

Tuesday 17 November 2020, 5.00-6.30pm

Via zoom

AGENDA

	Approx. time	Page
1. Welcome and apologies for absence	5.00	-
2. Declaration of Interests	5.02	-
3. Minutes of previous meeting	5.04	2
4. AOB & matters arising	5.06	-
5. Reallocation of LGF to existing schemes	5.10	8-45
6. Water quality & its impact on planned development – <i>Presentation by Roland Cooper of Considine Ltd & the Business Advisory Board</i>	5.25	46-50
7. Getting Building Fund allocation	5.50	51-52
8. Sector Support Fund bids seeking endorsement <ul style="list-style-type: none"> • Creative High Streets – SECEN • Building Back Better – Social Enterprise • Catalyst for Culture – SECEN • Carbon Pathways for Clean Growth – Energy • South East Export Development – Business Support 	6.05	53-65
<u>For information item:</u>		
A. Future KMEP and SELEP meeting dates		66
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ITEM 3

Subject: DRAFT MINUTES of the Kent & Medway Economic Partnership (KMEP)
meeting held virtually on Wednesday 23 September 2020.

Attendees:

KMEP Board Members

Geoff Miles (Maidstone TV Studios KMEP Chairman)	Simon Cook (Mid-Kent College)
Troy Barratt (Contracts Engineering & BAMUK Group Ltd)	Prof. Mike Weed (Canterbury Christ Church University alternate)
Miranda Chapman (Pillory Barn)	Cllr Trevor Bartlett (Dover DC)
Carol Ford (AC Goatham and Son)	Cllr John Burden (Gravesham Borough Council)
James Forknall (Kent County Agricultural Society)	Cllr Rodney Chambers (Medway Council)
Liz Gibney (Lee Evans Partnership)	Cllr Gerry Clarkson (Ashford BC)
Jo James (Kent Invicta Chamber of Commerce)	Cllr Martin Cox (Maidstone Borough Council – Cllr Peter Fleming (Sevenoaks District Council)
John Keefe (Getlink/Eurotunnel)	Cllr Roger Gough (Kent County Council)
Vince Lucas (VA Rail)	Cllr Nicolas Heslop (Tonbridge & Malling Borough Council)
Andrew Metcalf (Maxim PR)	Cllr Jeremy Kite (Dartford Borough Council)
Bob Russell (Beams International Ltd & Copper Rivet Distillery)	Cllr Alan McDermott (Tunbridge Wells Borough Council)
Paul Winter (Wire Belt Company Limited)	Cllr David Monk (Folkestone & Hythe District Council)

Apologies:

KMEP Board Members

Matthew Arnold (Stagecoach buses)
Shereen Daniels (HR rewired)
Richard Hall (Trenport Property Holdings Ltd)
Emma Liddiard (Global Media)
David Milham (FSB)
Prof. Rama Thirunamachandran (Canterbury Christ Church University)
Cllr Rick Everitt (Thanet District Council)
Cllr Ben Fitter-Harding (Canterbury City Council)
Cllr Roger Truelove (Swale Borough Council)

Item 1 – Welcome, introduction and apologies.

- 1.1 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 John Keefe declared an interest in the Sector Support Fund item, as he is a Director of Visit Kent.
- 2.2 Vince Lucas is performing a project for Network Rail.
- 2.3 Miranda Chapman declared an interest in the skills item, as she is a Governor at East Kent College.

Item 3 – Minutes of previous meeting

- 3.1 The minutes of the previous meeting were agreed as a correct record.

Item 4 – The Skills Landscape

- 4.1 The Chairman welcomed the following presenters to the meeting:
 - Paul Winter – Skills Commission Chairman and KMEP business representative
 - Prof. Mike Weed and Marcus Wright – Higher Education (HE) representatives from Canterbury Christ Church University and University of Kent.
 - Simon Cook – Further Education (FE) representative from Mid-Kent College
 - Dan Ratcliff, Allan Baillie, and Mike Rayner – Education Officers from Medway Council, Kent County Council and The Education People.
- 4.2 The topic of the presentation was the skills landscape; specifically these items were covered:
 - Qualification, unemployment, furlough and vacancy data
 - The impact of COVID-19 on further and higher education
 - The range of Governmental skills initiatives aimed at business, e.g. kickstart, apprenticeships, traineeships, etc
 - The local partnerships that are focussed on improving skills and employability, including the new employment taskforce.
 - The new £2m SELEP skills fund to support COVID-19 recovery.
- 4.3 The presentation concluded with these requests being made:
 - A request to set up a skills and employment brokerage hub, along the lines of the Growth Hub. The Employment Taskforce was asked to explore this potential solution.
 - A request for skills investment in the South East to be a priority on everyone's agenda
 - A request for KMEP members to promote the SELEP Funding Programme to interested providers.
 - A request for KMEP to note the delivery mechanisms that exist to support upskilling and a request to support the refresh of the Skills Commission.
- 4.4 The slides presented are available to view at:
http://kmeop.org.uk/documents/KMEP_Skills_Presentation.pdf
- 4.5 During the discussion, the following comments were made by board members:
 - Jo James commented there is a real opportunity for businesses to support young people through the Kickstart initiative. The Chamber sent one email to

businesses about the scheme, and as a result 750 opportunities for young people were identified within less than a week. However, close attention should be paid on the impact this initiative may have on apprenticeships, to ensure apprenticeship numbers are sustained.

