

Tuesday 24 September 2019, 4.30-7.00pm

Village Hotel, Forstal Road, Maidstone, ME14 3AQ

AGENDA

	Approx time	Page
1. Welcome, introductions and apologies for absence	4.30	-
2. Declaration of Interests	4.35	-
3. Minutes of previous meeting & matters arising	4.37	3
<u>Strategy</u>		
4. Local Industrial Strategy <i>Presentation by Helen Russell and Sharon Spicer of SELEP</i>	4.40	Presentation & page 8
5. Coastal Communities Prospectus <i>Presentation by Neil Darwin of Deyton Bell</i>	5.00	Presentation & page 14
6. Brexit <i>Presentation by Barbara Cooper & Jo James</i>	5.20	Presentation
<u>Governance</u>		
7. Growing Places Fund – Future call for projects <i>The SELEP Strategic Board Agenda Pack will be circulated on Friday 20 September. It will include a paper on GPF funding that KMEP will pre-examine and comment on at its meeting of 24 Sept.</i>	5.40	SELEP paper to follow separately
8. KMEP terms of reference and business member recruitment	5.55	Page 16
9. LEP Review paper <i>The SELEP Strategic Board Agenda Pack will be circulated on Friday 20 September. It will include a paper on the LEP Review that KMEP will pre-examine and comment on at its meeting of 24 Sept.</i>	6.10	SELEP paper to follow separately
10. Q&A on any other SELEP Strategic Board Paper <i>The SELEP Strategic Papers will be circulated on Friday 20 September. Rhiannon Mort will be in attendance to represent SELEP.</i>	6.25	Open discussion

PTO

The anticipated SELEP Strategic Board agenda for 4 October is:

- Investment Panel Minutes Approval
- Local Industrial Strategy (LIS) update
- LEP Review
- Growing Places Fund (GPF) process
- Sector Support Fund award (SSF) to Clean Growth project
- Update for the SELEP Board on Supporting Kent Exporters
- A13 Widening Update

Delivery

- | | | | |
|-----|--|------|------------------------|
| 11. | Update on Open Golf and associated Inward Investment
<i>Short update provided by Tim Ingleton of Dover DC and colleagues</i> | 6.30 | Short verbal update |
| 12. | Local Growth Funding: Monitoring Report (inc. Medway update)
<i>Update provided by Richard Hicks of Medway Council</i> | 6.35 | Presentation & page 53 |

Initiation of discussion

- | | | | |
|-----|---|------|---------------------------------|
| 13. | Strategic Planning
<i>Item introduced by the KMEP and BAB Chairman</i> | 6.45 | Page 85 |
| 12. | <u>Any Other Business</u>, including any questions on the 'for information' items: | 6.53 | |
| A. | Kent and Medway Leadership Academy (note to follow separately) | | Please see separate attachments |
| B. | Kent and Medway Enterprise and Productivity Plan | | |
| C. | Draft SELEP Social Prospectus – For KMEP to note | | |
| D. | London Resort (short note to follow separately) | | |
| E. | Strength in Places Fund – Resilient Infrastructure bid, led by Anglia Ruskin University | | |
| F. | KMEP and SELEP future meeting dates | | |

ITEM 3

Subject: DRAFT MINUTES of the Kent & Medway Economic Partnership (KMEP) meeting held at the Village Hotel, Maidstone on Tuesday 25 June 2019.

Attendees:

KMEP Board Members

Geoff Miles (Maidstone Studios & KMEP Chair)

Bob Bayford (Thanet District Council)

James Beatton (Cripps LLP)

Paul Carter (Kent County Council)

Rodney Chambers (Medway Council)

Miranda Chapman (Pillory Barn Creative)

Gavin Cleary (Locate in Kent)

Sarah Dance (Sarah Dance Associates)

Peter Fleming (Sevenoaks District Council)

Fay Gooch (Maidstone Borough Council alternate)

Douglas Horner (Deputy Lieutenant of Kent)

Jo James (Kent Invicta Chamber of Commerce)

Alan McDermott (Tunbridge Wells Borough Council)

Andrew Metcalf (Maxim PR)

Jane Ollis (Institute of Directors)

Jon Regan (Hugh Lowe Farms Ltd & Weald Granary Ltd)

Prof. Rama Thirunamachandran

(Canterbury Christ Church University)

Paul Thomas (Development Land Services Ltd)

Rob Thomas (Canterbury City Council)

Roger Truelove (Swale Borough Council)

Paul Winter (Wire Belt Company Limited)

Observers & Presenters in attendance

Allan Baillie (KCC), Lesley Bennett (IOD), William Benson (TWBC), Monique Bonney (SBC), Adam Bryan (SELEP), Kevin Burbidge (GBC), Lee Burchill (KCC), Prof. Mario Caccamo (NIAB EMR), Nick Churchill (Canterbury CC), Kerry Clark (KCC), Barbara Cooper (KCC), John Foster (MBC), Katharine Harvey (FHDC), Richard Hicks (Medway Council), Madeline Homer (TDC), Johanna Howarth (KCC), David Hughes (KCC & KMEP note-taker), Tim Ingleton (Dover DC), Jessica Jagpal (Medway Council), Julia Jones (Found in Music), Carolyn McKenzie (KCC), Rhiannon Mort (SELEP), David Neill (NIAB EMR), Matthew Norwell (TGKP), Martin Prentice (IOD), Mark Raymond (TMBC), David Smith (KCC), Shirley Smith (KCC), Mike Whiting (KCC), Emma Wiggins (SBC), Tony Witton (KCC).

Apologies:

KMEP Board Members

Gerry Clarkson (ABC), Keith Morris (DDC), David Monk (FHDC), Martin Cox (MBC), Nick Fenton (Hodson Developments & Kent Developers' Group), Nicolas Heslop (TMBC), Jeremy Kite (DBC), John Burden (GBC), Paul Barrett (Barretts Motor Group), Simon Cook (Mid Kent College), and Richard Finn (Richard Finn Ltd)

KMEP Secretariat:

Sarah Nurden (KMEP Strategic Programme Manager)

Item 1 – Welcome, introduction and apologies.

- 1.1 Mr Geoff Miles (the KMEP Chairman) welcomed attendees to the meeting and accepted the apologies for absence as listed above.

Item 2 – Declaration of Interests

- 2.1 Miranda Chapman declared an interest: She is involved in projects with Ashford Borough Council, Locate in Kent, Folkestone and Hythe District Council, and South East LEP.
- 2.2 Andrew Metcalf declared an interest: He has a contract with NIAB East Malling.
- 2.3 Prof. Rama Thirunamachandran declared an interest linked to the Kent and Medway Medical Campus.
- 2.4 Jo James declared an interest linked to a Sector Support Fund Bid.

Item 3 – The evening economy – its role in driving growth and productivity (Julia Jones, Chief Executive of Found in Music)

- 3.1 The presentation emphasised the positive impact of music and theatre on people's well-being and behaviour, especially young people, and the implications for place-making and branding initiatives in town and city centres. There are many examples of such initiatives in the USA, and the importance of the evening economy in attracting business investment is recognised in the recently published West Midlands Industrial Strategy.

The Chairman thanked Ms Jones for her presentation.

Item 4 – Turner Prize (presentation by Madeline Homer, Chief Executive of Thanet DC, and David Smith, Director of Economic Development at Kent CC)

- 4.1 There was a brief presentation showing some examples of work undertaken previously by the four shortlisted artists.
- 4.2 There were several events that would be happening across the county in support of the Turner Prize award ceremony, which would take place on 3 December 2019 at the Turner Contemporary, Margate. These included activities being undertaken by Kent Music and with South Eastern involving HS1 services, and the Cultural Transformation Board had drawn up a list of priority activities and events across Kent and Medway in support of the main event.
- 4.3 The importance of community engagement was emphasised, the aim being to promote pride in local communities right across the county, and not just Margate and Thanet district.
- 4.4 The Chairman thanked Ms Homer and Mr Smith for their presentation.

Item 5 – Clean Growth Sector Skills project (presentation by Carolyn McKenzie, Kent CC)

- 5.1 Kent County Council is leading a Sector Support Fund bid across the SELEP area that will focus on capitalising on economic and supply chain opportunities within the low carbon sector, which is identified as a priority in the National Industrial Strategy as well as locally

through the Tri-LEP Strategy and Kent Environment Strategy and projects such as LOCASE and Inn2Power.

- 5.2 It is intended that a final draft bid will be circulated to KMEP members for their support before being submitted to SELEP in September.
- 5.3 In response to a question from Rama Thirunamachandran, Carolyn McKenzie said that potential research partners in the project would be welcomed.
- 5.4 Jo James asked for an update on the Tri-LEP Strategy at a future KMEP meeting,
- 5.5 The Chairman thanked Mrs McKenzie for her presentation.

Item 6 – LEP Review Update (provided by Adam Bryan and Rhiannon Mort, SELEP)

- 6.1 Adam Bryan reminded KMEP members of the need to implement the finding of the government's recent review of LEPs, and that there had been conversations and consultations with the SELEP board and federated bodies.
- 6.2 SELEP has met 8 or 9 of the 14 recommendations set out in the government's review document. For example, the SELEP Accountability Board was regarded as best practice, and it is intended to keep this.
- 6.3 Changes to governance are required by Government although SELEP wants to retain the main elements of the existing model which has worked so well. However, priorities will continue to be set by the SELEP board and the federated bodies.
- 6.4 It is proposed that a nil return company will be set up, which will mean that the SELEP Accountability Board will have a custodial role in ensuring that monies are distributed properly.
- 6.5 Several SELEP board members have already volunteered to support the work necessary to meet the Government's requirements, including Rodney Chambers, Jo James and Douglas Horner for Kent and Medway.
- 6.6 There will therefore be two sub-groups, one looking at board composition, recruitment and diversity, and the other looking at legal personality. Each group will meet twice during the summer, and it is intended that they will then come together to agree recommendations for SELEP's board meeting in early October.
- 6.7 The following comments were noted:
 - Peter Fleming suggested that board composition could be discussed at an earlier stage so that local authorities' representation could be considered. He added that the county and unitary authorities should be represented.
 - Paul Carter observed that nationally local authorities were very unhappy about the Government's requirements for LEPs.
 - Rodney Chambers said that he is involved with the sub-group looking at board composition. He added that withholding funds should the Government's requirements not be complied with was a straitjacket. He thought that the districts would be the biggest losers even though they are the local planning and housing authorities, and have a

major role as enabling bodies. He also expressed concern about the proposed allocation of business representation across the four federated bodies.

- Geoff Miles added that businesses were disillusioned with the views of central government.
- However, Jo James pointed out that we must work with SELEP otherwise future funding opportunities would not be forthcoming.
- Douglas Horner felt that businesses would be concerned about a partnership without the districts. He added that KMEP has established effective partnership working already, and he would like that to be retained.
- In response, Adam Bryan acknowledged that while the changes must happen, it was intended to keep the most successful elements of the current SELEP model. He did not feel that there would be a representational bias in favour of Essex.
- Paul Carter commented that there was a hole in the Government's thinking by not including district councils even though they are planning and housing authorities.
- Peter Fleming suggested that there should be a poll of views early on, otherwise it was possible that KMEP may reject the SELEP proposals later. He felt there was a risk that the local authorities could walk away.
- Rodney Chambers added that KMEP is big enough to ask to go its own way. This would be more equitable for the districts. He suggested that there should be an open discussion with Government.
- Paul Thomas agreed, and said that the current proposals would not provide true representation.
- However, Jo James suggested that there were other options to ensure that local authorities are more involved: for example, as non-voting members of SELEP.
- Adam Bryan said that he would do his best to get an optimum solution.

6.8 The Chairman thanked Mr Bryan and Ms Mort for their update.

Item 7 – Local Growth Fund Monitoring Report (Kerry Clark, KCC and Jessica Jagpal, Medway Council)

7.1 The report to KMEP provides an update on progress in delivering the Local Growth Fund programme for Kent and Medway and includes those schemes that were allocated funding as part of the most recent round of funding (Round 3).

7.2 Board members noted the approval of four business scheme cases at SELEP's Accountability Board on 12 April. These were: Thanet Parkway (£10m plus £4m LGF3b); Maidstone Integrated Transport Package Phase 3 (£4.2m); Kent Sustainable Interventions Programme (£1.031m); and Kent Strategic Congestion Management Programme (£1.127m).

7.3 The Board also noted that two schemes were removed from the LGF Programme following Accountability Board on 7 June, because it was not possible to demonstrate deliverability within the Growth Deal period. These were: Sturry Integrated Package (£0.3m) and East Peckham Flood Alleviation (£2.287m). The LGF allocations for those schemes will be added to the LGF3b pot available for reallocation through the single pipeline process.

7.4 It was noted that A28 Chart Road (£7.371m) will also be removed from the Growth Deal programme, and the funding reallocated to the LGF3b pot, unless written confirmation is

received by SELEP by 27 June confirming that all issues regarding financial security for the scheme are resolved.

7.5 The Chairman thanked Ms Clark and Ms Jagpal for their update.

Item 8 – Items raised as part of AOB

Calverley Square Project

- 8.1 Alan McDermott and William Benson reminded the Board that there was a presentation about the Calverley Square project at its March 25 meeting. The scheme is ninth on the list of KMEP priority schemes for LGF3b funding. They added that the recent planning inquiry had stated that there was a compelling case for the project. However, the scheme cannot proceed without LGF3b funding, and the Board was asked if the ranking of the scheme could be reconsidered although they were not asking for it to be placed above KMEP's three top priority schemes.
- 8.2 In the subsequent discussion, the following comments were made:
- Geoff Miles noted that both Ashford BC and Folkestone and Hythe DC had agreed to move their schemes to accommodate the top three in the priority list.
 - Katherine Harvey said that their scheme remains a priority.
 - Peter Fleming said that KMEP should support those schemes that can be delivered.
 - William Benson said that the scheme could be started next year with LGF funding.
 - Monique Bonner did not think that schemes should be highjacked and would like proper consideration to be given to projects.
 - Fay Gooch would not want the scheme to jump over other schemes and would like the prioritising process to be adhered to fairly.
 - Paul Thomas suggested that KMEP should have more time to understand projects. He also suggested that we should try to identify other potential sources of funding for the scheme.
 - Geoff Miles said that he will argue strongly in favour of Kent and Medway projects, especially when funding is returned to the pot for reallocation.
- 8.3 Following the Chairman's request for a vote on whether the priority ranking of the Calverley Square Scheme should be reconsidered, one Board member was in favour, seven members were against, and there were eight abstentions.

Other items raised under AOB

- 8.4 Andrew Metcalf asked for an update on the Betteshanger Sustainable Parks project.
- 8.5 Douglas Horner asked whether the project investment appraisal process could be improved.
- 8.6 Geoff Miles congratulated Jo James on receiving an OBE.
- 8.7 Miranda Chapman thanked Geoff Miles for his Chairmanship of KMEP.

South East LEP Local Industrial Strategy

Local Industrial Strategies (LIS) are long-term ambitions set out for each Local Enterprise Partnership area, based on clear evidence and aligned to the national Industrial Strategy.

They should set out clearly defined priorities for how the area will maximise its contribution to UK productivity, allowing places to make the most of their distinctive strengths. They will better coordinate economic policy at the local level and ensure greater collaboration across boundaries. They will help to inform local choices, prioritise local action and, where appropriate, help to inform decisions at the national level.

The strategy should set out the response to the five foundations of productivity – **Ideas, People, Place, Business Environment and Infrastructure**. It should also consider the contribution and impact the area can have on the national grand challenges of **Ageing Society, Artificial Intelligence & Data, Clean Growth and Future of Mobility**.

They will also provide strategic overview which will inform the LEP’s approach to any future local growth funding deployed through them and potentially alignment for other public spend at the national and local level. In conjunction with the key reforms set out in the Strengthened Local Enterprise Partnerships, the LIS will help local areas in England decide on their approach to maximising the long-term impact of the new UK Shared Prosperity Fund.

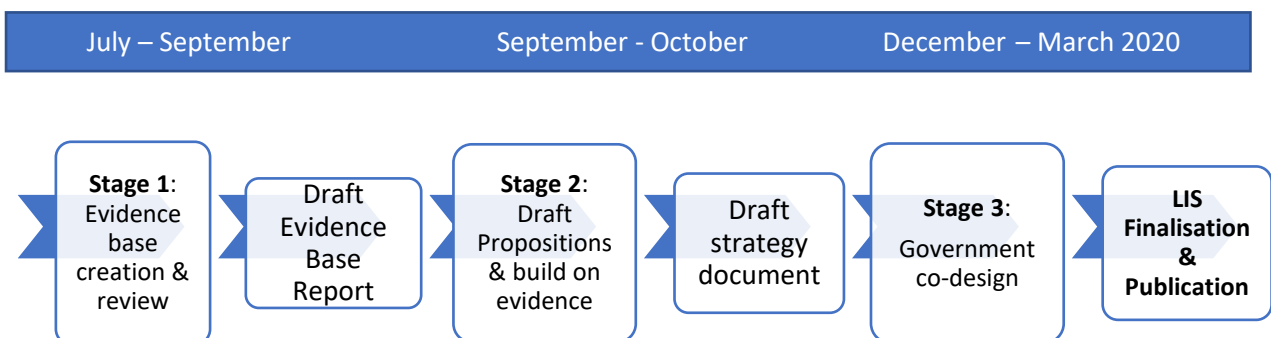
Once a draft of the strategy has been agreed locally, we enter into a co-design stage with Government. This process will test the line of sight from the evidence base to our priorities and agree the set of priorities through which the LEP will address the five foundations of productivity, including our offers and asks of Government. The final published document will be jointly owned by Government, SELEP and its partners.

Timelines for producing the LIS

There were three waves of development announced and we are now seeing some of the [earlier wave publications](#). For the remaining, the deadline for agreeing the LIS with Government is March 2020.

Most LEPs, including SELEP, are therefore aiming for the co-design stage to commence in January/February 2020.

The SELEP is therefore taking a 3-stage approach to the development of the LIS –



Stage 1 focuses on creating a robust, comprehensive and fit for purpose evidence base. There is a significant amount of information and data available and that was collated for Smarter, Faster, Together. This will be reviewed and recast for the LIS, with gaps identified and filled. Each of the four federated areas also have in place, or are currently producing, a local economic/productivity strategy which will be a key source of information for the LIS. As the consultation develops, the evidence base will continue to be strengthened and shaped.

The evidence base will need to stand up to Government scrutiny via the LISA (local industrial strategy analytical) panel to ensure a clear line of sight from the evidence to the interventions and asks cited in the LIS.

Stage 2 focuses on wide consultation with partners and stakeholders regarding the evidence base and emerging focus and interventions. These will be tested, refined and further developed to provide a strong framework from which to draft the LIS document.

Consultation will take place primarily through existing networks, forums and other channels. In addition, it is anticipated that the LEP will arrange thematic workshops that will focus on developing the focus, interventions and asks of Government.

In parallel to the consultation, the LEP will be liaising with Government departments where there is alignment with the content of the LIS.

Stage 3 will follow local agreement to the content of the LIS to enter the co-design stage with Government. This will involve in-depth discussions with Government departments to achieve agreement and final publication of the strategy.

Engagement in the LIS development

SELEP is keen to engage a wide range of stakeholders in the development of the LIS. In May, we set up a LIS core group (Local Authority Officers & CLGU) and stakeholder group (officers, CLGU and working groups) to support the development of the LIS. Through these, SELEP has compiled an engagement calendar which sets out opportunities for LIS engagement over the coming months. This includes, but not limited to, SELEP working groups, local business boards, strategic partners and other LEPs. We will also be providing details of specific engagement opportunities through the [website](#) and newsletter as these develop.

SELEP have and will be engaging with all the Federated Boards as part of the process, seeking input and steer in September, as part of the evidence base and consultation, and then to consider the emerging content and priorities for the draft LIS in November. In the meantime, the team is working closely with the federated areas that are developing local productivity strategies to align these and the LIS, where appropriate.

In addition, SELEP is also keen to engage directly with other key stakeholders where they would value a more detailed conversation on the development of the LIS and to seek views on the key opportunities across the SELEP area. Therefore, the team would be very happy to convene a meeting of district and borough Leaders across Kent, if there is an appetite for us to do so.

