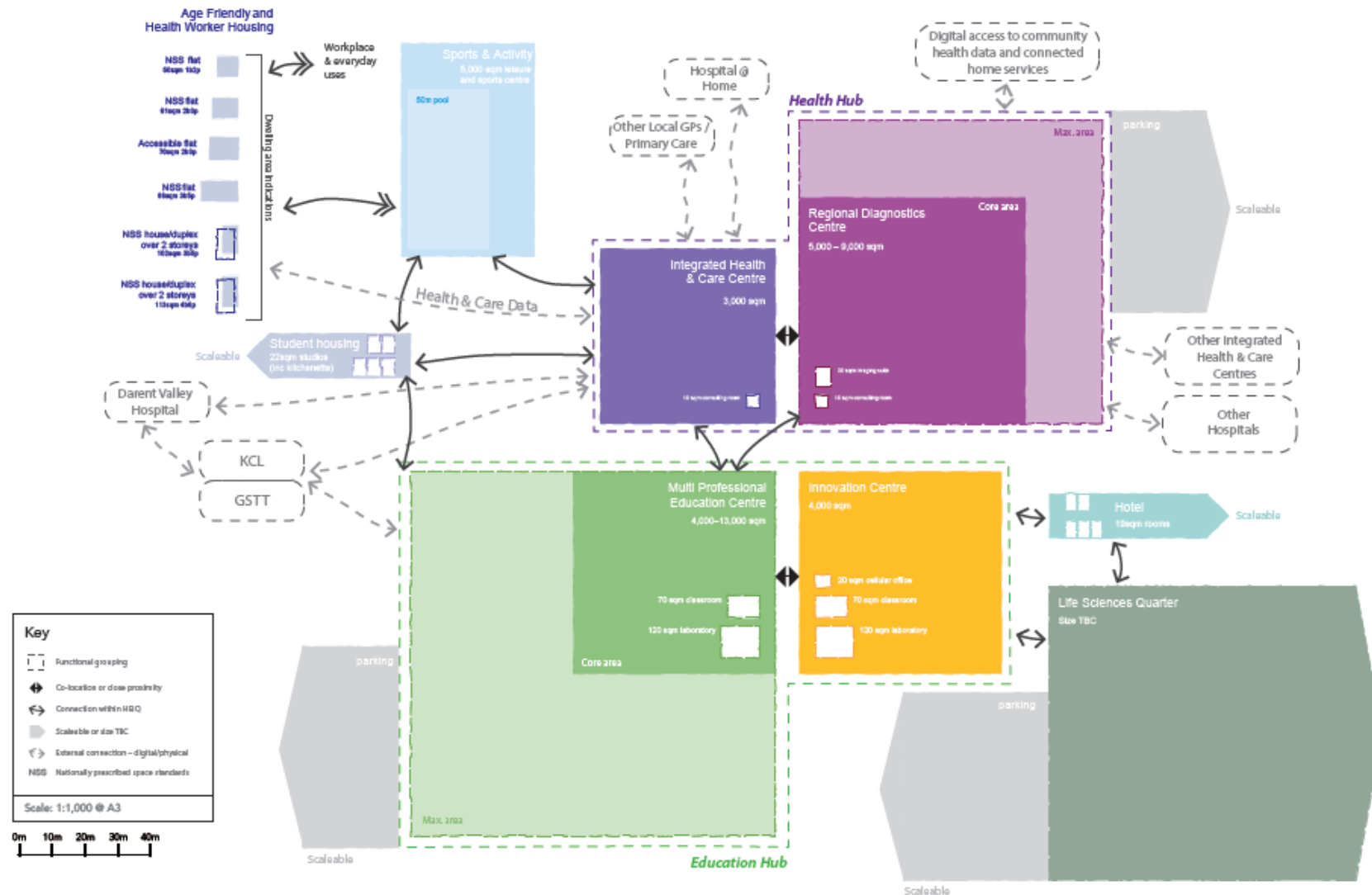


**Strategic Outcome 5:** Living in your home for longer



# Health Innovation & Education Quarter

HEiQ Draft Concept Development, Scale and Connections. Example of output to illustrate relationships and scale of uses at HEiQ