- Jo James voiced her support for a skills and employment brokerage hub. The plethora of skills initiatives aimed at businesses can be confusing; a co-ordinated approach would help guide businesses to the most relevant scheme.
- Nicolas Heslop explained he has been invited to sit on the Employment Taskforce. He asked Simon Cook how FE will be able to support the 16-24 year olds into education, when FE is not receiving funding for this from Government. He urged the local authorities and businesses to lobby Government directly, rather than via SELEP, to ensure appropriate funding mechanisms are set up so FE is supported.
- Simon responded that there is an increasingly growing number of 16-24 year olds that are hesitant to engage with education due to fear of exposure to COVID-19. Support is needed to help persuade these individuals to engage, so they are not left behind. Funding is an issue, yet the lobbying would be more persuasive if young people were actively queuing up to apply for a FE college place.
- Troy Barratt expressed concern that the Government is trying to second guess what businesses need, rather than putting the choice in the business owners' hands. He spoke positively about the R&D tax credits, and suggested that similar tax-credit initiatives could be more successful than the current schemes. As a business owner, he has paid for his staff to have CAD-training, advanced aluminium welding training; none of these courses are offered through the Government initiatives. Giving a subsidy to businesses and allowing them to choose their own training would be much more effective, as industry and technology moves much quicker than the Government can keep up with.
- Toy Barratt also commented that there are two issues that need exploring; Firstly, the appetite of businesses to employ and train young people; Secondly, the desire of young people to enter the world of work and apply for the opportunities. He felt the presentation addressed the first, but not the second issue. Few young people have not been applying to his business asking for a job, and during the first lockdown, it was the young people that elected to stay at home, whereas the middle-aged and older workers were willing to return to the workplace when the opportunity arose.
- Paul Winter echoed Troy Barratt's points. Wirebelt has struggled to find young people willing to undertake level 3 apprenticeship, rather than stay at school for A-levels. This reluctance may in part be due to headteachers encouraging students to undertake A-levels, rather than consider vocational routes. Paul Winter supported Troy's suggestion for a skills tax-credit scheme, similar to the R&D tax credit scheme. He also commented that some training courses for high-level skills are not available in Kent, and that work needs to be done to change that.
- Allan Baillie concluded the session by saying while he appreciated the comments about the motivation of some young people, it is a mixed picture out there. There are many pro-active enthusiastic young people in Kent, who cannot find a job due to the downturn in employment opportunities.

4.6 The Chairman thanked all the presenters.

5. Sector Support Fund bids

- 5.1 The KMEP Manager explained that SELEP offers an opportunity to bid for up to £200k of Sector Support (revenue) Funding (SSF) to its sector working groups. The final decision on whether to award the funding rests with the SELEP Strategic Board, but a criterion of SSF is that each project must seek endorsement from each federated board first. Deirdre Wells, CEO of Visit Kent, has been invited to attend today, as she is seeking KMEP's endorsement of two SSF bids, on behalf of the SELEP tourism working group. These bids are:
- Re-building confidence and demand in the Visitor Economy bid – seeking £200k
 - Gourmet Garden Trails extension –seeking £25k
- 5.2 The presentation given by Deirdre Wells is available at http://kmep.org.uk/documents/KMEP_SSF_presentation.pdf
This presentation contains figures which show the financial impact that COVID-19 has had on the local tourism industry.
- 5.3 She commented that the Gourmet Garden bid has been withdrawn for now.
- 5.4 KMEP voted and agreed to endorse the 'Re-building confidence and demand in the Visitor Economy bid', which is seeking £200k of SSF.

6. SELEP Business Support Fund

- 6.1 The Chairman welcomed Jo Simmons to the meeting, who gave a presentation on the SELEP proposal to create a new £2.4m Business support Fund, which would support businesses with their recovery from the impacts of COVID-19. The SELEP Strategic Board will decide whether to establish this fund at their meeting on 2nd October 2020. The presentation given is available at:
http://kmep.org.uk/documents/KMEP_SELEP_BSF_presentation.pdf
- 6.2 During the discussion, the following comments were made by board members:
- Jeremy Kite asked SELEP to consider a secondment for the project manager position.
 - Carol Ford, Andrew Metcalf and David Smith expressed significant concern over the timeframe for the support to be given. Intervention was needed now, rather than in 2021.
- 6.3 Jo James has been working with David Smith and others in the Economy Cell, exploring the types of business initiatives may be needed in Kent and Medway to help kick-start the economy and help it recover from COVID-19. Her presentation is available at:
http://kmep.org.uk/documents/Local_business_support_ideas.pdf
- 6.4 Her first slide shows the expected business needs over the next 3, 6 and 12 months. This is based on feedback through the Growth Hub, as well as the wider Chamber membership. The second slide shows the suggested type of intervention that could be implemented over that timeline. The final slides show the form of the interventions, and which delivery partner could lead the work.

- 6.5 During the discussion, the following comments were made by board members:
- David Smith expressed strong support for these proposals, and asked for SELEP to consider funding these local initiatives.
 - Paul Winter emphasised the need for strong business leadership. The proposal for a Kent & Medway leadership academy had not been mentioned in the earlier skills presentation, as BEIS has announced it is launching a small business leadership programme. Jo James confirmed that the Chamber was aware of the highlights of this BEIS leadership programme, but the fine detail is still to be received.
 - Paul Winter said the BEIS small business leadership programme is due to work alongside the BEIS Peer Network initiative, delivered by the Growth Hub. Jo James confirmed that BEIS have issued guidance on the Peer Network.
 - Jo James concluded by saying she is costing three projects that will set out: what business support is needed in Kent and Medway, the cost of these projects, the potential impact of these projects, and the funding sources she will be applying to (which will include, but not be limited to, SELEP).

7. MedTech Innovation Programme

- 7.1 The Chairman welcomed Sean Henry of Maidstone Borough Council (MBC) to the meeting.
- 7.2 In his presentation, Sean explained that MBC had been exploring the possibility of building an Innovation Centre at its Enterprise Zone site. It sought funding from the European Union ERDF Fund, and was awarded £5.7m. The Innovation Centre is expected to create 270 jobs and contribute £120m of GVA to the local economy over next decade. The Innovation Centre has also previously received funding from SELEP.
- 7.3 Part of this ERDF funding (£390k) goes towards creating a MedTech Innovation Programme (M-IP), helping business across SELEP in the sectors of MedTech, Life Science and Healthcare enhance their competitiveness.
- 7.4 The programme launched in summer 20, has been introduced to offer 185 companies the opportunity to receive specialist training through the M-IP. This has been introduced to help early stage companies with pioneering technologies with the aim of making a significant impact on people's lives. The training will be free of charge and include all aspects of developing a commercially-viable business, from concept through to investment and market entry.
- 7.5 Companies wishing to apply for the training, must be either located within the SELEP. Each company will be required to demonstrate that they have a viable technology or service proposition.
- 7.6 M-IP has chosen to work with NCL which will be supported by a number of regional and national specialists, including local academic and public health institutions. NCL Technology Ventures is a specialist health technology investor.
- 7.7 The training for companies will now take place via webinar in light of the Covid-19 pandemic. A ranking system would be introduced, dependent on the stage of development achieved by the small and medium sized enterprises. The 'Atom' stage would involve a higher number of workshop-based support; the 'Electron' stage

would be divided equally between workshops and one-to-one support; the 'Nucleus' stage would have the most bespoke one-to-one sessions. Once each company had completed the 12-hour programme they would be able to perform a pitch to NCL on numerous topics that included sales, market analysis and financial planning.