Key findings from the stage 1 evidence base

As the timeline shows, we have received our first cut of the evidence base, which is designed to support how we start to focus our discussions on priorities and propositions for the LIS as part of Stage 2. Key implications of the analysis thus far as it relates to the development of the LIS include:

Economy and Productivity Overview

1. SELEP performs relatively poorly across a variety of economic output and productivity measures, including GVA per hour worked/per job filled and GVA growth over the last few years.
2. However, it remains a major contributor to the UK economy, providing nearly £90bn in total GVA per annum, making it the largest generator of GVA of all LEP areas outside of London, including major metropolitan centres such as Leeds and Manchester.
3. Kent is the largest generator of GVA within the LEP area, while there are marked variations in GVA output at a local level, with most coastal areas generating lower levels of economic output in absolute terms and on a per capita basis, to a large extent reflecting their higher levels of retired non-working age populations. Higher levels of economic output are recorded in those areas closer to London, or where there are larger urban centres such as Maidstone, Chelmsford and Colchester, where the proportion of working-age population is greater.
4. SELEP's economy provides jobs for around 1.6 million people, and whilst job growth over the last 10 years has been strong, it falls behind national average rates of growth over this period. The LEP area accommodates particularly high numbers of jobs in health, retail and education sectors, which together account for over a third of all jobs in the region.
5. At a sub LEP level, particular sector concentrations are evident in hospitality and recreation (East Sussex), professional, ICT and finance (Essex), health, retail and education (South Essex) and agriculture, mining and quarrying (Kent), reflecting inherent economic assets, strengths and locational advantages.
6. Looking ahead, existing evidence points to particular growth opportunities within creative and digital industries, marine and maritime, life sciences, and low carbon technology. Meanwhile, logistics, construction, advanced manufacturing and healthcare are all likely to continue to remain highly important and experience fundamental change over the next few.

Ideas

1. R&D intensity and business expenditure on R&D lags slightly behind national levels, and falls significantly behind other LEP areas across the wider South East including adjoining New Anglia LEP.
2. SELEP performs much better in terms of number of firms engaged in product or process innovation, ranking in second position behind only London and illustrating the scale of business base undertaking innovative activity within the LEP area. There are also significant concentrations of employment within science and technology sectors that offer strong opportunities for productivity growth in future.
3. SELEP has a substantial higher education base with nine operational universities that offer a broad spectrum of pure and applied research, and a wide distribution of research strengths. However, R&D expenditure by the higher education sector is amongst the lowest in the country and graduate start-ups are relatively weak in the SELEP area.



4. The LEP area has attracted around £117 million in innovation funding over recent years, with major recipients including Ford at Dunton, Teledyne e2v and Revolve Technologies (both based in Chelmsford) and Raytheon. In proportionate terms, this share of funding is substantially lower than the LEP's share of population or business stock.
5. The area benefits from a number of key innovation assets that are of national/international significance and align to SELEP's key sector strengths. These include a number of Enterprise Zones, universities, UKSPA science parks and NESTA accelerators/incubators. The majority of these assets tend to be clustered within Essex and to the north and middle of Kent, with comparatively fewer innovation assets located within East Sussex.
6. SELEP recognise that collectively, all sectors in the SELEP region need to look to do more to become a more innovative economy, create a stronger local innovation culture and commercialise its world leading science base to drive growth across the UK.

People

1. SELEP has been recording slightly higher than average rates of population growth in recent years although its proportion of working-age population falls behind the national average, reflecting an ageing population in predominately coastal parts of the LEP area. Going forward, population growth is expected to exceed England-wide projections, with locations on the fringe of Greater London projected to see the greatest rates of growth.
2. Relatively high levels of employment, coupled with high rates of economic activity, means that the proportion of the SELEP population that is in employment and contributing towards the creation of economic output is high in comparison with the national rate.
3. Productivity in SELEP is likely to be adversely affected by its current occupational structure (weighted towards lower skilled occupation types) as well as the skills base of its resident population which falls behind the national average in terms of higher level skills (NVQ4+). There is a sharp contrast between coastal districts and those in close proximity to London when it comes to higher skilled occupations, reflecting the labour market relationships that SELEP shares with the Capital.
4. Within the national context, levels of socio-economic deprivation within SELEP are relatively low compared with other LEP areas, although it does accommodate some of the highest levels of deprivation of southern LEP areas, and some pockets of persistent and acute deprivation for instance in parts of the Isle of Sheppey, Clacton-on-Sea and Thurrock.

Business Environment

1. SELEP has a sizeable business base and strong levels of business density relative to the national average. Business density tends to be higher in rural areas such as Uttlesford, Epping Forest, Sevenoaks and Wealden, and lowest in coastal areas such as Thanet, Medway and Hastings.
2. SELEP's relative underperformance in terms of business base growth in recent years has been underpinned by slightly lower business start-up rates compared with the national average. The business death rate in SELEP also falls behind UK averages, indicating that businesses are slightly more resilient in the SELEP area.
3. SELEP records average performance in terms of business scale-up density and scale-up growth compared with other LEP areas across the country, but does perform



- relatively poorly compared with other south eastern LEPs. High representation or growth in scale-ups can help to drive growth in employment and value in local areas.
4. Reflecting national trends, SELEP's business stock is overwhelmingly made up of small enterprises. Public admin and education sectors tend to be characterised by a higher proportion of larger employers, while the ICT, construction, professional scientific and technical sectors are comprised almost exclusively of micro and small businesses.
 5. In terms of business base, SELEP is relatively under-represented in the most productive sector groups (e.g. ICT, finance and insurance), and some of the more productive sectors are less productive in the SELEP area than they are nationally. This is likely to be connected with the nature of activity within the sector locally (for example, overall productivity is likely to be lower if headquarters functions are located elsewhere).
 6. The South East has historically been one of the most successful regions in the country at attracting and capturing inward investment. Looking ahead, the significant change in the UK's attractiveness to overseas investors will require the LEP and its partners to re-think their approach to securing investment. Particular challenges facing the region include investor concerns about skills availability and the reliability of infrastructure.

Infrastructure

1. SELEP is highly significant from a national infrastructure point of view, including two of London's airports, major ports, the UK's only rail connection to continental Europe and an extensive strategic road and rail network. This international 'gateway' function is important to the UK as a whole and yields significant benefits to the SELEP area, but ensuring the resilience of the South East's transport networks is a local and national challenge.
2. SELEP's local road network performs relatively well in headline terms with average speeds on SELEP's 'A' roads exceeding the national average. SELEP has not been alone in suffering from reduced average speeds on its local A roads over recent years due to increased congestion.
3. The South East rail network is the busiest and most congested in the country, connecting the capital and its southern and southeastern suburbs with Kent, Surrey, Sussex and Europe. Despite significant recent investment the network still requires further investment to enhance connections, particularly to coastal communities, to address congested commuter routes and to serve population growth in SELEP and the establishment of new communities via both HIF and the Garden Communities programme.
4. SELEP makes a vital contribution to the UK's international connectivity through the air connections it offers via London Stansted and London Southend airports. Both airports have grown in recent years with Southend in particular surpassing equivalent levels of growth recorded at any other UK airport over the last 10 years or so.
5. The collection of strategically important port infrastructure across SELEP, and the volume of international passenger and freight movements this supports, makes transport and logistics an important sector for the South East, but also places pressure on the area's wider transport infrastructure, particularly in light of the SELEP area's significant population and housing growth.
6. Digital connectivity is generally good (or at least equivalent to national provision) across SELEP, with the fastest broadband speeds and highest quality mobile coverage found in and around the main towns such as Chelmsford, Medway and Southend-on-Sea.



7. Beyond transport infrastructure, the SELEP area also makes a substantial contribution to UK energy generation, with new nuclear facilities planned at Bradwell and major offshore wind generation capacity in the Thames Estuary, North Sea and English Channel

Place

1. The SELEP area has a dispersed geography with no single centre dominating, this means that the LEP's key assets are widely distributed across the area.
2. Much of the SELEP area is substantially urbanised, with particular pockets of highly urbanised areas located within South Essex and North Kent, and also within coastal communities located along the south coast. It also contains areas of nationally-significant environmental quality including the South Downs National Park and Areas of Outstanding Natural Beauty.
3. Reflecting SELEP's dispersed economic geography, travel flows are complex, with substantial outflows to London, but more tightly defined travel-to-work areas towards the coast. SELEP contains or overlaps with 16 travel to work areas including London, Brighton, Crawley and Cambridge, Margate and Ramsgate, Medway and Chelmsford. These extend into wider hinterlands beyond the LEP's own boundary.
4. In light of population growth, infrastructure constraints and extensive environmental designations, housing affordability and delivery are significant challenges in the SELEP area. The housing 'affordability ratio' is above the England average in all but one district.
5. In recent years, the pace of housing delivery has increased across SELEP in response to a growing population. Accelerating housing delivery is a key ambition of SELEP and its partners and will become a high priority in the coming decades, supported by new settlements and the expansion of existing settlements.
6. SELEP contains around 21.3m sq.m. of office and industrial floorspace, the vast majority of which is industrial in nature. Kent accommodates the highest absolute level of employment floorspace, and a higher level of both industrial and office floorspace than any other subarea. Employment space changes have played out quite differently across the LEP area, with an overarching trend of slightly declining industrial floorspace and some growth in office stock over the past 10 years.
7. Reflecting its natural geography, rural and coastal economies make a significant contribution towards overall economic prosperity and growth at the SELEP level. Each of the three county areas and unitaries within SELEP have their own particular mix of rural land-use, environments, rural and non-rural businesses and communities all of which contribute to the economic, environmental and social wellbeing of the area. Coastal economies face a unique range of issues and challenges to economic prosperity and productivity growth, with productivity levels 8% lower than the regional average and 12% lower than the National average.
8. Creative industries play an important role in driving SELEP's visitor and cultural economy and have been representing an increasing share of the area's business base. This is complemented by a wide range of retail and leisure centres across the LEP area (Bluewater Shopping Centre being the highest ranking) which collectively can play a key role in supporting growth in economic output by attracting additional visitors and tourism expenditure to the area.

ITEM 5

Date: 24 September 2019

Subject: Coastal Communities Prospectus

Presenter of item: Neil Darwin, Consultant at Deyton Bell – commissioned by the SELEP Coastal Communities working group.

Background note for the KMEP board (provided by KMEP Secretariat):

- 1.1 On 7 December 2018, the SELEP Strategic Board approved the allocation of £40,000 of SELEP Sector Support Funding (SSF) to produce a Coastal Communities Prospectus to supplement the Local Industrial Strategy. The production of this prospectus is overseen and directed by the SELEP Coastal Communities working group.
- 1.2 Total match funding of £20k has been secured for this project from the councils of: **Dover**, Eastbourne, **Folkestone & Hythe**, Hastings, Lewes, Malden, Rochford, Rother, Southend, Tendring, and **Thanet**.
- 1.3 The coastal supplement will act as an investment prospectus that will articulate the economic opportunities and priorities specific to coastal areas and make a strategic case for investment, based on an evidence-led approach that demonstrates the potential economic outcomes, benefits and comparative costs of investing on the coast compared to areas of the region better connected to transport and economic infrastructures.
- 1.4 The Coastal Communities Working Group appointed the consultancy, Deyton Bell, to support them with the prospectus' production earlier in 2019.
- 1.5 The first draft of the specification provided the following brief to the consultancy (*however*, please note this specification may have changed since the last time the KMEP manager saw it):
 - To analyse the position of the coast and its component communities.
 - To consider the current and future opportunities of the Coastal Communities and their potential purpose in the regional economy.
 - To analyse the barriers to investment and growth.
 - To consider specifically the impact of Brexit on the coast.
 - To consider the current strategic and policy interventions that might be made to strengthen the commitment and interest of investors and funders in the opportunities available on the coast.

- To identify a number of key strategic interventions that SELEP might make to accelerate economic growth in those communities where disadvantage and opportunity exist together alongside the means to deliver change.
- To examine how businesses from the coast, particularly younger SMEs can be encouraged to participate more effectively in SELEP-funded programmes.
- To analyse how existing programmes provide opportunities for the coastal businesses and workforce and how those are taken up on the coast.
- To recommend to SELEP a limited number of strategic priorities for action to improve coastal economic performance absolutely and relatively including joint action on issues arising from Brexit.
- To consider each thematic area in the Local Industrial Strategy and identify ways in which work in each can be more effectively rolled out in coastal communities.
- To ensure the importance of 'Place-making' and the public realm is well documented in the importance of economic regeneration in coastal towns to encourage business and self-employed to relocate.

1.6 Neil Darwin will present to KMEP on 24th September some of the key findings that have arisen from this work on the coastal communities' prospectus, enabling local partners to feed in their views prior to the publication of the prospectus, which is expected later in the autumn.

Recommendation:

The Board is recommended to:

- Note the activity underway.
- Consider the findings presented by the consultant at the board meeting, and using their local insight, comment on the economic challenges and potential opportunities to be explored by the coastal communities.

ITEM 6

Date: 24 September 2019

Subject: KMEP Terms of Reference

Report author: Sarah Nurden, KMEP Strategic Programme Manager

Summary

This paper sets out proposed revisions to the KMEP Terms of Reference to make them comply with the requirements of the National Assurance Framework, and the subsequent amendments to SELEP policies.

Recommendation:

The KMEP Board is asked to consider, approve and adopt the revised terms of reference (including the KMEP business leader recruitment policy).

1. Introduction

- 1.1 In 2017, Jake Berry MP (Minister for the Northern Powerhouse and Local Growth) and Margot James MP (then Under-Secretary of State for Small Business) wrote to advise the LEP Chairs that there would be a Ministerial review of the future role and responsibilities of LEPs.
- 1.2 The product of that Ministerial Review was the document called 'Strengthened LEPs', which was published in July 2018. It set out a series of reforms to LEP Governance, including changes to each LEP's board composition and legal personality. The full report is available at: <https://www.gov.uk/government/publications/strengthened-local-enterprise-partnerships>.
- 1.3 A paper was taken to KMEP on 24 September 2018, setting out these reforms in detail. This paper is accessible at: http://kmeop.org.uk/documents/KMEP_Board_Papers_-_24_September_2018.pdf
- 1.4 In January 2019, Central Government produced a new National Assurance Framework, which is available to view at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/768356/National_Local_Growth_Assurance_Framework.pdfv

- 1.5 This National Assurance Framework (NAF) governs the appropriate use of public money by LEPs, and every LEP must comply with the requirements in the NAF if they are to continue to receive local growth funding and core funding in future years.
- 1.6 SELEP has revised several policies and adopted some new policies to maximise its compliance with this new NAF. In particular, the SELEP Strategic Board adopted a revised Local Assurance Framework and a new SELEP Board Recruitment Policy at its meeting on 28 June 2019.

2. Proposed revisions to KMEP Terms of Reference, and its recruitment policy

- 2.1 The changes to the National Assurance Framework (NAF), Local Assurance Framework (LAF), and the adoption of a SELEP board recruitment policy necessitate revisions to the KMEP Terms of Reference, and the adoption of a new KMEP business board member recruitment policy.
- 2.2 Also, KMEP board members requested a few changes to the KMEP Terms of Reference at their meeting in January 2019, resulting from KMEP’s changing interaction with SELEP, now that it is to become a company limited by guarantee by the end of March 2020.
- 2.3 Appended to this cover note are the draft terms of reference for KMEP board members to consider. To make it easier to see the changes, the following colour code has been applied:

Text colour	Comment
Grey	Sentences already approved within the existing terms of reference (these were last agreed by KMEP in March 2018).
Black	New sentences added due to changes made by Central Government and SELEP (e.g. the changes are requirements of the NAF, LAF, or SELEP Board Recruitment Policy)
Purple	New sentences added as a result of KMEP discussions. Changes were requested by the KMEP board at its meeting in January 2019, and there have been subsequent conversations between the KMEP Secretariat and the KMEP Chairman and Vice-Chairmen.
Green	SELEP Strategic Board is considering its own membership at its meeting on 4 October 2019. The sentences shown in green reflect the wording that is expected to be within the SELEP Strategic Board proposal for discussion.

3. A note of thanks

- 3.1 The KMEP Chairman and Secretariat wish to place on public record their **sincere thanks** to all KMEP Board Members, and particularly those from the private-sector who undertake the role voluntarily and for no financial remuneration. The willingness and commitment of business leaders across Kent and Medway to spend their own time in driving forward the KMEP and BAB agendas to benefit local residents and businesses, whilst juggling their own day-to-day activities running their firms, is to be applauded.

4. Recommendations

- 4.1 The KMEP Board is asked to consider, approve and adopt the revised terms of reference (including the KMEP business leader recruitment policy).

TERMS OF REFERENCE

To be considered on 24 Sept 2019

These terms of reference can be read in conjunction with the attached glossary.

1. Purpose

- 1.1 This document sets out the terms of reference for the Kent and Medway Economic Partnership (KMEP). The Partnership is a federated board of the South East Local Enterprise Partnership (SELEP).

2. Aims and functions of the Kent and Medway Economic Partnership

- 2.1 KMEP is a private-public body which aims to drive forward economic growth and prosperity in Kent and Medway.
- 2.2 Working collectively, the Partnership is responsible for:

Strategy:

- Shaping, defining, endorsing, signing-off and monitoring the strategic economic plans for Kent and Medway.
- Considering and developing responses to new economic opportunities and challenges in Kent and Medway.
- Driving forward the vision for economic growth in Kent and Medway.
- Working with SELEP and its other federated boards to collaboratively develop evidence-based strategic economic strategies and action plans for the LEP region. This includes (but is not limited to) the Local Industrial Strategy, which identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across the area.

Allocation of funds:

- Openly and widely advertising the call for new project applications in Kent and Medway when new funding rounds are announced by SELEP.
- Considering the local strategic economic investment priorities that will drive forward economic growth in Kent and Medway.
- Working with the LEP to publish arrangements for developing, prioritising, appraising and approving projects, with a view to ensuring that a wide range of delivery partners can be involved.
- Recommending a pipeline of projects seeking funding to the SELEP Investment Panel that has been prioritised on merit by KMEP in a transparent manner according to local strategic fit and the published arrangements.
- Overseeing SELEP investment programmes within the agreed local tolerance levels for spending and delivery.

- Monitoring, evaluating and reporting on the impacts of the project activities that use funding devolved from SELEP to Kent and Medway to improve productivity across the local economy.

Co-ordination and Engagement:

- Using our convening power to bring together partners from Kent and Medway's private, public, higher education, further education, and third sectors, and utilising their knowledge and expertise to ensure prioritisation and strategy delivery to provide the greatest benefit in terms of achieving economic growth in the area (for example by co-ordinating responses to economic shocks).
- Actively, deliberately and constructively engage with wider stakeholders and other regeneration organisations, including national and local partners such as: Government Departments, sub-national bodies, all local authorities, third sector representatives, community interest groups, universities and research institutions, and other LEPs in order to collect information which can be factored into decisions and recommendations.
- Championing the work of KMEP and SELEP to local communities.
- Providing local engagement with, and feedback to, the general public about future strategy development and progress against delivery of the Local Industrial Strategy and Growth Deal (including key projects) via the KMEP website.
- Agreeing the KMEP representation on the SELEP Strategic Board, and advising the SELEP Chairman and CEO of any changes in representation.
- Agreeing together the informed collective view of the KMEP board on forthcoming SELEP policies, proposals and decisions, so there is a clear mandate to be reflected to SELEP by the KMEP representatives that sit on the SELEP boards.
- Collaborating across boundaries with other economic partnerships, LEPs, and the LEP network as appropriate, and being open to peer review.
- Ensuring ongoing local engagement with public and private sector partners to inform key decisions and set out how they will evidence effective engagement.
- Working with local partners and project promoters to co-ordinate reports as required to the SELEP Strategic and Accountability Boards, and SELEP Investment Panel.

Advocacy:

- Collaborating with a wide range of local partners to provide a strong, informed and independent voice for Kent and Medway business and government at national and regional level.
- Representing and championing the economic interests of Kent and Medway to the South East Local Enterprise Partnership.
- Championing successes within Kent and Medway, including bringing to the attention of Government local growth projects which should be recognised as innovative, or examples of best practice, and ensuring that stakeholders are able to make informed decisions on local growth matters.

3. Governance

- 3.1. The Partnership shall be governed by a **Partnership Board**, which shall fulfil the functions set out in para. 2.2.
- 3.2 A brief formal assurance statement will be published on an annual basis on the status of KMEP's governance and transparency on www.kmep.org.uk by the Chairman and KMEP Strategic Programme Manager.

4. Membership of the Partnership Board

4.1 The Board is business-led, with at least 50% of its membership originating from the private sector and private-sector membership organisations.

4.2 The Board shall consist of 33 members, as follows:

- Business and Industry Leaders (14)
- Representatives from private-sector membership or subscription organisations (3).
Specifically, from the:
 - Kent Invicta Chamber of Commerce (KICC)
 - Federation of Small Business (FSB)
 - Institute of Directors (IOD)
- All the Local Authority Leaders in Kent and Medway, which are:
 - The Leader of Kent County Council (1)
 - The Leader of Medway Council (1)
 - Leaders of Kent District Councils (12)
- Higher education representative (1)
- Further education representative (1)

4.3 The process for recruiting/appointing these members is explained in sections 7-10.

4.4 KMEP shall have power to co-opt other board members as it may from time to time judge necessary to assist it in the discharge of its responsibilities.

5. Other participants in KMEP board discussions

5.1 Should a Board member be unable to attend a Board meeting, s/he may nominate an alternate to take his/her place. In such cases, the Board member should notify the Chairman in advance, via the KMEP Secretariat.

5.2 The SELEP CEO will be invited to attend the KMEP board meetings, acting in a non-voting capacity. In addition, the civil servant working for the Cities and Local Growth Unit (CLGU) tasked with SELEP engagement, will routinely be invited to observe the meetings and may, at the discretion of the KMEP Chairman, participate in discussion.