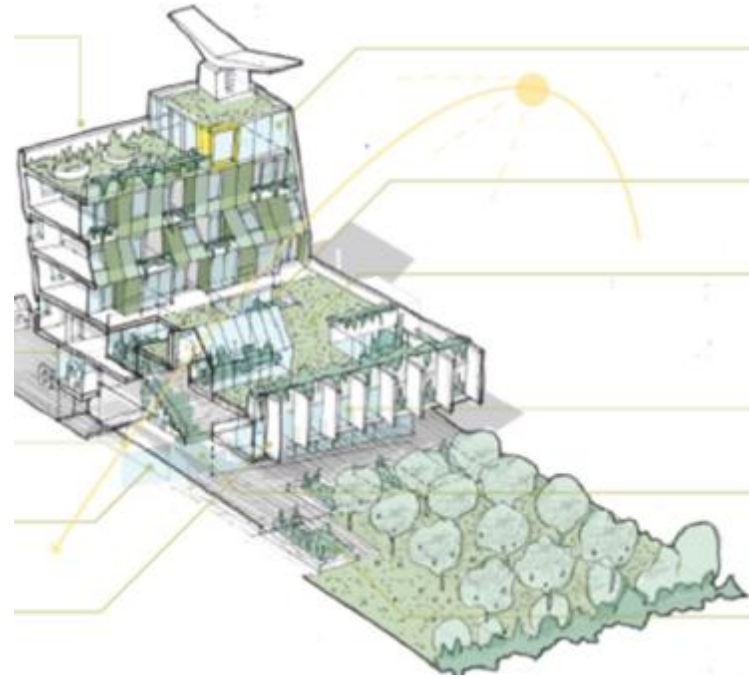
Sarah Wigglesworth  
Architects

2 - Scale & Connections Ebbfleet HEiQ

# New model of local care

# Health and well-being Hub.

Output from second stakeholder workshop  
10<sup>th</sup> April 2018

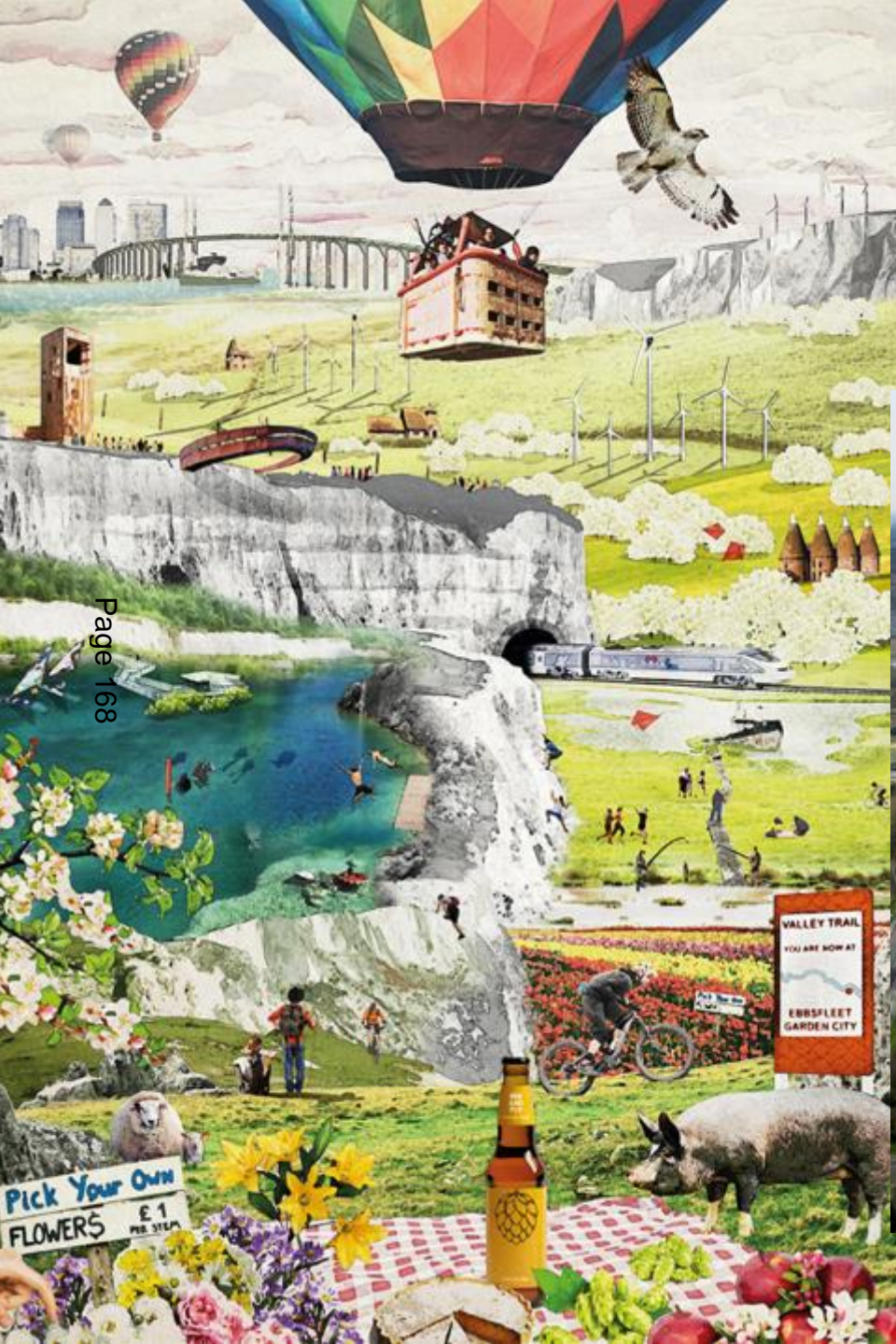


# New model of local care

## Intergenerational Housing Opportunities.

Page 167





## Landscape Design Challenge

An international competition for students and professionals to explore how to use Ebbsfleets' unique topography and landscape to promote healthier living.



Working with local communities-building on existing foundations will have the greatest impact



Culture.  
Arts, Events  
and  
Meantime  
uses



Sports,  
Leisure and  
Physical  
activity



Healthy  
Eating and  
Food  
Growing





**FREE SEEDS**

**EDIBLE  
EBBSFLEET**



**Edible Ebbsfleet**

**GROW.**

**EAT.**

**THRIVE.**



# Get Active in Ebbsfleet over 10 Months



Page 171

**727 registered**

**60,000 miles travelled**

**75,000 activities  
completed**

**23,000 kilos of CO2  
emissions saved**

**Over half a million  
calories burned**



# 'A Hot Topic'

'Healthy New Town' are a valuable brand with wide appeal and significant reach

**515M**  
ESTIMATED VIEWS OF COVERAGE:



This page is intentionally left blank

**From:** Benjamin Watts, General Counsel

**To:** Growth, Economic Development and Communities Cabinet Committee  
– 26 June 2019

**Subject:** Work Programme 2019 -2020

**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 2019/20.

## **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 2019 - 2020**

- 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 2019/20.

**6. Background Documents:** None

### **7. Contact details**

Report Author:  
Georgina Little  
Democratic Services Officer  
03000 414043  
[Georgina.little@kent.gov.uk](mailto:Georgina.little@kent.gov.uk)

Lead Officer:  
Benjamin Watts  
General Counsel  
03000 410466  
[benjamin.watts@kent.gov.uk](mailto:benjamin.watts@kent.gov.uk)



**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE  
WORK PROGRAMME 2019/20**