- 7.6 The M-IP programme is open for entry on a first come first served basis. Interested companies should contact Graham Hutchins at mip@ncltv.co.uk
- 7.7 Martin Cox asked KMEP Board Members to circulate details of the Programme amongst their contacts, and on LinkedIn, etc.

8. Any other business

- 8.1 On the LGF Programme Monitoring Report, Jo James asked about if the project promoters feel confident that Sturry Link Road and the Innovation Park Medway (IPM) projects will proceed given that the planning application/LDO is still to be granted.
- 8.2 Richard Hicks responded on the IPM. He felt confident that Medway was able to take this forward, there is a positive direction of travel, and greater levels of engagement with Highways England now.
- 8.3 Barbara Cooper and Lee Burchill responded on Sturry Link Road. There have been some issues relating to the environmental assessment, however conversations with Natural England have progressed, and it is probable that the Canterbury City Council planning committee and the Kent County Council planning committee will be able to meet before the 20th November 2020 SELEP meeting.
- 8.4 Sarah Nurden advised the board that there were two papers being presented to the SELEP Strategic Board on 2nd October. The first paper covers LGF high-risk projects, and it was understood that two South Essex LGF projects have decided not to proceed and this will return LGF to SELEP, that must be reallocated. In total, £6.7m is within the SELEP bank account for reallocation. There is a potential for this amount to rise after the February 2021 Accountability Board as there are one or two other projects across SELEP which are seeking to resolve deliverability issues currently.
- 8.5 The second paper covers how SELEP will allocated this returned LGF to projects. From a conversation with the SELEP team, the KMEP Manager understands the options within the SELEP paper will be:
- Award LGF to existing LGF projects that have funding gaps
 - Run a focused call for new digital, green recovery, and skills projects
 - Award LGF to GBF projects
 - Convert the LGF to GPF to be awarded in the future
 - Run a new call for projects of all types.
- The Chairman asked the KMEP Manager to survey the views of KMEP by email about their preferred option, and feed those views to the SELEP Strategic Board Members from Kent and Medway, prior to 2nd October.
- 8.6 Peter Fleming expressed strong disappointment that the Kent Access Permit was not on the agenda. Michael Gove issued a letter to industry warning of queues of 7,000 trucks in worst case scenario, which was picked up by the press on 23 September.

- 8.7 The KMEP Chairman asked Barbara Cooper to circulate information about the Kent Access permit to KMEP outside of the meeting. He also said he will move AOB to the start of the meeting in future, to allow board members to raise critical issues.
- 8.8 The meeting ended at 7pm.

ITEM 5

Date: 17 November 2020

Subject: Reallocation of LGF to existing LGF schemes

Report author: Christopher Seamark, LGF & GBF Programme Manager, Kent CC.
Sarah Nurden, KMEP Strategic Programme Manager

Summary:

£6.7m of LGF is currently available across SELEP for reinvestment in existing LGF schemes where the impact of COVID-19 has led to a funding gap. The amount of funding available could increase.

Six existing schemes within KMEP wish to bid for a share of this funding. SELEP is asking KMEP to create a priority order of these six schemes, because the total ask for additional funding across SELEP exceeds the current amount of funding available.

Recommendation:

The KMEP Board is asked to agree a ranked order of the six LGF projects. This information will be presented to SELEP Strategic Board on the 11th December 2020, when the SELEP LGF pipeline will be created.

1. Introduction

- 1.1 £578.9m of Local Growth Funding (LGF) was allocated to SELEP by the Government to invest in capital projects that will stimulate economic growth. The Government asked that this funding was spent between 2015 and March 2021 ("the original Growth Deal period").
- 1.2 As we reach the end of this period, some deliverability issues have arisen in a very small number of SELEP projects, preventing these projects from proceeding, and their LGF has been returned to SELEP to reallocate to new projects in advance of 31st March 2021.
- 1.3 £6.7m of LGF is currently available for reinvestment on new LGF pipeline projects. This figure may increase, if further LGF is returned to SELEP from existing LGF projects before March 21.

- 1.4 The SELEP Strategic Board agreed on 2nd October 2020 to reallocate the returned LGF to existing LGF projects, where the impact of COVID-19 has led to a funding gap due to cost increases and/or local funding sources no longer being available.
- 1.5 For projects to be considered for additional LGF, project promoters must demonstrate:
- **a legitimate case** for why additional public sector investment is required in the project;
 - that the project remains a strategic priority in **supporting the COVID-19 economic recovery** and/or in addressing the **challenges presented by Brexit**;
 - that the project continues to **present high value for money** (i.e. BCR is 2:1 or above); and
 - if additional funding is awarded to the project, the project is in a strong position to proceed to delivery, with **no substantial delivery risks**.
- 1.6 SELEP has specified that the additional LGF is to support the completion of existing LGF commitments, not to complete further phases of a previous intervention or to enhance the scope of existing schemes.

2. KMEP's role

2.1 Every project promoter of an existing Kent and Medway LGF scheme has been contacted to ask them if they have a legitimate case for additional LGF. Six project promoters replied positively, and they were asked to fill in the SELEP template explaining why the funding was needed. The completed templates are shown in **Appendix A**.

2.2 In summary, the additional ask for Kent and Medway is as follows:

Project <i>(listed in descending order of ask, not priority)</i>	Additional LGF requested
Kent and Medway Engineering, Design, Growth and Enterprise (EDGE) Hub	£1,224,000
Kent and Medway Medical School (KMMS)	£1,000,000
Dartford Town Centre Improvements	£1,000,000
East Malling Advanced Technology Horticultural Zone	£315,000
Maidstone East Access Improvements (part of West Kent LSTF Prog.)	£153,000
Dover TAP - Kent Strategic Congestion Management Programme	£100,000
TOTAL KMEP ask for additional LGF from SELEP	£3,792,000¹

2.3 SELEP is asking KMEP today to decide the priority order of these projects, to help them create a LGF pipeline. SELEP has asked KMEP for their ranking by 20 November 2020.