5.4 Other participants may be invited to attend KMEP and participate in discussion (subject to the Conflicts of Interest procedure set out later in this document) at the discretion of the Chairman. However, they shall not be considered to be board members. Other participants may include representatives of agencies with a significant economic or strategic planning role, such as (*inter alia*) the Environment Agency, Highways England, or Homes England.

5.3 Officers shall attend board meetings where they are presenting papers or other information for the Board's consideration.

6. Quorum

6.1 The quorum of the board shall be 13 of which no fewer than 7 shall be business representatives.

6.2 Should a board meeting not be quorate, the Chairman may arrange a special meeting of the board to deal with outstanding business, or may allow business to adjourn to the following ordinary board meeting, or may allow board members to convey their views electronically to all the other board members via the Secretariat.

7. Recruitment of Business and Industry Leaders to the KMEP Board, and their term of office

7.1 The Board shall seek to ensure a balanced representation of business and industry leaders, reflecting Kent and Medway's geography, the diversity of its business base (by size, sector and scale), and the diversity of its business leaders (see section 24 '*equality and diversity*' for more details).

7.2 The appointment of business and industry leaders to the KMEP board is conducted through a competitive procedure which is open, transparent and non-discriminatory. The recruitment process is staggered for business leaders, with nine positions being advertised and recruited to in even years (i.e. 2022, 2024, etc), and the remaining eight positions in odd years (e.g. 2021, 2023, etc)¹.

7.3 The recruitment process for business and industry leaders is set out in appendix A of these terms of reference. The role specification for business members is set out in appendix B.

7.4 The term of office for the business leaders is two years, following which they may be reappointed for an additional successive term. All KMEP business leaders, who wish to reapply for another term, must follow the open-call procedure outlined in appendix A. A business leader can serve a maximum of three 2-year terms (i.e. 6 years in total) starting from 2020.

8. Recruitment of representatives from membership or subscription organisations to the KMEP Board, and their term of office.

8.1 The KMEP Secretariat will write biennially to the three named private-sector membership/subscription organisations, asking for the name of their nominee to sit on the KMEP board.

8.2 There is no maximum number of terms that can be served by a representative from the membership/subscription organisations. The rationale for this decision is that KMEP wishes to maximise its local engagement and reach as many businesses as possible.

9. Appointment of local authority leaders to the KMEP board, and their term of office

9.1 A Local Authority Leader's appointment to the Board is automatic following their election as Council Leader. Their term of office will run concurrently with his/her tenure as Leader of the Council.

9.2 A Local Authority Leader may choose to delegate his/her membership to a Cabinet Member/Portfolio Holder if he/she wishes.

10. Appointment of Higher Education and Further Education representatives to the KMEP Board and their term of office

¹ An exception will be made for the KMEP recruitment for 2020, when all business member positions will be advertised as per the LEP Review requirement.

- 10.1 The HE & FE representatives shall be selected by the universities and FE colleges located in Kent and Medway.
- 10.2 The KMEP Secretariat will email all the Vice-Chancellors of Kent and Medway Universities, asking them to collectively confirm their preferred HE representative on an annual basis. Likewise, an email will be sent to all the Further Education College Principals asking them to collectively confirm their preferred representative on an annual basis.
- 10.3 There is no maximum term of office for a HE or FE representative.

11. Termination of KMEP Membership

- 11.1 Members may resign from the Board by giving no fewer than 28 days' notice to the Chairman and Secretariat.
- 11.2 Continued KMEP membership is conditional on appropriate attendance, contribution and compliance with KMEP policies. Additionally, Board Members nominated to represent KMEP on the SELEP boards are asked to reflect the informed joint KMEP view when contributing to SELEP Boards' discussions and act in a way that supports the aims of KMEP. The KMEP Chairman may choose to review an individual's membership if they believe these conditions are not being met.
- 11.3 In the case of 11.2, where the Chairman believes a private sector representative is not meeting these conditions, the Chairman will convene a special meeting with the KMEP Vice-Chairmen. The Chairman will give written notification to the KMEP member under review at least 28 days before the meeting, explaining in short why the review has been triggered and giving them the opportunity to respond in writing. The KMEP Chairman and Vice-Chairmen will consider the case at their meeting, and a consensus must be achieved if the individual's membership is to be terminated. Where the KMEP Chairman and Vice-Chairmen choose to bring an individual's membership to an end through early cessation, the Chairman will write to the individual member officially terminating their membership.
- 11.4 In the case of 11.2, where the Chairman believes a public sector representative is not meeting these conditions, the Chairman will write to the Kent Leaders asking them to discuss the issue at their next Kent Leaders' meeting, so the local authorities can jointly decide the appropriate next steps.

12. Selection of the KMEP Chairman and Vice-Chairmen

- 12.1 The KMEP Chairman and Vice-Chairmen shall be either business leaders or representatives from private-sector membership organisations.
- 12.2 The KMEP Chairman shall be elected by the 17 KMEP board members that are business leaders and membership organisation representatives at a vote that will take place annually (or following the Chairman's resignation mid-term).
- 12.3 The recruitment process for KMEP Chairman is set out in [appendix C](#) and the Chairman Specification in [appendix D](#) of these terms of reference.
- 12.4 The KMEP Chairman is given the discretion to nominate up to two KMEP Vice-Chairmen to support him/her in his/her tasks and attend meetings as his/her representative.²³The

Chairman's nominations will be sent to the business leaders and representatives from the private-sector membership organisations for ratification, via electronic procedure.

12.5 The Chairman shall preside at meetings of the Board. In the absence of the Chairman, one of the Vice-Chairman shall preside. In the absence of the Chairman and the two Vice-Chairmen, the Board shall elect any Member of the Board to act as Chairman for that meeting only.

13. Selection of KMEP business representatives to sit on the SELEP board

13.1 The composition of the SELEP Strategic Board is determined by the Local Enterprise Partnership.

13.2 Currently, SELEP invites KMEP to nominate eight KMEP board members to sit on the SELEP Strategic Board. These nominees are:

- The KMEP Chairman
- The two KMEP Vice-Chairmen
- A KMEP business representative: - The KMEP Chairman emails all KMEP private sector representatives on an annual basis to seek expressions of interest from members to sit on the SELEP Strategic Board. If more than one business member volunteers, the Chairman shall consider the items on the SELEP agenda before each SELEP Board meeting, and select a nominee to attend that meeting based on topic relevance. The KMEP Chairman will also seek to provide diverse representation.
- The Leader of Kent County Council (or his alternate)
- The Leader of Medway Council (or his alternate)
- A District Council Leader from the east of the county. The KMEP Chairman will email all the East Kent District Council Leaders to ask them to decide amongst themselves whom they wish to act as their nominee. An email will be sent on an annual basis; the District Leaders have the right to reappoint the representative to serve the following year.
- A District Council Leader from the west/north of the county. The KMEP Chairman will email all the West Kent and Thames Gateway District Council Leaders to ask them to decide amongst themselves whom they wish to act as their nominee. An email will be sent on an annual basis; the District Leaders have the right to reappoint the representative to serve the following year.

13.3 From March 2020, SELEP will become a legal personality, and the membership of its Strategic Board will be renewed so it is aligned to the new governance requirements set out in 'Strengthened LEPS', published by the Government in July 2018.

[PLEASE NOTE THAT PARAGRAPHS 13.2 AND 13.3 WILL BE REPLACED WITH THIS SECTION SHOWN IN GREEN IF THE SELEP STRATEGIC BOARD AGREE THE SUB-GROUP'S BOARD COMPOSITION PROPOSAL ON 4 OCTOBER:]

13.4 The [future] membership of the SELEP Strategic Board [to be ratified at the meeting on 4 October 2019] is as follows:

- SELEP Chairman (1)
- SELEP Deputy Chairman (1)
- Leader of Kent County Council (or their Cabinet Member alternate) (1)
- Leader of Medway Council (or their Cabinet Member alternate) (1)
- KMEP Chairman (1)
- KMEP business representative (1)* - (see paragraph 6.6 for details of recruitment to this post)

- Leader of Essex County Council (or their Cabinet Member alternate) (1)
- Essex Federated Board (EFB) Chairman (1)
- EFB business representative (1)
- Leader of Thurrock Council (or their Cabinet Member alternate) (1)
- Leader of Southend-on-Sea Council (or their Cabinet Member alternate) (1)
- Opportunity South Essex (OSE) Chairman (1)
- OSE business representative (1)
- Leader of East Sussex County Council (or their Cabinet Member alternate) (1)
- Team East Sussex (TES) representative (1)
- KMEP business aligned with the LIS or a SME champion (3)* *(see paragraph 6.7 for details of recruitment to these posts)*
- SELEP business aligned with the LIS or a SME champion (1)

13.5 This membership will be supplemented by five co-opted board members. The co-opted members of the SELEP Strategic Board [proposal to be ratified at the meeting on 4 October 2019] are as follows:

- District Council Leaders (or their Cabinet Member alternate) (2)
- Higher Education representative (1)
- Further Education representative (1)
- SELEP Third Sector representative (1)

13.6 [If this proposal is agreed on 4 October...] The selection process to be the **‘KMEP business representative’** on the SELEP Strategic Board is as follows:

- KMEP Secretariat emails the KMEP board members from the private sector and its membership organisations.
- The Secretariat alerts them that the vacancy has arisen and asks interested parties to nominate themselves by a set date.
- (Please note that the SELEP procedure requires that either the KMEP Chairman or the KMEP business representative is female. Consequently, if the KMEP Chairman is male at the time of selection, only female private sector board members will receive the email.)
- Following the set date, the Secretariat will circulate the nominees’ names via email.
- The KMEP board members from the private sector and its membership organisations will be asked to vote for their preferred representative. Please note a member cannot vote for themselves, and the vote will remain strictly confidential, with only the name of the successful candidate shared following completion of the vote.
- The business member with the greatest number of votes is granted the position. In the event of a tie, the Chairman is given a casting vote.

13.7 [If this proposal is agreed on 4 October...] The selection process to be one of the three **‘KMEP business aligned with the LIS or a SME champion’** on SELEP is set by SELEP as follows:

- The KMEP Secretariat emails the 17 KMEP board members from the private sector and its membership organisations to:
 - alert them to the vacancy,
 - highlighting which LIS theme or sector is required according to SELEP’s rules
 - request volunteers to nominate themselves within a specified deadline.
 The SELEP Chief Executive Officer will be copied into the email.
- Nominees that have put themselves forward will be invited to interview. The selection will be conducted by the KMEP Chairman, supported by the SELEP Chairman.

14. Induction and Succession Planning

14.1 When a new Member joins the KMEP Board, a formal induction will take place. This comprises:

- A meeting with the KMEP Chairman, KMEP Strategic Programme Manager and the SELEP Managing Director (if available), who shall collectively explain the role of the local enterprise partnership and its federated boards.
- A written induction pack shall also be issued to the new Board Member; this document contains the SELEP Induction Pack, plus local information regarding KMEP.

14.2 The Chairman, two Vice-Chairmen and the KMEP Strategic Programme Manager will meet on an annual basis to discuss succession planning. At this meeting, they will:

- Identify key roles for succession planning;
- Define the competencies and motivational profile required to undertake those roles;
- Devise a plan of action, with a view to ensuring potential individuals receive primarily the right set of experiences in advance of key roles becoming vacant;
- **Openly and broadly advertise the opportunities for business leaders to join the KMEP board on an annual basis as per the KMEP recruitment policy.**

15. Conflicts of interests

15.1 A Register of Interests shall be held by the KMEP Secretariat and published online.

15.2 All Board Members and the KMEP Strategic Programme Manager are required to complete a Register of Interest (ROI) form, recording details of any relationship or other financial or personal interest which might conflict with their duties to KMEP and SELEP. All board members must take personal responsibility for declaring their interest. This should be evidenced by producing and signing their register of interest, and its publication on the website.

15.3 The ROI form has been designed by the Government and asks Board Members to record any interest relating to employment, directorships, significant shareholdings, land and property, related party transactions, membership of organisations, gifts and hospitality, sponsorships. Interests of household members are also considered.

15.4 New Board Members must, within 28 days of joining KMEP, notify the KMEP Secretariat of:

- any disclosable pecuniary interest relating to themselves or a spouse/civil partner/cohabiting partner.
- any non-pecuniary interest which KMEP has decided should be included in the register or which the Board Member considers should be included in order to act in conformity with the Seven Principles of Public Life. These non-pecuniary interests will necessarily include any membership of any Trade Union.

15.5 Board Members shall review their individual register of interest before each board meeting. They must declare any relevant interest(s) at the start of each board meeting. The declaration of interest, and the actions undertaken by KMEP resulting from the declaration, will be recorded in the minutes of the Board meeting. Every six months, the KMEP Secretariat is to write to the Board Members to remind them to ensure that their register of interest is up-to-date and resign the document if it is accurate.

15.6 If an interest has not yet been entered onto the KMEP register, then the Board Member must disclose the interest at any KMEP meeting at which they are present, where they have

a disclosable interest in any matter being considered, and where the matter is not a 'sensitive interest'. Furthermore, following any disclosure of an interest not on the KMEP register or the subject of pending notification, the Board Member is required to notify the KMEP Secretariat of the interest within 28 days beginning with the date of disclosure. A new declaration of interest must then be signed and placed on the KMEP website.

15.7 Should a Board Member have a pecuniary interest, in any matter being considered by the Board, then s/he shall: -

(a) disclose the interest to the meeting and not take part in any consideration or discussion of the matter, or vote in any questions with respect to it, or discharge any function relating to the matter; and

(b) unless the meeting invites him/her to remain, withdraw from the meeting.

This rule applies whether or not the pecuniary interest concerned is already set out in the Register of Interests.

15.8 However, the rule in 15.7 above does not apply where the interest concerned relates primarily to the general interest of any public-sector Member in his/her area of geographical responsibility, or to the interests of Kent and Medway as a whole.

15.9 These rules also apply to any Non-Voting Participant or alternate.

15.10 The KMEP Secretariat is responsible for ensuring that the SELEP Managing Director and the Accountable Body's Section 151 Officer are made aware of any changes to the Registers of Interest, or verbal declarations of interest made at the KMEP Board meetings. This information must be sent across from KMEP to SELEP within 2 days of notification.

15.11 The conflicts of interest policy shall apply to Board Members regardless of whether there is a formal meeting.

15.12 Board Members are encouraged to seek advice from the SELEP Secretariat and the Accountable Body's Monitoring Officer if they have queries on the process to complete the Register of Interests.

15.13 Furthermore, by endorsing the Conflicts of Interest Policy, all Board Members agree to act in accordance with the SELEP Register of Interest Policy available at: <http://www.southeastlep.com/our-governance/our-policies>

16. Secretariat, minutes and agenda-setting

16.1 The Secretariat of the Board and the Partnership shall be carried out by Kent County Council.

16.2 The agenda for the Board meeting shall be agreed by the Chairman prior to circulation, following consultation with the Leaders of Kent County Council and Medway Council. An email will be sent by the KMEP Secretariat to Board Members calling for suggested agenda items at least a month before the meeting.

16.3 The meeting agenda and papers for the Board meetings shall be circulated to the Board and published online by the Secretariat five working days before each Board meeting.

16.4 Draft minutes of meetings of the Board shall be prepared by the Secretariat, shown to the Chairman, and published online within 10 working days after each Board meeting. The draft minutes will be approved at the next meeting of the Board. The final minutes of Board

meetings will be published within 10 clear working days of being approved at the next Board meeting.

16.5 The KMEP Secretariat is responsible for ensuring that the SELEP Chief Executive Officer is informed of the dates of all KMEP meetings.

16.6 The KMEP Secretariat is responsible for creating and maintaining a log of KMEP engagement activities. In addition, the KMEP Secretariat is responsible for keeping records to demonstrate KMEP has met the compliance requirements, specified by the Government, which SELEP has chosen to delegate to KMEP.

17. Making recommendations

17.1 The Board does not have delegated authority to make decisions regarding the use of public funds. However, the Board may provide a strategic partnership view on priorities for, or the use of, public funds and may make recommendations to local and central government and their agents. This includes **recommending a pipeline of projects seeking funding to the SELEP Investment Panel that has been prioritised on merit by KMEP in a transparent manner according to local strategic fit and the published arrangements.**

17.2 In considering priorities and performance and in making recommendations, the Board shall at all times aim to reach consensus. Where consensus is not possible, the Board may set out majority and minority opinions.

18. Voting

18.1 The Board may vote on the following matters:

- a) Variation to the Terms of Reference of the Partnership and Board;
- b) Termination of the Partnership and Board

18.2 Determination of these matters shall require the support of at least 75% of Board members present at the meeting.

18.3 KMEP has the right to take an electronic vote on the matters listed in 18.1. Decisions taken by electronic procedure shall be recorded and published in the action tracker of the next set of KMEP board papers.

19. Formal Decision-Making & Section 151 Oversight

19.1 As paragraph 17.1 makes clear, KMEP provides recommendations to the South East LEP and **its Investment Panel** for its consideration. It does not make formal decisions on the allocation of funding – rather formal democratic decision-making is through the SELEP Accountability Board which makes all funding decisions (relating to Kent and Medway, and the other three federated areas).

19.2 The SELEP Accountability Board is also responsible for monitoring delivery of the capital programme and actively reviewing associated risks, informed by local area management information.

19.3 The SELEP Accountability Board is advised by the Accountable Body's Chief Finance Officer (i.e. Essex County Council's Section 151 Officer) and Monitoring Officer.

- 19.4 All funding allocated to the SELEP is transferred to the Accountable Body (Essex County Council) which is responsible for the proper use and administration of the funding, in line with any requirements set out in the respective grant determination letter sent by Government. The Accountable Body (Essex County Council) is not able to use this funding for its own purpose without a clear mandate from the SELEP Accountability Board.
- 19.5 All funding decisions made by the SELEP Accountability Board to approve funding for a specific project or programme must be supported with a robust Business Case which has been independently assessed. This impartial advice on the merits of project Business Cases is provided by SELEP Independent Technical Evaluator.
- 19.6 Full details are available in the SELEP Assurance Framework on:
- the role of the SELEP Accountability Board, which approves funding/spending decisions
 - the role of the SELEP investment panel, which is tasked with assessing and performing final prioritisation of bids before submission to the government
 - the role of the SELEP Strategic Board, which sets and formally endorses a clear strategic vision and investment priorities, against which all decisions are judged
 - the role of the Accountable Body, and its agreement with the LEP
 - the role of the Accountable Body's Section 151 Officer and how he/she ensures a clear line of sight of all decisions and provides financial advice
 - the role of the Independent Technical Evaluator, which provides due diligence
 - the agreed **protocol for managing its capital programmes, funding streams, and any associated contracts** (this includes dealing with any underspends as they emerge)
 - the method to assess and evaluate business cases and value for money before funding decisions are made,
 - **the LEP's decision-making processes relating to the LEP awarding public funds;**
 - the LEP-wide approach to capturing project outputs and outcomes,
 - **the LEP's approach to risk,**
 - **the LEP's procedures to advertise calls for bids and projects openly, and the associated selection criteria and processes,**
 - **the LEP's processes for the transparent publication of financial information, and**
 - the use of scrutiny **and audit** arrangements to monitor decision-making across the LEP (including by KMEP), and monitor the achievements of the LEP.

The latest version of the SELEP Assurance Framework can be accessed at: <https://www.southeastlep.com/good-governance/assurance-framework/>

- 19.7 Board Members and the KMEP Secretariat, by endorsing these terms of reference, are agreeing to comply this SELEP Assurance Framework.

20. Sub-groups

- 20.1 Two sub-groups support the KMEP Board; these are:-

- Kent and Medway Business Advisory Board
- Kent and Medway Skills Commission.

Details regarding these sub-groups can be found at www.kmep.org.uk

- 20.2 The KMEP Board may from time to time establish new sub-groups. In such circumstances, the terms of reference for any sub-group shall be approved by the Board, and placed on the KMEP website.