(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
Final Draft Budget	Annually (January)
Annual Equality and Diversity Report	Annually (June/July)
Risk Register – Strategic Risk Register	Annually (March)
Work Programme	At each meeting
Programme of Visits to Districts	At each meeting
Regional Growth Fund Monitoring	Bi-annual reporting (6 monthly) – may & Nov Cabinet Committees

Page 177

13 September 2019				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	Inward Investment Services			
8	Visitor Economy Services			
9	The Future of EU Funding			
10	District Visits Programme 2019 (Standing Item)	NO		
11	Work Programme (Standing Item)	NO		

28 November 2019				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	District Visit Programme (Update on Ashford Visit)	NO		
8	Work Programme (Standing Item)	NO		

17 January 2020				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	RGF Monitoring Report – newly formatted	NO		
8	District Visits Programme 2019 (Standing Item)	NO		
9	Work Programme (Standing Item)	NO		

10 March 2020				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	District Visits Programme 2019 (Standing Item)	NO		
8	Work Programme (Standing Item)	NO		

8 May 2020				
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	District Visits Programme 2019 (Standing Item)	NO		
8	Work Programme (Standing Item)	NO		

Items for Consideration that have not yet been allocated to a meeting	
<b>Presentations</b>	
	Healthy New Town (Kenneth Keogh & Allison Duggal) – report and presentation
	Otterpool Garden Town
	Mayflower Event
	Theme Park project on Swanscombe Peninsula – regular updates (The London Resort Company Holdings (LRCH) regeneration project)
	Ebbsfleet Development Corporation
	18/00048 – Turner Contemporary
	17/00047 Faversham Creek Swing Bridge
	Enterprise and Productivity Strategy (on-going)
	Apprenticeships and update on the Carillion Apprenticeship adoption grant
	South East Local Enterprise Partnership (SELEP's) Strategic economic plan

This page is intentionally left blank