3. SELEP Strategic Board's role

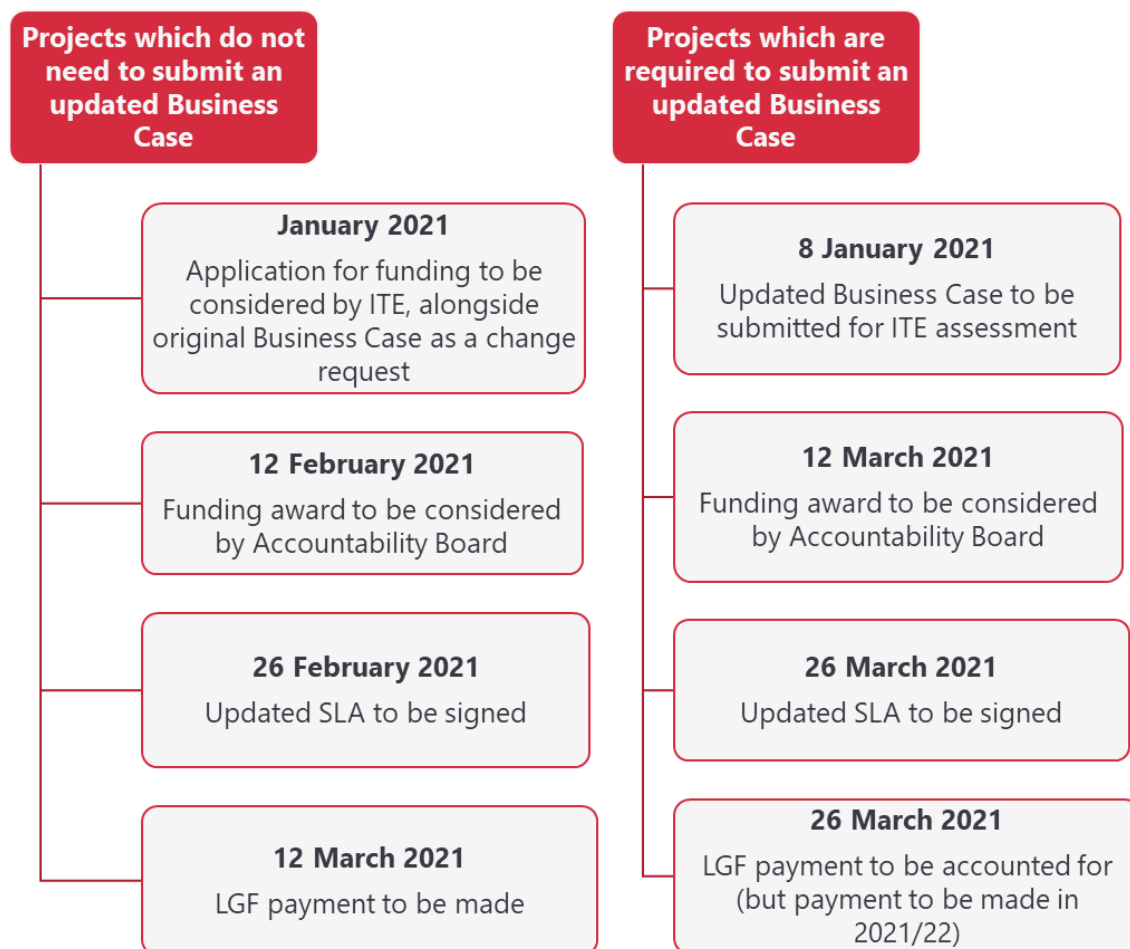
3.1 The SELEP Strategic Board will be asked to agree the new SELEP LGF pipeline at their meeting on 11 December 2020, using the KMEP order pipeline, and the pipelines from the remaining three federated boards.

¹ While £3.792m is under the £6.7m on offer, it is understood the ask from OSE is circa £10m at present, and £1.5m from East Sussex. The value of ask from Success Essex is not known. Hence, if the funding pot does not increase, it may not be possible for all KMEP's schemes to receive additional funding.

- 3.2 Each federated board manager has been issued with the table shown in **Appendix B (separate excel sheet)**, and has been told that the information will be presented in this format to the SELEP Strategic Board.
- 4. Will the additional LGF be awarded according to the SELEP pipeline's order?**
- 4.1 Once the pipeline is known, the top ranked projects to the value of the total amount of LGF funding available in December 2020, will be able to proceed to the Accountability Board for a funding decision.
- 4.2 The ranked list will be used to determine the next project in line to receive a funding award, should additional LGF be returned to SELEP and made available for alternative investment prior to the end of 2020/21
- 4.3 However, if unallocated LGF is held by SELEP, but there is insufficient LGF available to support the next project at the top of the LGF pipeline, the Accountability Board can agree to consider projects, up to three places down the pipeline; to identify a project with a funding ask which aligns with the amount of unallocated LGF available.
- 4.4 For example, if the top ranked project is seeking £2m LGF but only £1m LGF is available, the Accountability Board can consider projects in 2nd or 3rd position, which are seeking a maximum of £1m and therefore are in a position to proceed, based on the amount of unallocated funding available. The project seeking a larger LGF ask will remain on the pipeline, but the process will enable the reallocation of LGF at a faster pace.
- 5. Next steps after the SELEP Strategic Board**
- 5.1 Each LGF project produced a business case to receive its original LGF funding award. That business case included a Benefit Cost Ratio (BCR). The Government rules dictate that every SELEP project should produce twice the value of benefits, compared to the cost, i.e. a BCR of 2:1 is required.
- 5.2 Following the creation of the SELEP pipeline, those projects with a BCR “not close to the 2:1 threshold” and not reporting a major change in benefits will be asked to fill in a change request form. This is a lighter-touch form, and it, along with the original business case, will be considered by the Independent Technical Evaluator (ITE) to check that the project continues to present high value for money. An updated Business Case will not be required.
- 5.3 Conversely, where the project BCR was previously very close to the 2:1 threshold or where there has been a decrease in the benefits expected as a result of the project, an updated Business Case will need to be submitted for a single review by the ITE.
- 5.4 The change request and original business case – or the updated business case (depending on the BCR) – will need to be submitted to SELEP in early January 2021. The SELEP Accountability Board will meet on 12 February and 12 March to perform their due diligence checks, and to formally award the additional LGF to the selected projects.