21. Transparency, Processing Personal Data, and Local Engagement

- 21.1 The Board will seek to operate in an open and transparent manner.
- 21.2 Meetings of the Board are open to the public, and notification of future meetings is publicised via the KMEP website (and those of partner organisations as appropriate). The link is <http://kmep.org.uk/meetings>
- 21.3 KMEP will ensure the following information is published on its own website (www.kmep.org.uk):
- (a) Its terms of reference
 - (b) Membership
 - (c) The calendar of future meetings will be listed on the last page of each KMEP's Board papers
 - (d) All board papers and minutes (with the exception of any exempt items according to Schedule 12A of the Local Government Act 1972); and
 - (e) The KMEP Register of interests
 - (f) Contact details for KMEP
 - (g) The terms of reference and membership of any KMEP sub-groups.
 - (h) **A map of projects funded in Kent and Medway by Her Majesty's Government via SELEP, including a brief project description**
 - (i) The Local Growth Fund delivery report will be routinely published as part of the Board papers pack
 - (j) A published rolling schedule of projects funded, giving a brief description, names of the key recipients of funds/contractors, and the amounts by year.
- 21.4 The website will be linked to the SELEP website (www.southeastlep.com), where partners and the public can access supporting documentation for decision-making including:
- a) Forward plans
 - b) SELEP agendas for forthcoming board meetings
 - c) **Agendas and minutes of SELEP's other federated boards (i.e. EFB, OSE, TES)**
 - d) Reports and business cases
 - e) SELEP minutes
 - f) Summary of decisions of the SELEP boards, including the SELEP Strategic Board and SELEP Accountability Board
 - g) SELEP's governance policies, including the SELEP Local Assurance Framework, which KMEP abides by.
- 21.5 The KMEP website will provide the opportunity for local engagement with and feedback to the general public about future strategy development and progress against delivery of the SEP, including key projects and spend against those projects and that this can be evidenced.
- 21.6 As stated in 16.6, the KMEP Secretariat is responsible for creating and maintaining a log of KMEP engagement activities to evidence the level of local engagement.
- 21.7 When a funding opportunity is announced (such as the Local Growth Fund or Growing Places Fund), KMEP will publish details on its publicly-accessible website, including how to submit a bid, and the prioritisation and appraisal criteria, with a view to ensuring that a wide range of delivery partners can be involved. A press notice on the new funding call will also be made, and each local authority will be asked to advertise the opportunity on their own local authority websites, and via the Councils' social media presence.

- 21.8 As well as openly announcing the funding opportunity, the KMEP Secretariat will consult and engage with the Business Advisory Board, and associated private-sector networks. This action will ensure the private sector has a strong role in developing and prioritising projects.
- 21.9 The Freedom of Information Act 2000 shall apply to Board papers and to records of the Board's discussions.
- 21.10 KMEP acts in accordance with the Data Protection Act and the General Data Protection Regulations when processing data. All Board Members, and local stakeholders that engage with KMEP, are asked to sign the KMEP privacy notice to show their consent to their data being used. The privacy notice sets out what personal data is held, how KMEP collects the data, how KMEP uses and may share information.
- 21.11 On branding, KMEP will ask its partners delivering capital projects to comply with the government's branding guidelines, and also show the SELEP and KMEP logos. KMEP will use its best endeavours to ensure local partners actively promote the SELEP priorities.

22. Definition of Confidential and Exempt Information

- 22.1 'Confidential' and 'Exempt' information will not be included in the publicly-accessible board papers. The following definitions will be used: -
- 22.2 Confidential information means information given to the Board by the Government on terms which forbid its public disclosure or information which cannot be publicly disclosed by virtue of a Court Order.
- 22.3 Where the whole or any part of a report for the KMEP meeting is not available for inspection by the public:
- (a) every copy of the whole report or the part of the report, as the case may be, must be marked "not for publication"; and
 - (b) there must be stated on every copy of the whole or the part of the report:
 - (i) that it contains confidential information;
 - (ii) by reference to the description in Schedule 12A to the 1972 Act, the description of exempt information by virtue of which the decision-making body discharging the executive function are likely to exclude the public during the item to which the report relates.
- 22.4 The categories of exempt information are as follows:
- (a) Information relating to any individual.
 - (b) Information which is likely to reveal the identity of an individual.
 - (c) Information relating to the financial or business affairs of any particular person (including the authority holding that information), unless it is required that the information be registered under the Companies, Friendly Societies, Industrial and Provident Societies, Building Societies or Charities Acts.
 - (d) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority of a Minister of the Crown and employees of, or office holders under, the authority.
 - (e) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
 - (f) Information which reveals that the authority proposes:

- (i) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (ii) to make an order or direction under any enactment.
- (g) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

22.5 Information that falls within (a)-(g) above is exempt information if the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

23. Public Questions

23.1 KMEP welcomes public interest in its business and has therefore adopted the following procedure for public speaking at KMEP Board meetings.

23.2 At the start of every Board meeting, there shall be a period of up to 15 minutes to enable members of the public to make representations.

23.3 A question may be allowed under this procedure only if it has been sent to and received by the KMEP Secretariat no later than three working days before the meeting. Questions should be sent to info@kmeop.org.uk or by post to KMEP, 2nd Floor, Invicta House, Sandling Road, Maidstone, ME14 1XX.

23.4 Only one speaker will be permitted to speak on behalf of an organisation.

23.5 The speaker is allowed to ask the pre-submitted written question at the meeting. Any question must be asked within a 3-minute time limit. After the answer has been given the questioner may put one supplemental question in order to clarify a point given in the answer. No further questions may be asked.

23.6 Questions will be dealt with in the order in which they were received, except that the Chairman may group together similar questions. If the questioner is not present when called by the Chairman, the Chairman shall ask the next question.

23.7 Questions must not:

- Ask for information which has already been published in the Board report or is available on the KMEP or SELEP website.
- Be about something that is outside the responsibilities or powers of the Board
- Criticise the motives or personal character of any Board Member or employee, or is defamatory, frivolous, vexatious or offensive
- Is substantially the same as a question put to a meeting in the previous six months
- Will require the disclosure of confidential or exempt information
- Is already subject to separate appeal, adjudication, litigation, mediation or dispute resolution.

23.8 The Chairman can decide that a question shall not be asked or answered if it would not be in the public interest or on any other reasonable ground. If this occurs, notification will be given at the earliest opportunity in writing, and include reasons for the rejection.

23.9 Answers to the questions may be given by the most appropriate KMEP Board Member or by the KMEP Strategic Programme Manager, as designated by the Chairman. The KMEP Board Member or Manager, giving the answer, has discretion as to the content of the reply

and how it is given. In particular, he/she may decline to answer in full if this would involve an unreasonable amount of work or cost, or be contrary to the public interest.

- 23.10 All oral answers to questions should be brief and relevant, with any detailed background or statistics given in writing following the Board meeting.
- 23.11 After the Board meeting, a copy of the question and answer will be appended to the draft minutes, and placed online in accordance with the rules regarding the publication of minutes.
- 23.12 Questions that have not been answered before the end of the 15 minutes allowed will not be called but all questions will be answered in writing. Any questions not asked during the 15-minute period will not be added to the online link in the minutes of the meeting.
- 23.13 Questions should relate to an item on the Board agenda, or mentioned within the Board minutes.
- 23.14 Any question may be withdrawn by the person submitting it at any time.
- 23.15 On arrival and before the start of the meeting, the person asking the question should register with the KMEP strategic Programme Manager, who will explain what will happen and show the questioner to the public seating area.
- 23.16 If the questioner requires someone to read the question for them, the Chairman will ask the question on their behalf, but the questioner must be present at the meeting.

24. Public Misconduct

- 24.1 If a member of the public interrupts a meeting or otherwise behaves irregularly, improperly or offensively, the Chairman, with the consent of the Board, may request that he/she leave the room or order that he/she is removed. In the event of a general disturbance, the Chairman, with the consent of the Board, may suspend the meeting or direct that the public be excluded from it. No one so removed or excluded will be permitted to return to the meeting.

25. Annual Report and Annual General Meeting

- 25.1 The Board shall consider and approve an Annual Report, setting out the activities and membership of the Partnership and SELEP over the course of the year, and the anticipated focus for the year ahead. This shall be publicly available and disseminated widely.
- 25.2 The Partnership shall hold an Annual General Meeting, reporting on the Partnership's activities over the course of the year. This meeting is open to the public and any business to attend, and there will be a time-limited period for questions and answers from any attendees, **so they can understand and influence the economic plans for the area.**

26. Frequency of Board meetings

- 26.1 The Partnership Board shall meet at least 4 times per year. It may meet more frequently if business needs dictate, at the discretion of the Chairman.

26.2 Under normal circumstances, the KMEP board meetings will happen one to two weeks prior to the SELEP Strategic Board meetings, to allow time to pre-examine the SELEP board papers and scrutinise the forthcoming LEP decisions.

27. Termination of the Board

27.1 The Board may decide to terminate the activities of the Board and Partnership, subject to the provisions in set out in the section on voting.

28. Indemnity

28.1. Unless otherwise indemnified by the organisations of which they are representatives, Kent County Council shall indemnify the members of the Board in respect of all decisions made by the Board.

[Please note this indemnity section will be updated following SELEP's conversation with the Accountable Body on liability for SELEP members].

29. Variation to & annual approval of the Terms of Reference

29.1 The Board may decide to vary its Terms of Reference, provided the procedure in 'voting section' is followed.

29.2 In line with the National Assurance framework, the KMEP terms of reference, plus associated KMEP policies, will be reviewed on an annual basis.

30. Equality and Diversity

30.1 KMEP is covered by the general equality duty as set out within the Equality Act 2010. Accordingly all decisions taken by the Accountability Board will pay 'due regard' to:

- (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the act;
- (ii) advance equality of opportunity between people from different equality groups;
- and
- (iii) foster good relations between people from different equality groups.

30.2 KMEP will advertise all board vacancies for the business leaders openly and transparently to best represent the diverse communities and businesses served. In addition, targeted advertising will occur to help improve the representation of those with protected characteristics² on the board. (Please see [appendix A](#) for more details).

30.3 KMEP operates an open, transparent and non-discriminatory recruitment process for selecting business leaders to the board. Private-sector board members positions are open to all business leaders from all backgrounds to apply to. KMEP is committed to recruiting the very best candidates that most closely display the attributes and skills described in the role specification shown in [appendix B](#). KMEP will work towards meeting the Government's target of 33% of board members being women by 2020, and rising to 50% by 2023 (specified in '*Strengthened LEPs*', published by the Government in July 2018). However, the success of achieving the Government's target will be reliant on the candidates from the protected

² Protected Characteristics are defined by the Government as age, disability, gender reassignment, marital/civil partnership status, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

characteristic groups coming forward with the appropriate skill-set, knowledge and experience, as detailed in the role specification.

30.3 The selection panel, tasked with recruiting KMEP business board members, will receive unconscious bias training materials prior to commencing the recruitment.

31. The Principles of Public Life

31.1 KMP board members are required to maintain high standards in the way they undertake their duties. As a member they are a representative of the KMEP, and therefore their actions can have both a positive and negative impact on the way in which the KMEP is viewed by the public.

31.2 All board members are required to have regard to and to agree to act in accordance the Principles of Public life, known as the Nolan Principles, contained within the provisions of S.29(1) of the Localism Act 2011. The Nolan Principles are available to view at: <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

32. Code of Conduct

32.1 The Board Members and KMEP Secretariat will abide by the SELEP Code of Conduct, available at:
http://www.southeastlep.com/images/uploads/resources/Code_of_Conduct_for_LEP_Board_Members_draft_for_approval_010218.pdf

33. Training

32.1 The Chair and KMEP Strategic Programme Manager will request corporate governance training from the South East LEP's Accountable Body on an annual basis.

34. Confidential Reporting of Complaints

34.1 KMEP has made all attempts to ensure that it operates in a fully transparent and engaging way, with its business partners, press and members of the public. However, if a member of the public wishes to complain about a particular function of KMEP, this can be done in writing to the KMEP Secretariat c/o County Hall, Maidstone, ME14 1XQ.

34.2 The Board Members and KMEP Secretariat also agree to abide by the SELEP Confidential Reporting of Complaints Policy, which is available at:
[http://www.southeastlep.com/images/uploads/resources/Confidential reporting of complaints draft for approval 010218.pdf](http://www.southeastlep.com/images/uploads/resources/Confidential_reporting_of_complaints_draft_for_approval_010218.pdf)

34.3 The SELEP Confidential Reporting of Complaints Policy includes:

- A confidential means for third parties or the public to contact the LEP, for example a secure website or secure form on the LEP website.
- A contact within the LEP who is responsible for dealing with confidential complaints.
- An outline of how third parties and the public can raise confidential allegations and concerns and
- An outline of how the LEP will investigate and respond to confidential complaints, including reassurance that confidentiality will be maintained.
- Detail of how the LEP will respond to anonymous allegations should be included.

- The Policy also outlines the information that complainants should provide when making a complaint.
- An outline of each of the stages of the complaints process with indicative timescales for each.

35. Whistleblowing Policy

35.1 The Board Members and KMEP Secretariat, by endorsing these terms of reference, agree to abide by the SELEP Whistleblowing Policy, which is available at:
http://www.southeastlep.com/images/uploads/resources/Whistleblowing_Policy_draft_for_approval_010218.pdf

36.2 KMEP will publish this whistleblowing policy on its own website, and has made Board Members, staff and contractors aware of the policy. A reminder about this Policy will be issued annually.

37. Gifts, Hospitality and Subsistence

37.1 SELEP and its federated boards are funded or supported through public funds and everyone's conduct is expected to be of the highest standard. It is essential that all individuals are seen to be open and honest in any dealings with outside individuals and organisations.

37.2 KMEP has no budget under its control, and therefore:

- The KMEP Chairman does not receive an allowance
- Board Members receive no expenses (i.e. travel payments, stationery, etc) from KMEP for attending the Board, although light refreshments (i.e. tea, coffee and biscuits) are provided at each board meeting. Board Members may receive expenses from their own organisation, and this will be recorded on their own websites in accordance with their organisation's rules.
- The KMEP Strategic Programme Manager is required to comply with the respective policies of his/her employing organisation.

37.3 In the interest of openness and transparency, all offers of hospitality over £50 in value made to a member, acting in his/her KMEP role, should be declared to the KMEP Secretariat, indicating whether it has been declined or accepted, within 28 days of receipt of the offer. The SELEP form should be used to capture the gifts or hospitality received/declined:

http://www.southeastlep.com/images/uploads/resources/SELEP_GiftandHospitalityDeclarationCaptureform-V1.pdf The register of declarations made will be published on the KMEP website.

37.4 Board Members that represent KMEP on the SELEP Strategic Board agree to comply with SELEP's gifts and hospitality policy, which is available at:

http://www.southeastlep.com/images/uploads/resources/Subsistence_and_Hospitality_Policy_draft_for_approval_010218.pdf

Recruitment of business leaders to the KMEP Board

Where the vacancies be advertised?

When KMEP has a vacant board seat available for a business leader, it will openly advertise the call for applications to the public via the following channels:

- The KMEP website (www.kmep.org.uk), where the role specification, application form, and application guidance will be hosted.
- The SELEP website (www.southeastlep.com) which will advertise the vacancies and redirect interested parties to the KMEP website.

In addition, the KMEP Secretariat will send a request to the following organisations to publicise and promote the opportunity through relevant press releases, communication channels and networking events:

- The 14 local authorities
- The Kent and Medway Business Advisory Board
- The Chamber of Commerce
- The Federation of Small Businesses
- The Institute of Directors, and
- The Confederation of British Industry (CBI)

Also, targeted promotion of the vacancy will run concurrently to seek business leaders that reflect their community's diverse make-up. The KMEP Secretariat will seek to advertise the opportunities at business forums, events or in specialist publications specifically aimed at candidates with protected characteristics.

When the vacancies be advertised?

- The opportunity to apply to become a private-sector board member will be published between October and December of each year.
- The selection panel will meet in early January of each year.
- Assuming successful recruitment, the new business leaders, recruited to the KMEP board, will commence their role at the first KMEP meeting of the year, that usually takes place in mid to late January.

Who will select the candidates and how?

Initially, the KMEP Secretariat will sift and shortlist all applications to ensure candidates meet the basic minimum requirements. These basic minimum requirements are:

- The candidate is a business or industry leader, i.e. owns a firm, or is a Chief Executive/Senior Director of a firm.
- The candidate's firm operates in Kent and/or Medway
- The candidate has expressed a commitment to attend the KMEP board meetings and to become a member of the Kent and Medway Business Advisory Board.
- There is no significant conflict of interest or reputational concerns that could prejudice the operation of KMEP if the business leader were to become a board member.

A selection panel will be assembled to review the shortlisted applications, made up of:

- 1 x KMEP Chairman
- 2 x KMEP Vice-Chairmen

- 1 x Business Advisory Board Member
- 1 x KMEP Skills Commission Member/Skills Guild Chairman
- 1 x Kent Invicta Chamber of Commerce representation
- 1 x FSB representative
- 1 x Institute of Directors representative
- 1 x SELEP Secretariat representative
- 1 x KMEP Strategic Programme Manager

The SELEP Secretariat representative shall be the SELEP Director, or their selected alternate senior SELEP Secretariat member.

The recruitment of new KMEP business members is staggered so only half the private sector board members are recruited every year. If any of the KMEP selection panel members are applying to renew their KMEP term of office during this selection round, then they cannot sit on the selection panel for that round of recruitment due to their conflict of interest. They cannot name alternates due to their conflict of interest, rather the selection panel will comprise the remaining individuals listed above without a conflict of interest.

The KMEP Secretariat will share all application information with the selection panel electronically and arrange a meeting for the panel to convene. Panel members will be asked if they wish to invite individual candidates to the panel meeting for a short interview or simply review the application forms. The panel meeting will take place no more than 15 working days after the application closing date.

Panel members will be permitted to contribute to the meeting electronically if they are unable to attend in person. The meeting will be reconvened if fewer than three private sector members can attend.

In choosing new business members, the selection panel shall seek candidates that display the desired experience, knowledge, qualities and skills (which are set out in the role specification). In particular, the panel will seek to ensure a balanced representation of businesses reflecting the county's geography and the diversity of its business base in terms of size and sector. Consideration will also be given to associations with other locally/ nationally recognised business-representative bodies (including the Business Advisory Board), and to the overall diversity of membership in terms of the individual's protected characteristics.

The selection panel will aim to reach a consensus at the panel meeting. Should a vote be required then a majority ruling will suffice; in the event of a tie the KMEP Chairman on the selection panel will have the casting vote. If he is absent, the KMEP Vice-Chairman representative will have the casting vote.

The selection panel may choose at their discretion to convene a second panel meeting, such as in the event that a large number of applications are received and the panel wishes to further shortlist them and invite individual candidates back to a later interview.

The selection panel will only appoint business and industry leaders that it feels will best serve the aims and functions of KMEP, as set out in the KMEP Terms of Reference. Should the recruitment panel choose not to fill a vacancy, or if there is an insufficient number of applicants, then the vacancy shall be re-advertised according to the procedure described below.

The KMEP Secretariat will advise each candidate of the outcome of their individual application within ten working days of the selection panel reaching a decision. Successful candidates will be

given induction information for both KMEP and SELEP, as described in the KMEP Terms of Reference, and be invited to the next scheduled KMEP Board meeting.

The KMEP Secretariat will advise the SELEP Secretariat of all changes to KMEP membership within ten working days of the selection panel reaching a decision.

Re-advertising a vacancy

In the event that a vacancy is not filled, either through the decisions of the selection panel or through an insufficient number of applicants, then the vacancy shall be re-advertised.

Prior to re-advertising, the KMEP Secretariat shall ask all current KMEP board members and BAB board members to recommend appropriate business contacts from their networks who they feel may be suitable for a position on the KMEP Board. The KMEP Secretariat shall contact the recommended individuals to encourage them to apply.

In re-advertising the vacancy, the full procedure for open calls described above is again followed. All potential candidates must apply through this same open, competitive process, including any business contacts recommended by existing business members.

Recruiting KMEP business board members mid-term

A business vacancy could arise 'mid-term' (such as when an existing business member resigns from the KMEP Board part-way through their two-year tenure). In that event when a new KMEP business member is appointed mid-term, their tenure is aligned to the existing two-year tenure period, i.e. rather than the new member serving a full two years, they will serve only for however many months remain of the current tenure, and be discharged at the end of that tenure alongside the existing KMEP business members.

If the mid-term vacancy arises and there is more than six months remaining of the original two-year tenure period, then the vacancy will be advertised as per the procedure listed above.

However, a mid-term vacancy does not need to be recruited to if fewer than six months remain of the original two-year tenure period.

Kent and Medway Business Advisory Board (BAB)

The KMEP business board member positions are open to any business to apply to; membership of the Kent and Medway BAB is not a condition of joining the KMEP board.

However, on becoming a member of KMEP, the business board member will be expected to join the Kent and Medway Business Advisory Board.

KMEP Board Member Specification for business & industry leaders

Being a Business Member

By taking part in KMEP (the local federated board of the South East LEP), Board Members are collectively able to input to and make key decisions which influence the Kent and Medway economy. The KMEP board brings together leaders from: business, business membership organisations, all the local councils, the Kent and Medway Universities, and the Further Education Colleges to act with one strong voice.

All members of the board bring their specialist experience, expertise and knowledge to help to drive forward economic growth in the area, by setting strategy and determining investment priorities, and work collaboratively to provide a strong, informed and independent voice for Kent and Medway to the Government at a national, regional and local level.

Business Members' specialisms include (but are not limited to) infrastructure, skills, industry, innovation, productivity and wellbeing.

As a board member representing business, it is essential that you are able to see the bigger economic picture and are keen to offer your advice and make decisions on topics which may not always directly impact on the day-to-day work of your business but will ultimately benefit the wider population of Kent and Medway by raising productivity and reducing inequality.

We seek a balanced representation of business leaders on the KMEP board, who can reflect the diversity of Kent and Medway's business sectors (particularly from the key sectors³), and the scale of local businesses (from large multi-nationals to SMEs, freelancers, and third sector businesses). We also seek business leaders to reflect the different geographical areas within Kent and Medway, and the different backgrounds that business leaders may have (e.g. young entrepreneurs of new start-ups to business leaders with years of experience).

Desired Experience, Knowledge, Qualities and Skills

- A confident and articulate business leader, who either owns or manages a company in Kent and/or Medway. Company Chairmen, Owners, Chief Executives, and Senior Directors are welcome to apply.
- A business leader who can take a strategic view in understanding and influencing the economic growth agenda. You should be able to communicate your views clearly to help influence strategy in the best interest of the Kent and Medway residents.
- It is desirable for you to have an established reputation and public profile/network of contacts within the Kent and/or Medway area which directly relate to the ambitions of the region.
- Enthusiasm for driving forward economic growth in Kent and Medway & a strong desire to make a positive contribution.

³ The key sectors in Kent and Medway according to Locate in Kent in 2019 are: Creative & Digital, Food & Drink, Manufacturing, and Life Sciences/Healthcare.

- Integrity, transparency and accountability.
- Knowledge of the key opportunities and/or challenges facing Kent and Medway businesses and the economy, with ideas for how to achieve success.
- Ability to work effectively as a member of a team in which colleagues work co-operatively with each other, accepting collective responsibility. Good interpersonal, teamwork and negotiation skills are desired in potential board members. Also, having a history of partnership working and stakeholder engagement is desirable.
- Ability to consider and prioritise competing priorities and make appropriate well-informed investment decisions based on clear and transparent rationale.
- Successful candidates will ideally be able to display the ability to problem-solve, use their initiative, and have strong organisational skills.
- Successful candidates should value diversity and difference, and will be asked to abide by the Nolan's "Seven Principles of Public Life". These principles relate to acting with: 1) Selflessness, 2) Integrity, 3) Objectivity, 4) Accountability, 5) Openness, 6) Honesty and 7) Leadership.
- Bring a range of expertise to their role, for example a business leader, who is also a charity trustee, a school governor or leads a social enterprise as well.

Responsibilities of Business Members

- Support and influence the economic growth agenda in and around Kent and Medway.
- Actively contribute to the development of working groups and networks to ensure engagement of the wider business community.
- Act as an ambassador, promote and champion the work of the KMEP from the perspective of business.
- Contribute knowledge and expertise to illuminate the business issues facing the area, the strengths and opportunities and the initiatives which could be taken to drive business growth.
- Actively participate in Board meetings (these meetings are typically 2.5 hours in duration, and usually occur four or five times per year). During board meetings, members will input into discussions from a business perspective, offer advice and assist in overall strategic planning for the Kent and Medway economy.
- Engage with the secretariat between meetings to offer advice, drive activity and progress the ambitions of the Board.
- Vote on key decisions, including matters where the board makes a recommendation or adopt an approach.

- Take an active role in the KMEP's sub-group entitled the Kent and Medway Business Advisory Board (BAB), including attendance at its bi-monthly meetings (which last typically 2.5 hours). [For reference, the Business Advisory Board (BAB) is a business-led forum which provides a 'sounding board' with the business community to review and reflect on economic strategy. The BAB is made up of 50 representatives from key sectors of the local economy. It meets bi-monthly and each meeting provides an insight from the business community in Kent and Medway on current trading conditions and experience of the local economy, on a sector by sector basis.]
- Members with a particular affinity to the skills agenda will have the opportunity to take an active role in the KMEP Skills Commission (KMEP's other sub-group).

Remuneration

- The post is not remunerated, but refreshments are provided at board meetings.

The KMEP Chairman shall be either a business leader or a representative from private-sector membership organisations.

The KMEP Chairman shall be elected by the 17 KMEP board members that are business leaders and membership organisation representatives at a vote that will take place annually (or following the Chairman’s resignation mid-term).

Specifically, the recruitment process is:

- In late November each year, the KMEP Secretariat emails the existing 17 KMEP board members from the private sector and its membership organisations.
- The Secretariat asks these board members if they interested in becoming the KMEP Chairman.
- If they are interested in the opportunity, they are to alert the KMEP Secretariat by the 31 December at the latest.
- Once the selection of the new business board members has been completed (in early January), the Secretariat will circulate the nominees’ names via email.
- The KMEP board members from the private sector and its membership organisations will be asked to vote by electronic procedure, expressing their first and second preference for Chairman. Please note a member cannot vote for themselves, and the vote will remain strictly confidential, with only the name of the successful candidate shared following completion of the vote.
- The business member with the greatest number of first preference votes is granted the position. In the event of a tie, the second preference votes will be taken into consideration, and the candidate with the greatest overall number of votes will become the KMEP Chairman.

If no candidates put themselves forward for the role, the two KMEP Vice-Chairmen will be approached, and asked to consider taking on the position.

About the Board

The Kent and Medway Economic Partnership (KMEP) has a vital role to play in influencing and driving a visionary and forward-thinking economy. It acts as one of four federated boards for of the South East Local Enterprise Partnership (SELEP).

The board represents the following local authority areas: Ashford, Canterbury, Dartford, Dover, Folkestone & Hythe, Gravesham, Maidstone, Medway, Sevenoaks, Swale, Thanet, Tonbridge & Malling, Tunbridge Wells, but aims to have a strategic influencing role on wider functional economic area of SELEP where clear benefits are apparent.

It brings together leaders from business, business membership organisations, the local councils, the Universities, and the Further Education Colleges.

KMEP takes a leading role in driving forward strategic economic growth priorities for Kent and Medway; informing key decisions and providing a strong collaborative voice for the private and public sector to lobby for funding and unlock opportunities for the Kent and Medway economy.

Typical Responsibilities of the Chair

The Chair will be responsible for:

- Chairing the KMEP board meetings. (these meetings are typically 2.5 hours in duration, and usually occur four or five times per year).
- Approving minutes and setting meeting agendas within the timeframe of Federated Board governance.
- Working closely with the secretariat to progress the work of the board, oversee the work of the Business Advisory Board sub-group, and generally ensure the progress of the board’s work between meetings; this will require additional meetings⁴.
- Providing strong representation for KMEP in meetings with the SELEP Chairman and Deputy Chairman, and act as a conduit for information between KMEP and the SELEP Chairman.
- Providing representation for KMEP at the quarterly SELEP Strategic Board Meetings and other additional sub-groups as agreed by SELEP Board as part of their governance arrangements. Please note, at the time of writing SELEP is still in the process of incorporating as a legal entity and understanding its wider governance processes as part of this change. It is likely that this will require the Chair to attend the Board as a Director – this will be established by March 2020.
- Developing a solution focused attitude at the board and fostering positive working relationships amongst Board members exemplifying Board member behaviour and input.
- Contributing relevant knowledge and expertise to illuminate the business issues facing the area, the strengths and opportunities and the initiatives which could be taken to drive business growth.

⁴ BAB meets bi-monthly and meetings typically last 2.5 hours. The agenda setting meetings occur before every KMEP board meeting, and typically last 1 hour. Other meetings may be arranged on an ad-hoc basis with the Secretariat, as the workload dictates.

- In liaison with the KMED Secretariat, providing the SELEP Secretariat with clear and updated nominations for membership of the SELEP Strategic Board
- Supporting the KMED board to act in accordance with the rules specified in KMED's terms of reference.
- Championing KMED and SELEP amongst the local business community and encouraging participation by other businesses in KMED's activity (as appropriate).

About the Person

The Board is seeking an experienced business leader who is, engaging and dynamic and passionate about strengthening the future Kent and Medway economy for all. The Chairman will possess the following attributes:

Experience and Abilities

In addition to having the *desired experience, knowledge, qualities and skills* required of all KMED business leaders⁵, KMED seeks a Chairman that has:

- A successful track record operating as a leader in the private sector, understanding the challenges and areas of opportunity for innovative business growth.
- A proven track record of leading and providing focus and direction in meetings to ensure all views are considered, driving consensus in order to achieve outcomes. Proven ability to articulate and implement strategies and plans and to give passionate leadership to their execution.
- Ability to operate as a high-profile advocate for Kent and Medway and generate enthusiasm for the aims of the Board.
- Ability to lobby for the interests of the KMED across the SELEP region and nationally, with a range of stakeholders.
- Ability to work effectively as a member of a team in which colleagues work cooperatively with each other, accepting collective responsibility.

Skills and Characteristics

- An engaging public speaker with presence, good communication skills and excellent interpersonal skills.
- Impartial, passionate and driven leader.
- Experienced political awareness.

Remuneration

The post is not remunerated.

⁵ These are listed in the Business Board Member Role Specification

Term	Acronym (where applicable)	Description
Accountable Body	None	An Accountable Body retains overall legal accountability for the investment of public funds. Essex County Council is the Accountable Body for public funds, that are passported through the South East LEP.
Branding Guidelines	None	The guidelines issued by the Ministry of Housing Communities and Local Government, which LEPs and partners must use when promoting projects via Local Growth Fund, Growing Places Fund, and any other UK Government funded projects.
Business and Industry Leaders	None	People who are either the Chairman, Owner, Chief Executive or Senior Director of a firm.
Cities and Local Growth Unit	CLGU	A division of staff in the Central Government's civil service. These staff work for the Ministry of Housing, Communities and Local Government, and are tasked with LEP liaison along with an extensive list of other duties.
Co-opted members	Co-opts	Board members who are chosen by the appropriate body to represent a specific area of interest or issue of consideration. These representatives are not elected / publicly recruited members, rather are directly appointed because of their level of knowledge and experience.
Essex Federated Board	EFB	<ul style="list-style-type: none"> • A federated board of SELEP, tasked with growing the Essex economy. • It is an informal public/private partnership. • The board represents the following local authority areas: The Districts of Uttlesford, Braintree, Chelmsford, Epping Forest, Maldon, Tendring, Colchester & Harlow.
Federated Boards	Fed. Boards	The Federated Boards of SELEP are local public/private partnerships tasked with driving forward economic growth. There are four Federated Boards: Essex Federated Board (EFB), Kent and Medway Economic Partnership (KMED), Opportunity South Essex (OSE) and Team East Sussex (TES).
Freedom of Information request	FOI	The Freedom of Information Act 2000 provides the public with access to information held by public authorities.
Further Education	FE	Further Education is the post-compulsory secondary or pre-university education in the UK. FE courses typically focus on vocational or basic skills. There are now three groups that operate the various Kent and Medway FE Colleges. They are: North Kent College, Mid-Kent College, and East Kent College.

Growing Places Fund	GPF	A capital loan, awarded as a low or zero percent interest rate. This funding aims to tackle barriers to economic growth.
Growth Deal	None	Growth Deals provide funds (such as LGF) from the Government to LEPs for projects that benefit the local area and economy.
Growth Deal Period	None	The period in which Growth Deal Funding may be used, i.e. from 2015 to 2021. Any unspent Growth Deal funding is expected to be returned to the Government at the end of 2021.
Higher Education	HE	Education delivered by universities and other Higher Education Institutes. They offer a range of courses from undergraduate degrees to postgraduate courses, etc.
Independent Technical Evaluator	ITE	The consultant, on contract to SELEP, tasked with providing impartial technical advice to SELEP and local project sponsors on a project's value for money and deliverability. Presently, the SELEP contract is with Steer Group (www.steergroup.com).
Kent and Medway Business Advisory Board	BAB	The Business Advisory Board is a business-led forum which provides a 'sounding board' with the business community to review and reflect on economic strategy. The BAB is made up of 50 representatives from key sectors of the local economy. It meets bi-monthly and each meeting provides an insight from the business community in Kent and Medway on current trading conditions and experience of the local economy, on a sector-by-sector basis
Kent and Medway Economic Partnership	KMEP	<ul style="list-style-type: none"> • Informal public-private partnership to drive economic growth in Kent and Medway. • It brings together businesses, local authorities, universities and further education colleges. • It is a federated board of SELEP. • KMEP represents the following areas: the Districts of Ashford, Canterbury, Dartford, Dover, Folkestone & Hythe, Gravesham, Maidstone, Sevenoaks, Swale, Thanet, Tonbridge & Malling, Tunbridge Wells, and the Unitary Authority area of Medway.
KMEP Secretariat	None	The officer that supports the activity of the KMEP board. There is 1 officer undertaking this role currently. They are employed as the 'KMEP Strategic Programme Manager' by Kent County Council.
KMEP Skills Commission	None	A sub-group of KMEP. It seeks to provide a business voice to support local partners, that are working to raise skills attainment and residents' aspirations with regard to their careers.
LEP Network	None	A peer network for LEPs, whose purpose is to enable LEPs to discuss issues of shared importance as a sector, engage with Government, and share knowledge and good

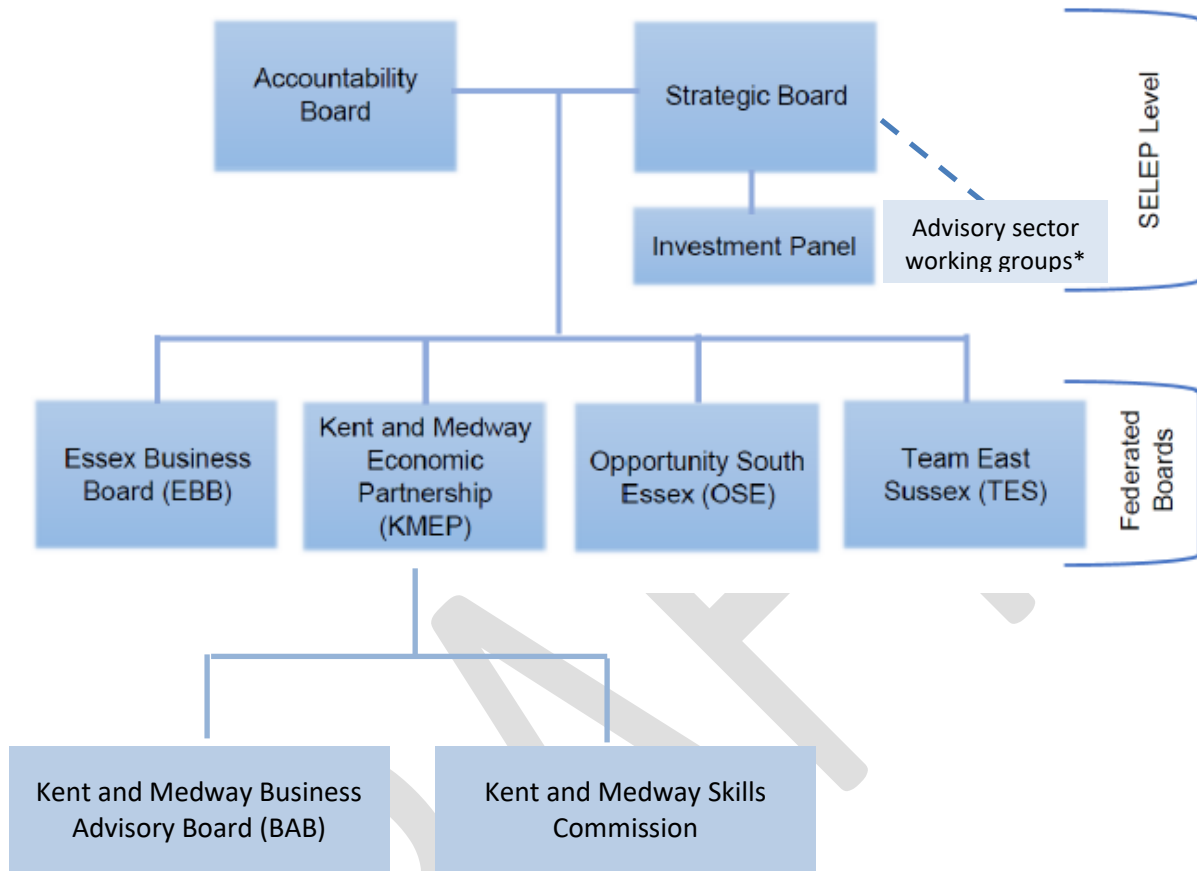
		practice.
Local Authority	LA	Local councils, which is the most common type of local authority, are made up of councillors who are elected by the public in local elections. Local councils deliver a range of vital services for people and businesses in defined areas. Among them are well known functions such as social care, schools, housing and planning and waste collection, but also lesser known ones such as licensing, business support, registrar services and pest control.
Local Enterprise Partnerships	LEPs	Local Enterprise Partnerships are public-private partnerships between local authorities, businesses and educators. They were established at the request of the Coalition Government in 2010/11. They are tasked with driving forward economic growth and creating jobs.
Local Growth Funding	LGF	A capital grant for investment in capital infrastructure projects. This funding aims to support the delivery of jobs, homes, new learners and other economic growth objectives. The source of LGF is central government, and LEPs must competitively bid to receive an allocation of this funding.
Local Growth Projects	None	Projects which are all or part funded by Local Growth Funding.
Local Industrial Strategy	LIS	Local Industrial Strategies, co-designed by the LEPs with central government, are to capture the economic strengths and opportunities of an area and provide the long-term plan for how national and local partners can ensure they seize those opportunities. The LIS effectively replaces the Strategic Economic Plan.
Monitoring Officer	None	The Monitoring Officer is a member of staff employed by a council. The Monitoring Officer has the specific duty to ensure that the Council, its officers, and its elected Councillors, maintain the highest standards of conduct in all they do.
National Assurance Framework	NAF	The National Assurance Framework sets out central government's expectations relating to the governance and activities of a LEP. All LEPs must have a Local Assurance Framework that describes how it will meet locally the requirements specified by the Government in the NAF.
Nolan's Seven Principles of Public Life	None	The seven ethical principles expected of public office holders, including people who are elected or appointed to LEPs and to public office, both nationally and locally.
Opportunity South Essex	OSE	<ul style="list-style-type: none"> • A federated board of SELEP, tasked with growing the South Essex economy. • It is an informal public/private partnership. • The board represents the following local authority areas: the Districts of Brentwood, Basildon, Rochford, Castle Point, and Unitary Authority areas of Thurrock

		and Southend-on-Sea.
Pecuniary interest	None	A pecuniary interest in a matter is one where there is a reasonable likelihood or expectation of appreciable financial loss or gain to the person, their business, or their spouse/partner/family.
Private Sector	None	The part of the national economy that is not under direct state control.
Private-sector Membership / Subscription Organisations	None	Legal entities that are membership or subscription organisations of a generic, sector-based or geographic-based nature and which represent and speak on behalf of the interests of private-sector businesses with their consent. These types of organisations include: <ul style="list-style-type: none"> • Trade Associations; • Chambers of Commerce; • Chartered Institutes; and • other professional membership bodies with a significant membership.
Protected Characteristics	None	The Equality Act identifies certain groups with characteristics that are protected by existing equality legislation. The Protected Characteristic are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex/gender, and sexual orientation.
Public Sector	None	The part of the national economy that is under direct state control.
Registers of Interest	ROI	All members of the KMED and SELEP are required to complete a Register of Interests form, recording details of any relationship or other financial or personal interest which might conflict with their duties as a board member.
Section 151 Officer	S151	An officer appointed under section 151 of the Local Government Act 1972 which requires every Local Authority to appoint a suitably qualified officer responsible for the proper administration of its affairs (especially its financial affairs).
SELEP Accountability Board	None	The SELEP Accountability Board provides the accountability structure for decision-making and approval of funding within the overarching vision of the Strategic Board. It is one of SELEP's three main boards, alongside the Strategic Board and Investment Panel.
SELEP Investment Panel	None	A sub-committee of the Strategic Board. The Investment Panel has responsibility for the prioritisation of projects following an approach agreed by the Strategic Board. It is one of SELEP's three main boards, alongside the

		Strategic Board and Accountability Board.
SELEP Local Assurance Framework	LAF	The Assurance Framework reflects the expectations of Government with regard to LEP Governance and Operation, as set out in the revised National Local Growth Assurance Framework published in January 2019.
SELEP Secretariat	None	The officers that support the activity of the SELEP board. There are currently 15 officers and their positions are described at: https://www.southeastlep.com/about_us/meet-our-people/secretariat/
SELEP Strategic Board	None	The primary private/public partnership board within the SELEP structure. It is responsible for providing clear strategic direction and leadership. It is one of SELEP's three main boards, alongside the Accountability Board and Investment Panel.
SME	SME	Small and medium sized enterprises.
Social Value	None	Added economic, social or environmental benefits.
South East Local Enterprise Partnership	SELEP	<p>The South East Local Enterprise Partnership is one of 38 LEPs across the nation.</p> <p>It is tasked with working with the federated board to drive economic growth, in Kent, Medway, East Sussex, Essex, Southend-on-Sea and Thurrock.</p> <p>SELEP operates three main boards:</p> <ul style="list-style-type: none"> • SELEP Strategic Board • SELEP Investment Panel • SELEP Accountability Board. <p>SELEP is, by far, the largest LEP in the country by population, once London LEP is excluded. To facilitate informed discussion of local economic development priorities over such a large geographical area, SELEP operates a federated board model. This is an essential and fundamental component of SELEP.</p> <p>The four local federated boards of SELEP are:</p> <ul style="list-style-type: none"> • Essex Federated Board (EFB) • Kent and Medway Economic Partnership (KMEDP) • Opportunity South Essex (OSE) • Team East Sussex (TES) <p>In addition, SELEP has advisory working groups, focusing on specific sectors and themes.</p>

Strategic Economic Plan	SEP	A Strategic Economic Plan outlines the priorities, aims, and actions of an organisation to drive a more productive and prosperous economy for the area.
Team East Sussex	TES	<ul style="list-style-type: none"> • A federated board of SELEP, tasked with growing the East Sussex economy. • It is an informal public/private partnership. • The board represents the following local authority areas: the Districts of Eastbourne, Hastings Lewes, Rother, and Wealden.
Third Sector	None	The part of an economy or society comprising non-governmental and non-profit-making organizations or associations, including charities, voluntary and community groups, co-operatives, etc.