5.5 After this date, the legal agreements will be updated as necessary (such as the Service Level Agreement), and the funding will be transferred from SELEP in advance of 31 March 2021.

5.6 The diagram below shows these stages:



6. Recommendation

6.1 The KMEP Board Members are asked to read the information in appendix A, consider how this will be presented to SELEP (see appendix B), and are asked to submit their preferred order for the six projects.

6.2 There is no officer assessment within this paper, as all these projects have proved that they have a strong strategic case during the original business case. The templates show all the projects have a valid funding gap due to COVID-19. However, given the criteria's mention of COVID-19 and Brexit, it may appear sensible for the Kent and Medway Medical School (requesting £1m) and the Dover TAP project (requesting £100k) to be placed higher on the list.

6.3 **The KMEP Chairman would welcome KMEP Board Members looking at this paper in advance of the board meeting, and emailing their preferred order of priority for the six schemes to sarah.nurden@kent.gov.uk before 10am on Tuesday 17 November please.**

Template for additional funding ask for Local Growth Fund (LGF) projects

1. Project title

Kent and Medway Engineering, Design, Growth and Enterprise (EDGE) Hub

2. Federated Board

Kent and Medway Economic Partnership

3. Project description

The EDGE Hub is an exciting and unique development within the Kent and Medway region and Engineering and Technology higher education. The Hub is a catalyst for developing an enhanced local and regional strategic approach to inspiring and enabling an expansive sustainable education pipeline, supporting new learning and career pathways. It brings together young people, students, educators and businesses to support these goals, ultimately increasing and diversifying the regional workforce and growing inward investment and the regional economy. At the heart of the project is a new £64.5 million state-of-the-art STEM facility, which will house new specialist health, science and medicine facilities, alongside the EDGE Hub (due to open January 2021) and its £2 million of specialist Engineering and IT equipment. The project has been primarily funded by Canterbury Christ Church University, with additional support from SELEP, the Office for Students, and Charitable Trusts. The building will also house new Kent and Medway Medical School facilities, jointly developed by Canterbury Christ Church University and University of Kent, which have also received funding from SELEP.

4. What was the value of the Benefit Cost Ratio included in the original Business Case approved by SELEP?

2.28

5. Summary of project benefits

The Hub will be worth an estimated £7.6m to £11.4m per year to the Kent and Medway economy once it is fully operational, with 1250 new learners with higher level Engineering and Technology skills coming into the labour market by 2024, plus a range of research and innovation benefits. The Hub will play a crucial role in filling regional skills gaps (through producing new industry-ready graduates and upskilling the existing workforce) and providing a physical space for young people, educators and diverse businesses to come together to collaborate and address current and future challenges.

Outputs to be delivered by the EDGE Hub are:

- 3588 m2 of dedicated floorspace by 2021
- Additional 56 jobs created by 2024
- £1.8m additional income from employer research & consultancy by 2024

- 420 employer student research projects completed by 2024
- Additional £45,000 Innovation Service IP-Related Income by 2024
- 275 additional degree apprenticeship enrolments (included in additional UG & PG enrolments) by 2024
- 12,900 additional school students visits by 2024
- 375 additional short course & CPD learners by 2024
- 1250 additional UG & PG enrolments (inc. FY & apprenticeships) by 2024

6. Existing LGF allocation

£6.120m

7. LGF spent to date

£6.120m

8. Additional LGF sought

£1.224m

9. Why is additional LGF investment required?

Throughout the COVID-19 international health crisis, which has already had and is predicted to continue to have wide-spread implications for the higher education sector (see for example 'Impact of the COVID-19 pandemic on university finances', London School of Economics, April 2020), the University's commitment to safeguarding the future both of the institution and of the region through the EDGE Hub has remained a priority. However, this has been challenged by additional costs accrued as a result of COVID-19 and changes to health and safety legislation, which have multiplied the difficulties encountered during this period. On top of this, the COVID-19 pandemic has mandated a new approach for the delivery of education and business support. Capabilities such as secure online remote access to specialist equipment, cloud-based design and simulation tools and immersive virtual engineering are now essential requirement. Additional funding is requested to mitigate 4 issues which have impacted and in some cases continue to impact the project:-

1. Impact of COVID-19 on construction – (£20,250 including VAT)
2. Changes to Health and Safety Regulations – (£28,500 including VAT)
3. Design changes, including planning control – (£589,696 including VAT)
4. Changes to delivery models and technology adoption as a result of COVID-19 – (£585,554 including VAT)

1. Impact of COVID-19 on construction – (£16,875 excluding VAT)

At the beginning of March the construction of the Building was on schedule with hand over by the contractors due on the 3rd June 2020 and fit-out completion expected by the end of August 2020. The COVID-19 pandemic resulted in the construction site being shut down at the end of March and due to revised working practices (associated with COVID-19) the building was not handed over to the University until the 14th September 2020, whereupon fit-out commenced on

15th September 2020. Revised working conditions have impacted on the number of contractors that can occupy the building during fit-out. In addition the University has had to deliver its teaching activities in existing accommodation and can not transfer them into the new building until the end of Term 1. This has meant that the completion of the building has been delayed by 5 months. As a consequence the University has incurred additional project management costs of £50,625 of which £16,875 (excluding VAT) are related to the EDGE Hub project.

2. Changes to Health and Safety Regulations – (£23,750 excluding VAT)

The original project was approved in 2018 and at that time the architects designed the building to meet the necessary Health and Safety standards associated with ventilation. Since that time new standards have been introduced which require reduced levels of exposure to potentially hazardous emissions. In particular the exposure levels associated with welding have been significantly reduced, directly impacting on the delivery of the EDGE Hub project. As a consequence the ventilation systems associated with these areas have had to be designed, enhanced and checked to meet the new safety standards (additional EDGE Hub cost of £23,750 (excluding VAT)).