DRAFT



*The SELEP advisory sector working groups are:

- Coastal Communities
- ESIF Committee
- Growth Hub
- Housing and Development
- Rural
- Skills Advisory Panel, supported by the Skills Advisory Group
- Social Enterprise
- South East Creative Economy Network (SECEN)
- Tourism
- Transport
- U9

More details on these working groups are shown on the SELEP website.

ITEM 12

Date: 24 September 2019

Subject: Local Growth Fund: Delivery Progress Report

Report authors: Kerry Clarke, LGF Programme Manager, Kent County Council
Jessica Jagpal, LGF Programme Co-Ordinator, Medway Council

Summary

This report provides an update on the progress in delivering Kent and Medway's Local Growth Fund (LGF) programme, including those schemes that were allocated funding as part of the most recent round of Growth Deal funding (Round 3b).

The Board is recommended to:

1. Note the update on LGF project scheme delivery
 2. Note the award of LGF3b funding to two Kent and Medway projects at SELEP Investment Panel on 28th June 2019
 3. Note the ranking of schemes for further LGF3b investment agreed at the meeting of SELEP Investment Panel on 28th June 2019
-

1. Introduction

1.1 £182.5 million has been allocated from the Local Growth Fund (LGF) round 1, 2 and 3 to capital projects – primarily transport schemes - in Kent and Medway.

2 Kent and Medway's Forecast LGF spend in 2019/20

2.1 In April 2019, SELEP received its 2019/20 LGF grant allocation of £54.915m as anticipated. In addition, a total of £57.719m LGF was carried forward from previous financial years.

2.2 Table 1 below illustrates the updated spend forecasts by upper tier authority for 2019/20 as presented to the SELEP Accountability Board on 13th September 2019.

2.3 The spend forecast for 2019/20, as reported to the South East LEP (SELEP) Accountability Board in September 2019, has been set at £18.289m for Kent and £16.555m for Medway. This is the benchmark for which delivery and spend will be

monitored against for the 2019/20 financial year and which will be adjusted based on reporting to the quarterly SELEP Programme Consideration meetings.

Table 1 – LGF Spend forecast for 2019/20 by Upper Tier Authority.

LGF (£m)	Planned spend in 2019/20	Total forecast spend in 2019/20 (as reported in August 2019)	Variance*	Forecast LGF spend relative to planned spend in 2019/20* (%)	Reasons for Variance	
					Additional spend/slippage identified for 2019/20 since the last Board meeting	Additional spend/slippage previously considered by the Board
East Sussex	9.346	15.721	6.375	168.2%	-0.737	7.112
Essex	15.210	20.457	5.247	134.5%	1.989	3.258
Kent	18.289	23.717	5.428	129.7%	-1.267	6.695
Medway	16.555	13.040	-3.515	78.8%	-0.836	-2.679
Southend	15.693	13.444	-2.249	85.7%	-0.013	-2.236
Thurrock	4.410	9.715	5.305	220.3%	0.000	5.305
Skills	0.000	0.000	0.000	100.0%	0.000	0.000
M20 Junction 10a	0.000	0.000	0.000	100.0%	0.000	0.000
LGF Sub-Total	79.503	96.093	16.590	120.9%	-0.864	17.455
Retained	27.811	35.581	7.770	127.9%	-4.662	12.432
Total Spend Forecast	107.314	131.674	24.360	122.7%	-5.526	29.886

3 Spend Profile for 2019/20

3.1 The total KCC LGF budget for 2019/20 = £18.289m

3.2 Current KCC LGF forecast spend for 2019/20 = £23.717m (based on update provided for September SELEP Accountability Board meeting).

- 2019/20 Q1 Actual Spend = £1.437m
- 2019/20 Q2 Predicted Spend = £2.335m
- 2019/20 Q3 Predicted Spend = £6.477m
- 2019/20 Q4 Predicted Spend = £13.468m

3.3 The Kent LGF forecast spend has increased from the budget for 2019/20 due to the rollover of unspent LGF from 2018/19 and the allocation of the LGF3b funding for the Kent and Medway Medical School (£4m) which is now forecast to be spent in full in 2019/20.

3.4 Total Medway LGF Budget for 2019/20 = £16.515m

3.5 Current Medway LGF Forecast spend for 2019/20 = £13.040m (based on update provided for September SELEP Accountability Board meeting).

- 2019/20 Q1 Actual Spend = £1.215m
- 2019/20 Q2 Predicted Spend = £3.396m
- 2019/20 Q3 Predicted Spend = £3.437m
- 2019/20 Q4 Predicted Spend = £4.992m

3.6 The Medway forecast spend has decreased from the budget for 2019/20 due spend for the A289 (which paused whilst awaiting an outcome on HIF) and the Medway City Estate project (which gained approval to spend at SELEP Accountability Board on 13th September 2019) being re-profiled across future financial years.

4 LGF3b Process and Allocations

4.1 On the 28th June 2019, a second meeting of the Investment Panel was held, which agreed a further eight projects to progress utilising the £15.158m available at the time of the meeting. This is in addition to the nine LGF3b projects which were allocated funding at the meeting of the Investment Panel in March 2019. Table 2 illustrates the successful projects allocated LGF3b in March and June 2019.

Table 2: LGF3b Projects prioritised by Investment Panel

Project	Federated Area	LGF Ask	
LGF3b projects agreed by the Investment Panel in March 2019			
Bexhill Enterprise Park North	East Sussex	£	1,940,000
Digital Technologies Campus	OSE	£	2,150,000
Colchester Institute	Greater Essex	£	100,000
Skills For Rural Businesses Post-Brexit	East Sussex	£	2,918,000
USP College CEDTIL	OSE	£	900,000
Thanet Parkway	KMEP	£	4,000,000
Flightpath Phase 2	Greater Essex	£	1,421,500
Sidney Little Road Business Incubator Hub	East Sussex	£	500,000
Innovation Park Medway (northern site) – Enabling infrastructure	KMEP	£	1,518,500
Subtotal		£	15,448,000
LGF3b projects agreed by the Investment Panel in June 2019			
M2 J5 Improvements	KMEP	£	1,600,000
Bexhill Creative Workspace	East Sussex	£	960,000
Kent and Medway Medical School	KMEP	£	4,000,000
Exceat Bridge Replacement	East Sussex	£	1,500,000
Tilbury Riverside	OSE	£	2,360,000
Southend Town Centre	OSE	£	867,708
Basildon Innovation Warehouse	OSE	£	870,000
University of Essex Parkside Phase 3	Greater Essex	£	3,000,000
Subtotal		£	15,157,708
Total LGF3b projects		£	30,605,708

4.2 In June 2019, the Investment Panel also agreed a ranked list of the pipeline projects to progress should additional LGF underspend become available. This includes a further eight projects, as set out in Table 3.

4.3 If/when sufficient additional LGF is identified to fund the next project on this ranked list then this project will be able to progress to the SELEP Accountability Board for funding approval. Updates on any unallocated LGF will be provided to the Accountability and

Strategic Board at each meeting, and the scheme promoter for the next project in line for funding will be informed.

- 4.4 As shown in Table 3; the total value of the schemes included on the pipeline projects is in excess of £30.3m, which means that £30.3m would need to be recouped through existing schemes being unable to progress to allow all the pipeline projects to come forwards.
- 4.5 The SELEP Investment Panel will not reconvene to prioritise further projects for LGF3b investment until the list of projects in Table 3 has been exhausted.

Table 3 – Pipeline projects prioritised by Investment Panel June 2019 (to be progressed if further LGF3b funding becomes available)

Project	Federated Area	LGF Ask	Cumulative total
University of Essex Parkside Phase 4	Greater Essex	£ 2,000,000	£ 17,157,708
Southend Town Centre Phase 2	OSE	£ 632,292	£ 17,790,000
Kent and Medway Medical School Phase 2	KMEP	£ 4,000,000	£ 21,790,000
Exceat Bridge Replacement Phase 2	East Sussex	£ 610,579	£ 22,400,579
Eastbourne Fisherman's Quayside & Infrastructure Development Project	East Sussex	£ 1,080,000	£ 23,480,579
New Construction Centre, Chelmsford	Greater Essex	£ 1,295,200	£ 24,775,779
Colchester Grow-on Space - Queen Street	Greater Essex	£ 3,777,451	£ 28,553,230
NIAB	KMEP	£ 1,750,000	£ 30,303,230

5 Business case development

- 5.1 Project funding is only secured following the completion of a full project Business Case, its appraisal by the Local Enterprise Partnership's (LEP) Independent Technical Evaluator (ITE) (currently Steer) and approval by SELEP Accountability Board.
- 5.2 At the meeting of the Accountability Board on 13th September 2019, the business case for the Medway City Estate connectivity improvement measures (£1.5m) was approved. Appendix A shows a summary of the Accountability Board decision.
- 5.3 Across Kent and Medway, approval of a business case is required for several schemes.
- 5.4 Two schemes in Medway require business case sign off:
- Innovation Park Medway (Rochester Airport – phase 3) (£1.5185m LGF3B) will be presented at the meeting of the Accountability Board on 15th November 2019.
 - The third scheme, A289 Four Elms Roundabout to Medway Tunnel, is currently paused pending the outcome of a HIF bid expected in December 2019.
- 5.5 The Kent Strategic Congestion Management Programme has a remaining £300k allocation which will need to be unlocked through a further business case submission or a change request.

- 5.6 The two schemes (M2 Junction 5 - £1.6m and Kent and Medway Medical School Phase 1 - £4m) which secured LGF3b allocations at Investment Panel on 28th June 2019 also require business case sign off prior to drawing down their LGF3b allocations from SELEP. The business cases for both schemes were submitted to SELEP for consideration by the ITE on 6th September 2019. The final business cases will be presented to the meeting of SELEP Accountability Board on 15th November 2019, once they have been through the Gate 2 revisions following ITE assessment.

6 Scheme delivery

- 6.1 A Red, Amber, Green (RAG) spreadsheet (shown in Appendix D and E) provides an overview of progress in delivering each of the LGF capital projects in Kent and Medway.

For the KCC programme:

- 12 are Green (business case approved, funding fully secured and delivery on target).
- 11 are Amber (funding not yet secured; or scheme delay or funding issue which can be mitigated);
- 1 is Red (funding not yet secured and significant cost or delivery issues).
- 7 are completed
- 5 have been removed

For the Medway programme:

- 4 are Green (business case approved, funding fully secured and delivery on target)
- 5 are Amber (funding not yet secured; or scheme delay or funding issue which can be mitigated)

7 Recommendations

- 7.1 The Board is recommended to:

1. Note the update on LGF project scheme delivery
2. Note the award of LGF3b funding to 2 Kent and Medway projects at SELEP Investment Panel on 28th June 2019
3. Note the ranking of schemes for further LGF3b investment agreed at the meeting of SELEP Investment Panel on 28th June 2019

8 Appendices:

Appendix A: Business Case Update from last SELEP Accountability Board Meeting

Appendix B: Forward Plan of Business Case submissions

Appendix C: Details of projects highlighted red in the RAG rating

Appendix D: RAG spreadsheet (Kent County Council schemes)

Appendix E: RAG spreadsheet (Medway Council schemes)

Business Case Update from SELEP Accountability Board meeting on 13th September 2019 – Appendix A

Outline business case submission dates	SELEP Accountability Board meeting date	Scheme	Description	Decision
5 th July 2019	13th September 2019	Medway City Estate Connectivity Improvement Measures	Phase 2 of an integrated package of infrastructure measures aimed at addressing the existing barriers to movement to and from and within the Medway City Estate.	To approve the revised Business Case for Phase 2 of the scheme. NB - Formal minutes from the meeting have not yet been published

SELEP Accountability Board Forward Plan – Appendix B

Outline business case submission dates	SELEP Accountability Board meeting date	Scheme	Description	SELEP ask
6 th September 2019	15 th November 2019	Innovation Park Medway northern site extended enabling infrastructure (Rochester Airport Phase 3) LGF3b	Innovation Park Medway Northern site enabling infrastructure, which includes utilities and spine road.	To approve the LGF3b funding award of £1.5185m.
		M2 Junction 5, Stockbury	Junction improvement scheme	To approve the LGF3b funding award of £1.6m
		Kent and Medway Medical School, Canterbury	A new state of the art Medical School to attract more medical practitioners to train and locate in Kent and Medway	To approve the LGF3b funding award of £4m

Details of projects highlighted red in the RAG rating - Appendix C

Scheme	Description	Budget	RAG Rating
Thanet Parkway	New railway station to the west of the Cliffsend village, Thanet	£24.2m to £27.5m (£14m LGF, £7.457m KCC, £2m TDC, £0.7m EKSDC)	

Progress:

- Approval for the scheme was given at the SELEP Accountability Board on 12th April 2019, however, the LGF cannot be drawn down until SELEP receive written confirmation from Kent County Council S151 officer, following completion of GRIP Stage 4, to confirm: that the total cost estimate for the Project does not exceed those set out in section 8 of the SELEP Accountability Board report; and that all funding has been secured to enable the delivery of the Project.
- Network Rail are in the process of costing the station and car park works, an estimate of which is expected by 13th September 2019 (it was due by 30th August however it has been delayed). Planning consultants have begun work on updating the Transport Assessment, and additional planning documentation is being progressed by all parties. Land negotiations are ongoing, Heads of Terms are being agreed, to enable contracts to be drawn up. Network Rail have confirmed Cliffsend Level Crossing will require an upgrade to a full manually controlled barrier following a risk assessment. Sevenscore level crossing can remain a half barrier, although some work is required to move strike in points. The level crossing upgrades require a GRIP1-4 process to be followed, NR and KCC are currently agreeing scope of works.

Issue:

- The project has had previous funding issues and a revised working estimate will not be confirmed until the end of Grip stage 4 which has been further delayed and is now due for completion in September 2019.
- The project is not yet able to draw down from the LGF allocation until GRIP 4 is complete and SELEP is satisfied that all funding is in place to deliver the project
- Alongside the £14m LGF allocation, there is an existing Kent County Council (KCC) capital contribution of £2.65m and an additional £4.807m identified in the 2019/20 KCC Budget.

Mitigation:

- KCC has explored several options to fund the remaining cost of the project, which included investment from the new operator of the South Eastern Rail Franchise and/or the private sector.
- Further work has also been carried out to establish whether investment in the car park at the new station (with its income servicing a loan) would be viable. The use of developer contributions was also considered, although the uncertainty surrounding the Thanet Local Plan and the former Manston Airport site mean that confirmation of any significant contributions would be beyond the timescales required by SELEP to achieve business case sign off.
- KCC has therefore scrutinised the costings for the scheme to reduce the potential overall cost of delivering the project. To meet this revised estimate, KCC put forward the project forward for a further £4m allocation under LGF3B recognising that the Project is a priority not only for KCC but is shown in the Strategic Economic Plan (SEP) as a priority in the area to support investment and remove congestion from the roads.

Appendix D – Kent Schemes

Scheme	Description (Delivered by KCC unless stated)	Scheme delivery by	Budget	LGF Spend (millions) (to 2 decimal places)	Status	RAG Status	Comments	Key Events for Next Period	Target outcome
Local Growth Fund Round 1 Schemes									
Sturry Link Road, Canterbury	New link road connecting A28 Sturry Road to A291 Sturry Hill - requires a crossing of both railway & river. Start of works planned for Spring 2019.	20/21	£29.60m Made up of: £5.90m LGF £23.70m match	15/16 LGF spend = £0 16/17 LGF spend = £0.40 17/18 LGF spend = £0.39 Actual spend in 2018/19 = £ 0.285 Profiled Spend 2019/2020 = £2.394	DETAILED DESIGN (Business Case Approved)	→	Planning application submitted. Negotiation with Canterbury and the contributing developers regarding commitments in the s106 agreement started. SELEP Accountability Board considered progress with the project on 7 th June 2019 and resolved that LGF spend should be paused until November Accountability Board, when a further report will be presented on progress with the planning and funding risks which need to be mitigated. If sufficient mitigation is not demonstrated, then the LGF allocation will be removed and reallocated through the LGF3b process.	Continue tendering process for selection of a design and build contractor. Respond to queries raised through the planning application process. Progress the draft s106 agreement. Commence drafting of Compulsory Purchase Order (CPO).	Jobs = 250 Homes = 720
Middle Deal transport improvements, Dover	New road between Albert Road & Church Lane, Deal. Scheme being prepared & delivered by developer. (Delivery by Quinn Estates)	18/19	£1.55m Made up of: £0.8m LGF £0.75m match	15/16 LGF spend = £0 16/17 LGF spend = £0.8 17/18 LGF spend = Match funding only Profiled to spend in 2019/20 = Match funding only	CONSTRUCTION (Business Case Approved)	→	Agreed highway technical amendments with KCC. Full drawing update in progress for technical submission. Preparing for site start. Tenders received and being analysed by commercial department	Refresh of S278 agreement. Approval of Reserved Matters app. Submit s278, s38, and s104.	Jobs = 150 Homes = 150
Maidstone Integrated Transport	Package of transport improvements.	16/17 to 20/21	£11.85m Made up of: £8.9m LGF £2.95m	15/16 LGF spend = £0 16/17 LGF spend = £0.27 17/18 LGF spend = £1.11	VARIOUS STAGES OF DELIVERY (Business Cases)	→	Phase 1 1) A20 London Road j/w Willington Street - Following successful confirmation of the		Jobs = 1820 Homes = 1725

			match	<p>Actual spend in 2018/19 = £ 0.668</p> <p>Profiled Spend 2019/2020 = £ 3.101</p>	approved for all phases)	<p>LGF funding, consultant has been commissioned to submit planning application as soon as possible and continue the design as required.</p> <p>Phase 2 2) Coldharbour R/bout – Scheme progressing, slight programme delay due to GI contractor not commencing on time but will be continually reviewed to reduce current completion date. Ongoing meetings arranged with RBLI to discuss land acquisition as they have had a personnel change.</p> <p>Phase 3 3) A229 Loose Road Corridor</p> <p>3a) Wheatsheaf/Cripple Street/Boughton Lane. Proposal for a lozenge roundabout has been designed which gives spare capacity beyond 2031 and this is now the recommended option and is being progressed.</p> <p>3b) Armstrong Road/Sheals Crescent - Design continues to be developed and is currently programmed to complete in October 2019.</p> <p>4) A20 London Road j/w Hall Road - Work is ongoing with the</p>		
--	--	--	-------	--	--------------------------	--	--	--

							design and costings for this scheme to feed into a realistic delivery programme alongside the A20 Coldharbour Roundabout improvements and the ongoing works for the M20 Smart Motorway. Both schemes are scheduled to be delivered between now and the end of the Growth Deal in March 2021.		
Sittingbourne Town Centre Regeneration (developer delivered), Swale	Re-alignment of St. Michaels' Rd & public realm improvements adjacent to rail station. (Delivery by Spirit of Sittingbourne)	17/18	£4.7m Made up of: £2.5m LGF £2.2m match	15/16 LGF spend = £0.34 16/17 LGF spend = £2.16 17/18 LGF spend = £0.00 18/19 LGF spend = £0.00 Profiled to spend in 2019/20 = Match funding only	CONSTRUCTI ON (Business Case Approved)	→	Phase 1 revisit is continuing in various areas of the overall scheme, including the resurfacing of West Street and St Michaels road. Ongoing but delayed by MSCP contractor. Phase 2 (main works at Station frontage) Highways works complete, snagging ongoing. Technical approval and legal agreements being progressed on both phase 3 (St Michael's Road and Dover Street/Fountain Street) and phase 4 (St Michaels Street)	Completion of Phase 1 Re-visit. Southern Water phase 4 (section 2) drainage approval. Resolve Structures coordination on Fountain Street Retaining Wall. Progress Legal on Section 2. Achieve TA on Section 2. Commencement of Phase 3 Section 1. Practical Completion of Section 3, 4 and 5	Jobs = 560 Homes = 214 & training facilities

Tunbridge Wells Junction Improvements (Phase 2 - A26 Cycle Route)	Junction improvement & A264 junction changes. Phase 1 works complete. Phase 2 construction planned for 2018/19	15/16 to 18/19	£1.8m LGF	<p>15/16 LGF spend = £0.60 16/17 LGF spend = £0.19 17/18 LGF spend = £0.05</p> <p>Actual spend in 2018/19 = £ 0.315</p> <p>Profiled Spend 2019/2020 = £ 0.250</p>	DELIVERED - PHASE 1 DETAILED DESIGN/CONSTRUCTION - PHASE 2 (Business Case Approved for full allocation)	→	<p>Phase 2 (Section 1) delivered on time. Cycle lane and side road raised tables completed.</p> <p>The Phase 3 design is ongoing alongside a review of potential enhancements to Phase 1.</p>	A review of Phase 1 will take place prior to any further work on phase 3 as it is believed additional elements to improve the cycle network may be possible.	Jobs = 105 Homes = 85
West Kent LSTF	A package of measures to support travel by sustainable means. Start of works planned for 2015/16.	15/16 to 20/21	<p>Total across 6 years - £9.06m</p> <p>Made up of: £4.9m LGF £4.16m match</p>	<p>15/16 LGF spend = £0.8 16/17 LGF spend = £1.31 17/18 LGF spend = £0.33</p> <p>Actual spend in 2018/19 = £ 1.388</p> <p>Profiled Spend 2019/2020 = £ 0.470</p>	VARIOUS STAGES OF DELIVERY (Business Case Approved)	→	<p>Tunbridge Wells Public Realm phase 2 - Work continues to progress on schedule. The second phase of work – the Granite table in Monson Road is now complete and the road was re-opened as planned on 28th April.</p> <p>The first phase of work outside the library has been largely completed but the final decorative road topping has not been laid as further discussions are to be had with The Amelia team.</p> <p>A revised planning application was required for the memorial steps as it transpired that the trees closest to the steps could not be saved. The trees will now be removed and replaced with semi mature specimens.</p> <p>Maidstone East station – The new contractor is progressing with the demolition and asbestos removal at the old Vic pub.</p>	<p>Tunbridge Wells Public Realm phase 2 – Revised delivery plan to be presented to Steering Group following the requirement to replace the trees.</p> <p>Maidstone East station – The completion date for the overall programme will remain unknown</p>	Jobs = 345 Homes = 393

							<p>until the pub has been removed and the programmes can be aligned.</p> <p>Tonbridge Station Interchange - Project complete, yellow box marking completed. Road Safety Audit to be ordered and then once complete final walkthrough will take place listing out any further issues to be rectified.</p> <p>Swanley Station - The legal agreement for transfer of LGF and CIL funding totalling £2.25 m has been drafted by Invicta Law and has been returned to KCC from South Easterns' lawyers for further comment and proposed amendments. South Eastern have commissioned TTPP to progress the current design options to GRIP 4 . EqIA drafted and revised following comment from KCC Diversity Team, now awaiting any comments from South Eastern</p>	<p>Tonbridge Station Interchange - Snagging, RSA3, and Street Lighting works to be completed.</p> <p>Swanley Station – Legal Agreement completed and costs to be agreed.</p>	
Kent Thameside LSTF	A package of measures to support travel by sustainable means. Start of works planned for 2015/16.	15/16 to 20/21	<p>Total across 6 years - £7.65m</p> <p>Made up of: £4.5m LGF £3.15m match</p>	<p>15/16 LGF spend = £2.05 16/17 LGF spend = £0.48 17/18 LGF spend = £0.72</p> <p>Actual spend in 2018/19 = £ 0.252</p> <p>Profiled Spend 2019/2020 = £ 0.452</p>	VARIOUS STAGES OF DELIVERY (Business Case Approved)	→	<p>Barrack Row Bus Hub – The delivery programme is currently being reviewed so that it can be aligned with the improvements being progressed by KCC's Public Transport Team at Garrick Street. A meeting with the Gravesham</p>		Jobs = 843 Homes = 657

						<p>Access Group took place on 3rd June followed by an engagement event on 13th June 2019, all feedback is being reviewed. Pre-scheme public surveys have been completed with the data to be reviewed and reported at a later date.</p> <p>Princes Rd cycle route – JTB have now given support for the scheme to continue and construction is programmed for Autumn 2019. Following the JTB recommendation Bouygues are re-engaged to programme associated street light works.</p> <p>Gravesend Station to Cyclopark cycle route - Project Centre have now provided the updated plans, RSA and costs which are being reviewed. EDC have confirmed match funding offer of £400k as part of their Green Corridor project. This funding is to be spent in 2019/20 FY. The scheme is programmed to start construction Autumn/Winter 2019.</p> <p>Burnham Rd Toucan - Construction is now complete and signals are on and working.</p>	<p>Princes Rd cycle route - Street Lighting programme and Build programme & costs.</p> <p>Gravesend Station to Cyclopark cycle route. Lighting & signal assessments to be completed</p> <p>Burnham Rd Toucan - Press release to be finalised to promote the completion of the scheme.</p>		
Kent Strategic Congestion Manage-	Package of congestion management initiatives. Start	15/16 to 20/21	Total across 6 years - £4.8m LGF	15/16 LGF spend = £0.86 16/17 LGF spend = £0.69 17/18 LGF spend = £0.60	VARIOUS STAGES OF DELIVERY (Business	→	2018/19 schemes: A229 Bluebell Hill CITS Scheme A229 CITS Scheme Resource from all partners has focussed		Jobs = 1903 Homes = 2230

<p>ment program- me</p>	<p>of works planned for 2015/16.</p>			<p>Actual spend in 2018/19 = £ 0.236</p> <p>Profiled Spend 2019/2020 = £ 0.893</p>	<p>Case approved £300k remains to be unlocked via a further business case or change request)</p>		<p>on Brexit preparations. A successful European wide “TESTFEST” was carried out at the end of March across the Kent network and then France, Belgium and the Netherlands, with a focus on the interoperability of each member states solution. The results are now being analysed as part of the project’s wider evaluation.</p> <p>Wateringbury Crossroads – The scheme was due to go out to public consultation in December 2018 to gain feedback on two potential options. However, initial C3 estimates from BT came back higher than anticipated to divert their utilities. KCC has procured Openreach to carry out the C4 estimates for the scheme. This has been received and KCC are currently assessing the implications on the project cost.</p> <p>Tunbridge Wells link assessment – KCC are working with TWBC to create a report outlining the most suitable actions to progress following the SWECO review of the Project Centre report.</p> <p>Dover TAP/ ITS assessment Meeting held with ITS and Atkins to facilitate next</p>	<p>Wateringbury Crossroads – Decision to be reached on how to progress with the scheme following receipt of the C4 estimates.</p>	
---------------------------------	--	--	--	--	--	--	--	--	--

							<p>conversation about next piece of work. ITS team determined that they could undertake the works as outlined by Atkins. Meeting held on the 10th July to determine the works ITS can deliver and estimated prices. Will require an expected benefits analysis before a decision is taken on what work streams to deliver.</p>		
<p>Kent Sustainable Interventions programme</p>	<p>Package of smaller transport interventions. Start of works planned for 2015/16.</p>	<p>15/16 to 20/21</p>	<p>Total across 6 years - £3m LGF (£0.5m annually)</p>	<p>15/16 LGF spend = £0.14 16/17 LGF spend = £0.41 17/18 LGF spend = £0.53 Actual spend in 2018/19 = £ 0.394 Profiled Spend 2019/2020 = £ 0.647</p>	<p>VARIOUS STAGES OF DELIVERY (Business Case approved)</p>	<p>→</p>	<p>2018/19 schemes: Sloe Lane, Thanet Scheme removed from programme.</p> <p>A228 Holborough, T&M - 50mph limit now implemented and contractor in place to build toucan crossing. Programmed for installation October 2019.</p> <p>2019/20-20/21 schemes: Maidstone East Station Expansion – legal agreement being drafted between KCC and Southeastern who will deliver the scheme in conjunction with the wider Station Redevelopment.</p> <p>Week Street/Sandling Rd Raised Table, Maidstone: Project manager assigned and outline design has commenced. Public Consultation planned for winter 2019 once outline design</p>	<p>Jobs = 1335 Homes = 1440</p>	

							is completed.		
Kent Rights of Way improvement plan	Package of ROWIP measures. Start of works planned for 2015/16.	15/16 to 20/21	Total across 6 years - £0.3m LGF	<p>15/16 LGF spend = £0.19 16/17 LGF spend = £0.06 17/18 LGF spend = £0.14</p> <p>Actual spend in 2018/19 = £ 0.177</p> <p>Profiled Spend 2019/2020 = £ 0.150</p>	VARIOUS STAGES OF DELIVERY (Business Case Approved)	→	<p>2017/18 schemes in progress - Powder Mills scheme (Leigh to Tonbridge). Met Medway Valley Countryside Partnership on site with landowner and clarified tree planting works that are required to complete the footpath creation agreement. Tree Planting work scheduled to take place early September 2019.</p> <p>2018/19 schemes in progress – St Peter’s Village scheme (extension from Aylesford to Burham). Received all quotes for the works from Amey and waiting to hear back from the landowner regarding the junction improvement works, as KCC need some additional land to complete the improvement and hope to start the junction works asap. KCC are arranging path closures (TRO) in order to start the works in October?.</p> <p>Leybourne Grange – KCC have confirmed the locations of cycle counters and have received a quote for the installation. The Definitions team have confirmed the process for the legal changes for the path conversions. Specifications are being finalised to request</p>	<p>Powder Mills scheme – Tree planting work</p> <p>St Peter’s Village scheme - In the process of arranging path closures (TRO) in order to start the works next month.</p>	Jobs = 140 Homes = N/A

							quotes. Ruckinge Dyke Bridleway – Following the meeting on the 24th June to discuss phase two of the project and set out a delivery schedule, the EA are happy with the proposed works and TWBC have agreed to outline the next steps in an email and circulate to the meeting group. ABC are looking into the possibility of using Crest's 106 funding contribution for a bridge over the railway line towards the creation of the extension of the cycleway northwards on this eastern side of the railway line towards South Willesborough/ Newtown and the on-ward network to Ashford International / Town Centre.		
Innovation Investment Fund (Growth Hub Capital)	Loan support programme.	15/16 to 20/21	Total £6m (£1m annually)	15/16 LGF spend = £0 16/17 LGF spend = £0.39 17/18 LGF spend = £2.95 Actual spend in 2018/19 = £ 0.941 Profiled Spend 2019/2020 = £ 1m	PHASE 8 (Business Case approved)	→	<ul style="list-style-type: none"> •Phase 1 – Phase 6 – Complete with loans fully defrayed. •Phase 7 – 2 out of the 4 agreed loans have been partially defrayed in line with their Convertible Loan Agreements (Algaecytes Ltd £250k and Exoid technology Ltd £200k). The agreement for Ming Foods Limited (£500k) and Structural & Weld Testing are both on hold. •Phase 8 – Structural & Weld Testing Services Ltd 15/05/19: Q2 19/20 defrayal. Still awaiting confirmation on the use of existing premises to 		

							<p>support the sourcing of alternative new premises to conduct the whole range of business services.</p> <p>Ming Foods 15/05/19: Q2 19/20 defrayal. Applicant still required to evidence that the match funding is in place.</p> <p>CTO Technologies 15/05/19: Fully defrayed.</p> <p>Kafoodle 15/05/19: Declined loan (£249,283, Jobs Created 7.88, Jobs safeguarded 5), due to delays in match funding and needed to seek further investment from current investors.</p> <p>Drink Warehouse 15/05/19: Q2 19/20: Fully defrayed.</p>		
A226 London Rd/B255 St Clements Way, Dartford	Junction improvements.	19/20	<p>£6.9m</p> <p>Made up of: £4.2m LGF £2.7m match</p>	<p>15/16 LGF spend = £0 16/17 LGF spend = £0.73 17/18 LGF spend = £0.85</p> <p>Actual spend in 2018/19 = £ 2.638</p> <p>Profiled Spend 2019/2020 = £ 0</p>	Construction Complete (Business Case approved)	→	<p>Works are now complete, with completion on 29 March 2019. Some minor defects are still to be corrected, mainly around landscaping works.</p>	<p>Correction of remaining defects. Work towards agreement of final account and finalise Health and Safety File. Arrange formal opening ceremony.</p>	<p>Jobs = 2395 Homes = 890</p>
Thanet Parkway, Thanet	New rail station.	20/21	<p>Project cost under review (£10m LGF)</p>	<p>Awaiting Business Case Approval</p> <p>Actual spend in 2018/19 = £ 0</p> <p>Profiled Spend 2019/2020 = £ 4m</p>	GRIP STAGE 4 (Outline Business Case approved)	→	<p>The LEP approved the business case at Accountability Board on 12th April, providing £10m LGF money and an additional £4m LGF3b upon evidence that project costs remain as estimated and the remaining funds are provided by KCC.</p>	<p>Continuation of Implementation Agreement drafting prior to GRIP 5 - 8. Heads of Terms for land purchase to be agreed and Invicta Law begin to</p>	<p>Jobs = 2100 Homes = 800</p>

							Project timescales reviewed with NR with changes throughout the programme, including NR need for more time to produce revised design documents for planning and the GRIP4 project cost estimate, which is now expected in September 2019. NR producing cost estimate to progress GRIP1-4 Level Crossing work. Car park layout options produced by Mott Macdonald and option selected by project team and tabled to the TOC.	produce contract for purchase. Provision of cost estimate for Level Crossing work for GRIP1-4 from NR. Commission AECOM to begin Transport Assessment Work.	
SELEP Coastal Communities	Housing-led economic regeneration in Cliftonville West/Margate Central (Delivery by Thanet DC)	20/21	£1.529m Made up of: £0.666m LGF £0.863m match	17/18 LGF spend = £0.06 Actual spend in 2018/19 = £ 0.511 Profiled Spend 2019/2020 = £ 0.092	CONSTRUCTION (Business Case approved)	→	<ol style="list-style-type: none"> 24 Ethelbert Crescent - Project completed with handover of units. Final accounts to be issued. 17-21 Warwick road- 9 x 2 bed flats. Main contractor appointed. Contract duration 46 weeks. Stripping out completed along with demolition of front and rear extensions, with Asbestos removed and notified. Reduced dig ongoing with installation of flooring to 2nd floors/ dummy frames for new bay windows. Project on track for completion by March 2021 		Jobs = TBC Homes = TBC

Local Growth Fund Round 2 Schemes

Dover Western Dock Revival	Package of highway improvements. (Delivery by Dover Harbour Board)	15/16 to 19/20	£5m LGF	15/16 LGF spend = £0 16/17 LGF spend = £4.73 17/18 LGF spend = £0.09 Profiled to spend in 2018/19 = match funding only	CONSTRUCTION Complete (Business Case approved)	→	The marina pier opened on the 3 rd May 2019 a month earlier than in the agreement.	Receive final invoice and evidence from DHB based on Retention from main contractor.	Jobs = 1685 Homes = 500 & Enables broader Western Docks Revival scheme
Ashford International Rail Connectivity (Ashford Spurs)	Signalling upgrade to maintain international rail services at Ashford (Delivery by Network Rail)	16/17 to 18/19	£8.6m Made up of: £0.7m partner funding; £7.9m LGF	15/16 LGF spend = £0 16/17 LGF spend = £0.17 17/18 LGF spend = £4.17 Actual spend in 2018/19 = £ 1.414m Profiled Spend 2019/2020 = £ 2.143	GRIP STAGE 6 (Business Case approved)	→	There are ongoing issues with the AC/DC interface (Connectivity) which is still preventing the new trains from stopping at Ashford International. The working group has agreed a preferred option to resolve the issue which is currently being developed for implementation in December 2019 and will allow for the new timetable to be in operation from January 2020.		Jobs = 1000 Homes = 350 & Retain International Rail Services
M20 Junction 10A (now a full junction to be delivered by Highways England)	New Motorway Junction in Ashford (Delivery by Highways England)	19/20	£104.4m Made up of: £19.7m LGF £16m match £68.7m Highways England	Allocation for 2017/18 onwards (Direct from SELEP) 17/18 LGF profiled spend = £8.30 Spend in 2018/19 = £11.40 Profiled spend 2019/20 = match funding only	CONSTRUCTION (Business Case approved)	→	Works are ongoing and key achievements so far include: <ul style="list-style-type: none"> • Installation of the Kingsford Street footbridge. • Completion of high pressure SGN gas main diversion. This was seasonally constrained, and its completion releases significant areas open to the contractor which includes Earthworks, Sections of the A2070 link road and Lacton Piling works. • Piling of the north and south abutments on both the East and West gyratory bridges and installation of both East and West Interchange Bridges that form Jct 10a. 	Scheme scheduled to open to traffic in Q3 2019 and final scheme completed in Q2 2020.	Jobs = 900 Homes = 1700

Local Growth Fund Round 3 Schemes

<p>Dartford Town Centre Transformation</p>	<p>Part of a wider programme of work aimed at improving the economic performance of Dartford town centre through public sector funding of transport/public realm improvements. (Delivery by Dartford BC)</p>	<p>21/22</p>	<p>£12m Made up of: £4.3m LGF £7.7m match</p>	<p>Actual Match spend 2018/19 - £0.41m Actual LGF spend in 2018/19 = £ 0.522 Profiled LGF Spend 2019/2020 = £ 3.360</p>	<p>OUTLINE DESIGN (Business Case approved)</p>	<p>→</p>	<p>New Consultants appointed for the design phases 1A (High Street) and 2 (junctions) and work is progressing. ECI with the contractor progressing well. Detailed design for Phase 1 (Market Street) is now complete. Phase 2 traffic modelling (VISSIM) complete and design being reviewed considering this. Phase 1 site mobilisation commenced 20-5-19 Dartford Borough Council has been shortlisted for Future High Street Funding and their Phase 2 bid for this will be submitted in October 2019. If successful, this funding will enhance and expand the LGF scheme deliverables.</p>	<p>Submission of Future High Street Fund Phase 2 bid in October 2019</p>	<p>Jobs = 1811 Homes = 2341</p>
--	---	--------------	---	---	---	----------	---	--	-------------------------------------

A2500 Lower Road Improvements Phase 1, Isle of Sheppey	Scheme to realign & improve the capacity of A2500 Lower Road/ Barton Hill Junction.	18/19	£1.805m Made up of: £1.265m LGF £0.54m match	17/18 LGF spend = £0.30 Actual spend in 2018/19 = £ 0.966 Profiled Spend 2019/2020 = £0.00	CONSTRUCTION complete (Business Case Approved)	→	Phase 1 Completion agreed on 28 th February 2019. There are some minor outstanding works being undertaken as part of the defect's correction.	Finalise construction works for Phase 1 and complete formal transfer of land.	Jobs = 1500 Homes = 892
Kent & Medway Engineering, Design, Growth & Enterprise (EDGE) Hub	Scheme to construct & equip the Kent & Medway EDGE Hub. (Delivery by Canterbury Christ Church University)	19/20	£21m Made up of: £6.12m LGF £14.88m match	17/18 LGF spend = £1.95 Actual spend in 2018/19 = £ 4.167 Profiled Spend 2019/2020 LGF = £ 0 Match Funding only	CONSTRUCTION (Business Case Approved)	→	Good progress continues to be made across all the project work streams. Building handover is still on schedule for handover in summer 2020 in good time for the first students in September that year.	Further good progress is expected on the new building, and ongoing development of the main project work streams.	Jobs = 398 Homes = 0 Learners = 1250
Leigh Flood Storage Area & East Peckham - unlocking growth	Scheme to reduce the risk of flooding in the catchment. (Delivery by Environment Agency)	22/23	£24.691m Made up of: £4.636m LGF £20.055m match	Actual spend in 2018/19 = £ 0.983 Profiled Spend 2019/2020 = £ 1.365	DETAILED DESIGN (Phase 1 Business Case approved by SELEP in September 2018)	→	EA Outline business case approved. Expenditure authority to progress with detailed design has been approved and detail design contract awarded. The £2.267m for East Peckham scheme was removed from the LGF programme at Accountability board on the 7 June. Therefore, only Phase 1 of the project (the Leigh Flood		Jobs = 70 Homes = 850

							Storage Area) will be delivered.		
ADDITIONAL SCHEMES									
Open Golf Champions hip 2020	Transport Improvements at Sandwich Station (Delivery by Network Rail)	19/20	£3.546m Made up of: £1.09m LGF	Actual spend in 2018/19 = £ 0.040 Profiled Spend 2019/2020 = £ 1.331	Grip Stage 4 (Business Case Approved)	→	Network Rail are progressing the project with the Internal Infrastructure Projects Team. Confident of scheme completion by end of May 2020.		Jobs = TBC Homes = TBC
LGF3B SCHEMES									
M2 Junction 5 Improvements	Junction improvements at M2 junction 5, Stockbury	20/21	£1.6m LGF	Profiled spend 2019/20 = £0 LGF Profiled spend 2020/21 = £1.6m LGF	Detail design – (Business Case preparation)	↑	Business case has been submitted to SELEP ITE for presentation to SELEP Accountability Board on 15 th November 2019.	Business case sign off in November and release of LGF3b funding	Jobs = tbc Homes = tbc
Kent and Medway Medical School – Phase 1	New medical school at Canterbury Christchurch University and University of Kent campuses	20/21	£4m LGF	Profiled spend 2019/20 = £4m LGF Total Match funding = £7.244m Canterbury Christchurch University and £9.6m University of Kent	CONSTRUCTION – (Business Case Preparation)	↑	Business case has been submitted to SELEP ITE for presentation to SELEP Accountability Board on 15 th November 2019. Construction is progressing ahead of release of LGF at the risk of the Universities. Good progress is being made and the Medical School is on track to open for new cohort of students in September 2020.	Business case sign off in November and release of LGF3b funding	Jobs = 130.7 FTE Learners = 1018
SCHEMES COMPLETED OR REMOVED									