3. Design changes including planning control – (£491,413 excluding VAT)

As the design and construction of the building have progressed there have been a number of required/approved changes identified as a consequence of planning control (e.g roof top screening, raised brick plinth) and actual costs in excess of the original estimates (e.g. Lab furniture, fume cupboards) which significantly increased the cost of the project by more than the contingency allocated to the project. The University has tried to absorb these costs as much as possible, but given the additional delivery costs and challenges associated with COVID-19, an additional £491,400 excluding VAT (£589,696 including VAT) is requested.

It should be noted that the new STEM building provides accommodation for the EDGE Hub (33.3%), for the new Medical School (KMMS - 33.3%) and for relocating departments (33.3%). As a consequence costs associated with the building have been calculated in their entirety, and then distributed in these proportions to calculate appropriate additional costs and safeguard against double-counting. Where additional costs can be directly attributed to one activity all the costs have been allocated to that area.

4. Changes to delivery models and technology adoption as a result of COVID-19 (£585,554 including VAT)

The University has had to alter the delivery of its EDGE Hub curriculum significantly to support provision during lockdown and social distancing. This has led to an increase in activities provided online and delivery of more practical/ lab sessions due to smaller group sizes, which have created additional costs for the University relating to resources, materials and staffing. The University has put robust measures in place to ensure that these activities can continue to be delivered, and to manage the associated increase in costs. However, this has led to some budget constraints in the purchase of equipment and technologies.

Simultaneously, the impact of COVID-19 on businesses, has been to increase the need for advanced and integrated technologies, in order to maintain supply chains, improve efficiency and

support remote and socially distanced working. The EDGE Hub's long-term goals of filling the regional skills gap, particularly with reference to areas such as industry 4.0, industry 5.0, advanced manufacturing, cyber-security, sustainability and 5G technologies, are more important than ever in the current climate. Results of the South East LEP Business Recovery Survey published in July 2020, show that a high proportion of businesses are turning to digital and technology-enhanced solutions to support their recovery from COVID-19, developing new ways of working and increasing demand of the regional digital infrastructure (<https://www.southeastlep.com/businesses-diversifying-as-digital-emerges-as-frontrunner-for-post-covid-economic-recovery/>).

Additional funding is required to allow the University to invest in and harness advanced digital technologies to provide location-independent services in the South East. The EDGE Hub requires additional capital expenditure to develop immersive virtual engineering capabilities to support and enhance service offerings and delivery of education, apprenticeship training, research and business support during COVID-19 and post-COVID-19. Funding will be spent on: additional purchasing of technologies to provide remote access to students and businesses during COVID (remote integration with existing equipment); creating an infrastructure to support extended and ongoing location-independent access (servers, firewalls, routers); and purchasing unbudgeted equipment that has been newly identified in response to the growth areas and skills gaps emerging due to COVID-19 (supporting data visualisation, digital twins, cyber security, rapid prototyping, etc.).

Additional expenditure will support the purchase of equipment and software tools to enable:

a. remote utilisation of a selection of functionalities in our new chemical engineering, chemistry and biothermal technology; biomedical engineering and biomedical science; and sustainable energy technology laboratories. This will enable the utilisation of the new physical facility during social distancing and 'The New Normal' to provide and support the education and training of the current and next generation of engineering talent.

b. enhancing the EDGE Hub offer to South East enterprises through improved accessibility and location independent interface to new and emerging technologies, digital practices, integration and migration, EDGE Hub expertise and services (research, innovation/IP and consultancy) to support regional employer growth and future proofing of regional business. This activity sits alongside the existing staff expertise, curriculum design and long-term aspirations of the EDGE Hub, and will both aid the project in delivering its agreed outputs during the current climate, and to support the regional economic recovery and long-term sustainability of regional businesses.

c. enhancing the EDGE Hub infrastructure to better explore and act upon opportunities to expand the existing offer – one that can not only support regional recovery, but also create an integrated system (across education, businesses, councils and professional bodies; skills development, workforce growth, research and innovation, and physical and virtual access to specialist facilities) to drive growth and inward investment within the region into the post-COVID-19 era.

In summary, funding investment of £585,554 (including VAT) is requested in order to adapt existing EDGE Hub provision to support the 'New Normal' (as a result of COVID-19), providing sustained improvements and regional growth in Science, Technology, Engineering, Arts and Medicine. This will enable the development of capabilities in a number of strategically important

areas such as:

- Digital twins industry 4.0/5.0 solutions
- Digital policing and crime investigation
- Democratization of arts through virtual galleries
- Telemedicine, remote diagnostics and prognosis
- Robotic life science processes and experiments
- Remote access to rapid prototyping production and analysis facilities

The current stage of the project makes this the perfect time to integrate these new technologies within the new STEM building, as these can be adopted into existing plans for fit out, during 2021. The recent extension of EE 5G networks within the region also supports both the need, improved accessibility and opportunity to provide location-independent access to EDGE Hub resources.

The requested additional funding will not only support the EDGE Hub in delivering its services, adhering to social distancing restrictions and mitigating the impact of lock downs, but also enable the University to provide enhanced support to regional businesses, particularly SMEs. This enhanced support will potentially help our regional businesses extend their reach nationally and internationally.

In our assessment, the flexibility and increased capacity offered by the proposed investment will provide access to new markets and opportunities, support regional growth and provide a strong foundation for the region to operate within the 'New Normal', which is emerging from both COVID-19 and Brexit. Ultimately this will be an important and timely milestone in establishing Kent and Medway region among the recognised leaders in knowledge-based economy.

10. Can the project proceed without the additional LGF allocation?

The KM EDGE Hub is progressing as a project and it has met its target of recruitment in terms of new students and new staff. The project will proceed without additional LGF funding, but without such funding the costs outlined above can only be met by:-

- a) reducing the capital investment in engineering equipment
- b) slowing the implementation of outreach centres located alongside industry

It is estimated that this lack of investment will result in reduced worth to the regional economy by £1.5-£2.0 million a year due to reduced use and engagement by regional companies over the next 5 years. The support the project can provide to the regional economy to overcome the issues associated with COVID-19 and Brexit will be reduced if it has to absorb these additional costs and is not able to increase investment in technologies to support remote delivery.