Folkestone Seafront Resurfacing Shepway	Resurfacing of Tontine Street (in conjunction with S106 works).		£0.65m Made up of: £0.5m LGF £0.15m S106	Scheme Delivered – 2015/16	N/A
Maidstone Gyratory Bypass, Maidstone	A229 Gyratory Bypass, Fairmeadow.		£5.74m Made up of: £4.6m LGF £1.14m match	Scheme Delivered – December 2016	Jobs = 1250 Homes = 2000
M20 Junction 4 Eastern Overbridge	Widening of existing motorway overbridge.		£5.69m Made up of: £2.2m LGF £3.49m match	Scheme Delivered – February 2017	Jobs = 745 Homes = 1695
Tonbridge Town Centre Regeneration	Tonbridge High Street and adjacent transport improvements.		£2.65m Made up of: £2.4m LGF £0.25m match	Scheme Delivered (Phase 1 completed - High Street improvements June 2016 Phase 2 completed - River Walk improvements April 2017 / Hadlow Road/Cannon Lane jct improvements completed September 2016)	Jobs = 366 Homes = 1000
Maidstone sustainable access to employment areas	New River Medway Pathway between Aylesford & Allington Lock.		£3m Made up of: £2m LGF £1m match	Scheme Delivered (Main works complete - May 2017).	Jobs = 350 Homes = 475
Rathmore Road Link, Gravesend	New 2-way link road between Stone Street & Darnley Road		£9.5m Made up of: £4.2m LGF £5.3m match	Scheme Delivered in January 2018 (Opening ceremony held on Friday 19 th January 2018)	Jobs = 215 Homes = 390
Folkestone Seafront (developer delivered)	Construction of platform & sea defences to facilitate development of Seafront.		£22.11m Made up of: £5m LGF £17.11m match	Scheme Delivered (Main works complete – April 2018)	Jobs = 450 Homes = 1000
Westenhanger Lorry Park, Fort Halstead, A2 Off-Slip at Wincheap, Sturry ITP, East Peckham Flood Defence and A28 Chart Road.	Projects removed from programme following approval by KMEP & SELEP AB				

Updated RAG Status for Kent Projects

Jan-18	Mar-18	May-18	Jul-18	Sep-18	Nov-18	Mar-19	Jun-19	Sep-19
3 red	4 red	6 red	5 red	5 red	3 red	3 red	2 red	1 red
10 amber	10 amber	8 amber	9 amber	9 amber	10 amber	10 amber	9 amber	11 amber
13 green	12 green	12 green	12 green	12 green	12 green	12 green	12 green	12 green
1 is not required to spend until later in the programme; 1 removed and 6 complete	1 is not required to spend until later in the programme; 1 removed and 6 complete	1 is not required to spend until later in the programme; 1 removed and 6 complete	1 removed and 7 complete	1 removed and 7 complete	2 removed and 7 complete	2 removed and 7 complete	4 removed and 7 complete	5 removed and 7 complete
34	34	34	34	34	34	34	34	36

Methodology Green (business case approved, funding fully secured and delivery on target).
 Amber (funding not yet secured; or scheme delay or funding issue which can be mitigated);
 Red (funding not yet secured and significant cost or delivery issues).

Key for Kent spreadsheet: The arrows denote the direction of travel.

↑	denotes significant improvement/progress in scheme delivery
→	denotes a similar position as reported at the last KMEP meeting
↓	denotes scheme delivery experiencing a delay

Appendix E – Medway Schemes

Scheme	Description	Scheme delivery by	Budget and LGF spend	Status	RAG Status	Comments	Key Events for Next Period	Target out-comes
Local Growth Fund round 1 schemes								
A289 Four Elms roundabout to Medway Tunnel	Highway capacity improvements to provide journey time savings and reduced congestion.	21/22	<p style="text-align: center;"><u>BUDGET</u></p> <p style="text-align: center;">Revised budget = £11.564m* Made up of: - £11.1m LGF - £0.464m match funding</p> <p style="text-align: center;"><u>LGf SPEND</u></p> <p>15/16 LGF spend = £0.298m</p> <p>16/17 LGF spend = £0.402m</p> <p>17/18 LGF spend = £0.347m</p> <p>18/19 LGF spend = £0.393m</p>	OUTLINE DESIGN (Outline Business Case Approved)	→	<p>A revised Business Case was considered by Accountability Board on 23 February 2018 and approval was given for the release of an initial £3.5m of the LGF allocation.</p> <p>The Outline Design for the scheme has now been completed and work has commenced on the Detailed Design. Utility diversions have been identified and pricing of works are being finalised with providers. All other works are pending confirmation on the outcome of Medway Council's HIF bid.</p> <p>SELEP have submitted a letter to Government to extend the project beyond the growth deal period, in line with Medway Council's HIF bid and we await a response. The February Accountability Board opted to retain LGF allocations against projects beyond the growth deal period, subject to conditions being satisfied. If Medway Council's HIF bid is unsuccessful, a one year extension to the LGF project will be formally requested.</p>	<p>Work will begin on amending the planning application as required to address the changes to the scheme proposals.</p> <p>Formal proposals relating to the requested extension will be submitted, in close consultation with SELEP.</p> <p>Awaiting a decision on HIF from MHCLG.</p>	<p>Jobs = 7688</p> <p>Homes = 4433</p>

Strood town centre	Journey time and accessibility enhancements to the town centre including changes to the highway and improved public realm	Q4 19/20	<p><u>BUDGET</u> Total budget = £10.27m</p> <p>Made up of: - £9.0m LGF - £1.27m match funding</p> <p><u>LGf SPEND</u> 15/16 LGF spend = £0.2m 16/17 LGF spend = £1.772m 17/18 LGF spend = £0.944m 18/19 LGF spend = £1.384m</p>	CONSTRUCTION (Business Case Approved)	→	<p>The new Strood train station building opened to the public in December 2017.</p> <p>A request to extend the project to 19/20 was approved by Accountability Board in November 2018.</p> <p>Major carriageway surfacing works are now complete, with works requiring a significantly reduced number of full weekend closures to complete the work. Upgraded traffic signals continue to be installed.</p> <p>Works continue on site with completion expected by end of Q4 2019/20.</p>	Work will continue on-site to deliver the remainder of the project.	Jobs = 360 - 450 Homes = 600 - 815
Chatham town centre place-making and public realm package	Improving the link between Chatham railway station and Chatham town centre and waterfront area and provision of a new civic space.	Q2 19/20	<p><u>BUDGET</u> Total budget = £4.9m</p> <p>Made up of: - £4.0m LGF - £0.9m match funding</p> <p><u>LGf SPEND</u> 15/16 LGF spend = £0.870m 16/17 LGF spend = £0.945m 17/18 LGF spend = £0.881m 18/19 LGF spend = £0.747m</p>	CONSTRUCTION (Business Case Approved)	→	<p>Work is complete on all elements of the scheme, with the exception of the paddock, which is expected to be complete by end of Q2 2019.</p> <p>Medway Council work with Network Rail to deliver the planned improvements to the station forecourt. This work commenced in December 2018 with completion expected Q2 2019. The works planned at Chatham train station have been delayed, largely due to Network Rail's lengthy procurement and decision making processes.</p>	Construction work on the paddock will continue. Initial works at the station started in December 2018 and expected completion is by end of Q2 2019/20.	Jobs = 6271 Homes = 3682

<p>Medway Cycling Action Plan</p>	<p>A range of measures designed to improve access to cycling in the Medway area and improve upon and expand existing cycle facilities.</p>	<p>End 18/19</p>	<p>BUDGET Total budget = £2.8m</p> <p>Made up of: - £2.5m LGF - £0.3m match funding</p> <p>LGF SPEND 15/16 LGF spend = £0.228m 16/17 LGF spend = £1.15m 17/18 LGF spend = £0.919m 18/19 LGF spend = £0.203m</p>	<p>CONSTRUCTION (Business Case Approved)</p>	<p>→</p>	<p>All construction work of cycle route in line with the Medway Cycling Action Plan has now been completed and 13.6km of cycle route has been delivered across Medway.</p> <p>All LGF funding has been spent, in line with the target set in April 2018.</p>	<p>All construction works are now complete. Post construction reviews have been undertaken on all but the most recently completed routes.</p>	<p>Jobs = 390 Homes = 261</p>
<p>Medway City Estate connectivity improvement measures</p>	<p>An integrated package of infrastructure measures aimed at addressing the existing barriers to movement to and from and within the Medway City Estate.</p>	<p>Phase 1 Q2 2017 Phase 2 by end of 20/21</p>	<p>BUDGET Total budget = £2.094m</p> <p>Made up of: - £2m LGF - £0.094m match funding</p> <p>LGF SPEND 15/16 LGF spend = £0.3m 16/17 LGF spend = £0.181m 17/18 LGF spend = £0.035m 18/19 LGF spend = £0.088m</p>	<p>PHASE 1 – COMPLETE (Business Case Approved)</p> <p>PHASE 2 - DEVELOPMENT OF SUSTAINABLE TRANSPORT INTERVENTIONS - Change of Scope revised business case to be submitted in 19/20</p>	<p>↑</p>	<p>Phase 1 works which focus on improving egress from Medway City Estate are complete. The traffic signals are operational and there are indications that there has been an improvement in journey times for vehicles leaving Medway City Estate during the evening peak.</p> <p>Consultation revealed the original Phase 2 proposal around a river taxi was not supported by user demand. The revised Phase 2 proposal is to deliver a dedicated free flow slip road from Anthony's Way onto Berwick Way.</p> <p>A revised Business Case was submitted in July. The ITE commented that the Phase 2 proposal was high value for money, with high certainty of achieving this. SELEP Accountability Board awarded the funding for Phase 2 on 13 September. As such, the project is no longer rated high risk by SELEP.</p>	<p>The impact the Phase 1 works have had on the flow of traffic leaving Medway City Estate will continue to be monitored.</p> <p>Phase 2 works will begin.</p>	<p>Jobs = 390</p>
<p>Non-transport schemes - LGF rounds 2 and 3</p>								

Rochester Airport - phase 1	Introduction of Innovation Park Medway. Phase 1 of the project involves improvements to airport infrastructure - works which are required to facilitate the development of the Innovation Park.	19/20	<p>BUDGET</p> <p>Total budget = £4.4m</p> <p>Made up of:</p> <ul style="list-style-type: none"> - £4.4m LGF - £0.0m match funding – phase 1 only <p>Additional Council match funding may be required, below £500k threshold in SELEP Assurance Framework.</p> <p>LGF SPEND</p> <p>15/16 LGF spend = £0.0m</p> <p>16/17 LGF spend = £0.179m</p> <p>17/18 LGF spend = £0.182m</p> <p>18/19 LGF spend = £0.260m</p>	<p>OUTLINE DESIGN (Business Case approved)</p>	→	<p>Following an independent review of construction costs which highlighted that it was no longer possible to deliver all the outputs as stated in the original Business Case, a change in project outputs was proposed. In June 2018 the SELEP Accountability Board approved this change, on the basis that all project outcomes, including safeguarding existing jobs, creating new jobs, releasing the land required for Innovation Park Medway and safeguarding the future of Rochester Airport would still be met.</p> <p>All aspects of the project now have planning approval and the Judicial Review period has now passed.</p> <p>Kier were appointed in March 2019 as the principle contractor and the pre- construction phase has commenced. Kier will commence with hangar 3 on 30 September.</p>	The contractor will begin on site.	Jobs = 37
Innovation Park Medway (Rochester Airport - phase 2)	Introduction of an Innovation Park at Rochester Airport. Phase 2 of the project involves infrastructure works to enable the development of the Innovation Park.	20/21	<p>BUDGET</p> <p>Total budget = £48.67m</p> <p>Made up of:</p> <ul style="list-style-type: none"> - £3.7m LGF - £44.97m match funding <p>LGF SPEND</p> <p>15/16 LGF spend = £0.0m</p> <p>16/17 LGF spend = £0.0m</p> <p>17/18 LGF spend = £0.0m</p> <p>18/19 LGF spend = £0.099m</p>	<p>BUSINESS CASE APPROVED</p>	→	<p>The Business Case was approved at Accountability Board in February 2019.</p> <p>Work has begun on design.</p> <p>An update presentation will be delivered at the 24 September KMEP meeting.</p>	Design works will continue.	Jobs = 1544
Innovation Park Medway (Rochester Airport –	Innovation Park Medway extended Northern site enabling	20/21	<p>BUDGET</p> <p>£1.5185m LGF</p>	<p>Business Case to be submitted</p>	→	<p>The project has been prioritised by SELEP Investment Panel for LGF3b funding.</p> <p>The Business Case was submitted in July for consideration at 15 November SELEP Accountability</p>	The project awaits a funding decision at 15 November SELEP Accountability Board.	

phase 3)	infrastructure.					Board.		
Civic Centre site, Strood - flood mitigation measures	Improvements to flood defences at the former Civic Centre site to enable the development of the site. The former Civic Centre is a prime development site offering views across the river to Rochester Castle and Cathedral.	18/19	<p>BUDGET Total budget = £92m</p> <p>Made up of: - £3.5m LGF - £88.5m match funding</p> <p>LGF SPEND 15/16 LGF spend = £0.0m 16/17 LGF spend = £0.0m 17/18 LGF spend = £1.122m 18/19 LGF spend = £2.378m</p>	CONSTRUCTION (Business Case approved)	→	<p>Planning consent has been granted and detailed design, piling work and the land raising are all complete. The flood works contractors have left site. The flood gates will be installed once Rochester Bridge Trust works are complete.</p> <p>All LGF funding has been spent, in line with the target set in April 2018.</p>	The flood gates are to be installed.	<p>Jobs = 610 Homes = 325</p>

Updated RAG Status for Medway Projects:

RAG Status							
March 2018	May 2018	July 2018	September 2018	November 2018	March 2019	June 2019	September 2019
0 red	0 red	1 red	0 red	0 red	3 red	1 red	0 red
2 amber	1 amber	0 amber	3 amber	3 amber	1 amber	4 amber	5 amber
4 green	6 green	6 green	5 green	5 green	4 green	4 green	4 green
2 not required to spend until later	1 not required to spend until later	1 not required to spend until later	0 not required to spend until later	0 not required to spend until later	0 not required to spend until later	0 not required to spend until later	0 not required to spend until later
8	8	8	8	8	8	9	9

Methodology

Green (business case approved, funding fully secured and delivery on target).

Amber (funding not yet secured; or scheme delay or funding issue which can be mitigated);

Red (funding not yet secured and significant cost or delivery issues).

Key for spreadsheet: The arrows denote the direction of travel.

↑
→
↓

denotes significant improvement/progress in scheme delivery

denotes a similar position as reported at the last KMEP meeting

denotes scheme delivery experiencing a delay

ITEM 13

Date: 24 September 2019

Subject: Strategic Planning

Author of letter: Kent and Medway Business Advisory Board (BAB)

Summary:

The letter discussed at the Business Advisory Board meeting on Thursday 6 June 2019, advocates putting together a long-term spatial strategy for Kent and Medway and seeks KMEP support to determine the next steps.

Dear KMEP members

Through the Kent and Medway Economic Partnership we have jointly achieved a special partnership between Councils and Business. Its Business Advisory Board lends depth to the Business representative members of KMEP.

The BAB and the Business members of KMEP wish to explore if our partnership model can stimulate an approach to an issue that lies on politically sensitive ground. We are clear that progress can only be made with trust and as a partnership. KMEP is in a unique position to discuss, and hopefully progress, our idea set out below.

The issue is our future settlement pattern and the related issues with our transport and other infrastructure such as waste, digital, water etc.

Kent and Medway have 788,400 dwellings. Over 20 years to 2037 the forecast is for 225,600 more – a 28% increase and more than indigenous growth.

78% of passenger miles are car-borne. Our road system is congested with the third highest usage in the UK. Growth nationally is around 1.5% annually but it probably higher here, compounded by our special position with the Port of Dover and Eurotunnel. The economic penalty of traffic congestion is assessed at 10%.

But nationally new road provision lags traffic growth on a 13:100 ratio. There is increasing dissatisfaction nationally with the timing of infrastructure delivery which is increasing falling way behind the delivery of growth much to communities increasing anger whilst the secondary road system is degrading with 18% now officially recognized as structurally unsound (as opposed to just having potholes).

Facilities like schools, medical installations and banks are being individually centralized but not co-located, thus decreasing accessibility and increasing car dependency.

Meanwhile the value of agglomerated – or clustered - economies is being recognized. They deliver low cost exchange of ideas and goods between businesses by proximity, generating higher GVA and attracting population to their higher salaries.

Government focus seems to pay special attention to the reported growing economies away from our region. But we can and indeed are achieving rapid delivery of very high numbers of new dwellings but without the associated infrastructure.

Our Councils are doing a terrific but very difficult job in the context of Government's relentless housing requirements, including their Local Plans many of which are visionary in that context.

The Business Advisory Board (BAB) and Business members took a step backwards to look at where all this is leading in a wider, longer term, context. They are alarmed at what they see.

They are not alone. A rapid succession of Reports and Statements are being published with a strong UK and international evidential base and a broadly consistent message: they include:

- Transport for New Homes Report: July 2018.
- RAC Foundation Statement in support of that: October 2018.
- The Raynsford report for the Town and Country Planning Association: January 2019.
- The RIBA Response to the Letwin review: January 2019.
- The Urban Transport Group Report: January 2019.

The consistent message is that we are building new homes in the wrong places because they are inaccessible to essential facilities and increase car dependency which is already at an unsustainable level.

The Reports focus on residents' quality of life and economic efficiency issues. To these the BAB adds broader concern about the qualities of rurality, including those of rural communities.

These are examples of what the reports say:

- "We are building in the wrong places" – Transport for New Homes.
- "Residents are forced into car dependency" – RAC Foundation.
- "Policies do not go far enough to ensure that housing is delivered in sustainable locations" – Raynsford.
- "Avoid car based urban sprawl" – Urban Transport Group.

There is sensitivity to these issues in drafting our Local plans, but the low densities, dispersed location of facilities, and viability constraints on provision within new developments, leaves car dependency dominant. The Urban Transport Group Report indicates the viability threshold of a secondary school or community health centre to be 8-12,000 population. Maybe our new garden settlements might approach that (but they are not the only facilities needed), but the number of such settlements that our landscape can accommodate without unacceptable damage needs thought.

There are choices available to make. We could:

- accept increasing urbanization, suburbanization or peri-urbanisation by the World City and losing rurality.

- rethink town centres and densities around them – the Urban Transport Group report evidence base looks at densities from 25/hectare to 145/hectare – and protecting rurality.
- look at accessibility on a variety of basis – co-location of centralized facilities, accessibility by walking/cycling/public transport/ cars, all of which links to densities and style of living.
- look at public transport provision, taking account of the failing patronage of current bus systems but the increasing patronage of new models and of tram and light rail in the UK and abroad.
- look at the agglomeration economic models and new ways of doing business.

The point is to stop, for a moment, just delivering to Government thinking and to decide for ourselves the shape of Kent and Medway for the generations to follow. For us to jointly define a spatial plan for Kent and Medway. There is momentum to do this reflected in these Reports. We as KMEP are uniquely well placed to take initiative provided we work in partnership, with trust, and without changing the decision making or powers of Councils. This will only work with consensus.

We have an historic lead. Sandy Bruce Lockhart many years ago commissioned from the Richard Rogers Partnership visioning work to inform planning. He was ahead of his time but now could be a time for all the Councils, together, to consider something similar, and there is more skill available here now to do that.

We recognise that districts, as the local planning authorities, are politically sensitive to any transfer of planning power. This does not involve any transfer of power. Rather the increase of that power through partnership thinking and co-operative action in a wider spatial dimension. Settlement and transport issues, and economic ones like the publicly funded Kent Creative Corridor, exist and need addressing in a bigger spatial dimension than any single District boundary.

The Raynsford report said that whilst “operational development “(should)” remain local in the context of a powerful Plan” ...” the best approach “(is)” comprehensive regional planning.” Which is something that together, in partnership, KMEP is in a position to do. It does not need Government consent to explore and find a consensus view to guide statutory plan making.

The BAB and KMEP’s Business members ask if KMEP wishes to explore long term spatial strategy embracing residential and economic settlement patterns and transport.

Yours sincerely

Kent and Medway Business Advisory Board Members