11. What are the main project risks impacting the ability of the project to proceed?

COVID-19 remains an area of ongoing uncertainty with our supply chain for the project since it could delay the fit out of the building, e.g. fit out specialist teams having to self-isolate. The risks associated with further delay are being minimised by maintaining strict COVID-19 applied working conditions on the construction site and those being managed by our supply chain within their organisations. The University are managing this risk by having close dialogue with all our

supply chain partners, staggering work patterns, strict social distancing, hands, face, space.

Additionally, the increased demand for integrating online and immersive virtual services, as well as the rapid rate of change and adoption of new technologies within engineering and technology, put the project and the region at risk of not being able to meet the needs set within the emerging 'New Normal', without additional investment.

12. Have the project benefits changed since the original Business Case was approved by the Accountability Board?

If yes, please state the nature of these changes and the likely impact on the value for money case.

No

13. How can the project support the economic recovery?

The project as it stands, is expected to support the economic recovery through long-term ambitions and outputs relating to STEM skills development and support for SMEs. The project seeks to establish a sustainable pipeline of STEM graduates, which will be retained in the region, increasing inward spending, fulfilling regional skills needs and encouraging inward investment.

The EDGE Hub is uniquely situated to meet the growing skills gap and emerging appetite for incorporating new technological solutions within existing businesses, through its long-term strategy for regional STEM skills growth and supporting regional business, particularly SMEs. The EDGE Hub offer will assist in upskilling the existing and future South East work force to help mitigate the anticipated job losses as result of economic downturn and adoption of new technologies. The Future of the Workforce 2020 (WEF, October 2020) report identifies that a potential 44% of the workforce could be moved to permanently to remote or hybrid remote working in the years to come.

The requested funding will support the purchasing of additional technologies to support remote access and enable the University to continue to offer its planned curriculum and CPD offer during social distancing, and provide access and training on location-independent technologies to regional businesses. This in turn will support both the University and regional businesses in extending their reach and operations through enhanced remote services and increased flexibility.

14. If additional funding is awarded to the project, are there any remaining barriers to project delivery (for example: outstanding planning approvals, other Governance requirements, other funding sources awaiting confirmation)?

No

Original funding breakdown (as per the original Business Case) (£m)

Funding source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024 onwards	Total
SELEP	0	0	1.120	2.500	2.500	0	0	0	0	0	6.120
Office for Students (formally HEFCE)	0	0	0	3.000	2.500	1.000	0	0	0	0	6.500
CCCU	0	0	1.610	0.970	0.200	0.200	0.300	0	0	0	3.280
Equipment in kind	0	0	0	0.100	0.200	0.200	0.200	0	0	0	0.700
Borrowing	0	0	0	2.000	0.780	1.000	0.500	0	0	0	4.280
Total	0	0	2.730	8.570	6.180	2.400	1.000				20.880

Revised funding breakdown (£m)

Funding source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024 onwards	Total
SELEP	0	0	1.120	2.500	2.500	1.224	0	0	0	0	7.344
Office for Students (formally HEFCE)	0	0	0	3.000	2.500	1.000	0	0	0	0	6.500
CCCU	0	0	1.610	0.970	0.200	0.200	0.300	0	0	0	3.280
Equipment in kind	0	0	0	0.100	0.200	0.200	0.200	0	0	0	0.700
Borrowing	0	0	0	2.000	0.780	1.000	0.500	0	0	0	4.280
Total	0	0	2.730	8.570	6.180	3.624	1.000	0	0	0	22.104

Template for additional funding ask for Local Growth Fund (LGF) projects

1. Project title

Kent and Medway Medical School, Canterbury

2. Federated Board

Kent and Medway Economic Partnership

3. Project description

The Kent and Medway Medical School is the first medical school in Kent, providing an innovative centre for medical education and research to develop the health and social care workforce.

This development has responded to the acute need for medical professionals in an area of rapid housing and population growth, and is already driving innovation in the health economy.

KMMS is an important contributor to the development of the 'medical corridor' envisaged by the Thames Estuary 2050 Growth Commission, and has been being delivered by Canterbury Christ Church University (CCCU) and the University of Kent, together with local health providers via the Kent and Medway Integrated Care System. The students of the Kent and Medway Medical School are located across the two campus sites of both universities in Canterbury, with placements in clinical settings across Kent and Medway.

An earlier successful Strategic Outline Business Case (SOBC) bid was then followed by a further additional LGF funding bid (September 2019). This combination of capital funding has enabled the development of both sites by part funding initial agreed construction and fit-out costs of:

- 2,476 sq m of lecture theatre, classroom, anatomy and clinical skills simulation laboratory space at CCCU's Science, Technology, Engineering and Medicine (STEM) facility. £4 million of LGF alongside £7.24 million from CCCU to increase the scale of the planned building
- 2,320 sq m of lecture theatre, IT suites, seminar rooms, meeting rooms and office space at the University of Kent campus. £4 million of LGF alongside £9.6 million from University of Kent, to provide a new dedicated KMMS building.

The two sites provide complementary facilities which all students at KMMS will use, once completed. In broad terms, dissection, clinical skills and simulation facilities will be located on the CCCU site, and bioscience provision, including wet lab facilities, at University of Kent, linked with each university's areas of academic strength.

4. What was the value of the Benefit Cost Ratio included in the original Business Case approved by SELEP?

2.42

5. Summary of project benefits

The intended project benefits are that KMMS will:

1. Deliver Kent and Medway's first medical school, initially supporting 107 undergraduates per year, rising to 214 from 2029/30, and with additional capacity for postgraduate and CPD education
2. Deliver a new curriculum model to support the Kent and Medway health economy, with much greater exposure to primary care from the start – helping to address the key areas of workforce shortage
3. Recruit more – and more diverse – people into the health service workforce, through an outreach model that will broaden the medical talent pool
4. Over time, reduce the workforce challenges that affect the sector
5. Build a new centre for medical knowledge and research, complementing the established Brighton and Sussex Medical School (with which KMMS is working closely) and the new Anglia Ruskin School of Medicine in Chelmsford, and building strong relationships with University of Kent's and Canterbury Christ Church's research expertise

6. Existing LGF allocation

£8m

7. LGF spent to date

£8m

8. Additional LGF sought

£1m

9. Why is additional LGF investment required?

Additional funding is requested for the following four reasons:-

- a) Increased building costs due to delays caused by Covid-19 - £32,250 (including VAT)
- b) Increased building costs due to changes in Health & Safety regulations - £70,500 (including VAT)
- c) Equipment and building costs associated with KMMS significantly higher than original estimates - £703,418 (Including VAT)
- d) Increased equipment costs due to impact of Covid-19 on recruitment and delivery - £192,600 (including VAT)

a) Increased building costs due to delays caused by Covid-19 – (£32,250 including VAT)

At the beginning of March the construction of the CCCU and Kent University buildings were on schedule with the builds being expected to be fully ready for use for early September 2020. The Covid-19 lockdown and subsequent revised working practices resulted in delays. The Kent University building was delayed by one month and the CCCU building by 5 months. As a consequence, the Universities have incurred additional project management costs of £26,875 (excluding VAT) related to Kent and Medway Medical School.

b) Changes to Health and Safety Regulations – (£70,500 including VAT)

The original design of the anatomy suite included a ventilation system that would provide 10-12 air changes an hour to meet the Health and Safety requirements associated with the use of formalin embalmed cadavers. In 2019 new formalin exposure levels were specified by the Health and Safety Executive which will require enhanced ventilation to the anatomy suite. This will require additional equipment and testing to ensure the new regulations are achieved at a cost of £70,500 (including VAT).

c) Equipment and Building costs associated with KMMS higher than initial estimates – (£713,418 including VAT).

As the design and construction of the building progressed there were a number of required/approved changes identified as a consequence of planning control (e.g roof top screening, raised brick plinth) and actual costs in excess of the original estimates (e.g. laboratory furniture, anatomy equipment, simulation systems) which exceeded the allocated contingency. These additional costs are less than 10% of the original budget. Given the Universities are absorbing additional recurrent costs and, due to Covid-19, have not been able to progress private/charity funding of the project, they request that the building/equipment cost over-runs are covered by LGF.

It should be noted that the new STEM building at Canterbury Christ Church University provides accommodation for the Edge Hub (33.3%), for the new Medical School (KMMS- 33.3%) and for relocating departments (33.3%). As a consequence, costs associated with the CCCU building have been distributed in these proportions to calculate appropriate additional costs. Where additional costs can be directly attributed to one activity all the costs have been allocated to that area. The University of Kent Building is solely for the use of KMMS.

d) Increased equipment costs due to impact of Covid-19 on recruitment and delivery are related to two elements – (£192,600 including VAT)

The impact of Covid-19 on the Universities financial stability is substantial and well documented (LSE 2020). Nationally there is evidence of increased attritions during 2019-20 and reduced overall recruitment during the 20-21 cycle. The KMMS slightly exceeded its recruitment target despite the problems created by A-level decision processes. Covid-19 has had a particular impact on the way in which the curriculum is delivered due to the increased health and safety issues associated with face to face delivery. Additional capital costs are being incurred in the following key areas:

1. Changes to recruitment

Key to KMMS's future benefits realisation is a continued requirement to recruit students in a highly competitive market, however the 21-22 applications cycle has to proceed with Covid-19 Health and Safety requirements in place. KMMS intends to move to a novel virtual alternative with multiple mini interviews. The technology required to support this approach was not part of the original business case, but reflects the 'digital first' philosophy of KMMS. This additional digital innovation, whilst new, may sustain the benefits of the face to face approach, whilst delivering additional benefits for the KMMS and wider supporting community, enabling increased level of personal safety, allowing participation of off-site clinicians, and so reducing the travel burden and carbon footprint for staff and applicants associated with this process.

2. Changes to the delivery of teaching, learning and assessment due to Covid-19

Whilst continuing students have tolerated the uncertainty of shifting from traditional campus based study, to increased levels of online and blended learning opportunities during 19-20, new students in 20-21 have been recruited with clear expectations around study. The Office for Students (OfS), the universities' regulator, has made it clear that these expectations must be met as published, as a requirement of university registration status. In addition, there is a clear recognition that university communities will continue to experience space and physical engagement constraints, due to strict and dynamic health and safety requirements in place for the delivery of higher education, for the foreseeable future. This has resulted in additional capital costs in the following areas:-

i) Maintaining appropriate high-quality anatomy teaching and learning experiences;

Anatomy is a building block underpinning clinical understanding and decision making. KMMS anatomy services are delivered in the CCCU Building 2, within the Anatomy Learning Suite. To ensure students benefit directly from the opportunity of cadaveric dissection (considered to be the gold standard for learning in systems based curriculums) the KMMS Team have had to purchase additional software (e.g; Anatomy 2020) which will have a longer term benefit to the wider healthcare practitioner community across Kent and Medway, as an additional teaching resource to support CPD.

ii) Preparation for Clinical Placement

The impact of Covid-19 on the experience of healthcare students is particularly profound for placements which are a central part of their experience. The KMMS model requires a thorough preparation in the expected and imminent clinical skills required for each placement experience. Current OfS guidance to universities on teaching, learning and assessment recognises the primacy of face to face experience and clinical skills teaching remains a priority in all but the most extensive lockdown scenario. To ensure this takes place additional online educational resources will have to be purchased to provide appropriate preparation for placements.

It should be noted that the Health and Safety issues associated with Covid-19 have resulted the curriculum being delivered to smaller group sizes. This has substantially increased the number of teaching sessions and as a consequence the number of staff required to deliver the curriculum. Greater use of specialist spaces (e.g. anatomy suite) and specialist equipment will produce greater running and replacement costs. All these additional recurrent costs are being covered by the Universities.

10. Can the project proceed without the additional LGF allocation?

The KMMS has progressed and it has recruited its first cohort of students. Its progress as a project is evidenced by the following:

- Recruitment has exceeded the original year 1 target (108 student in its initial recruitment cycle)
- Student demographics indicate a wider diversity of backgrounds than benchmark.
- Many of the Academics recruited from outside the locality have already chosen to work clinically within the local healthcare economy
- There is already evidence that local expertise and knowledgeable scholars have been retained within Kent and Medway by a shift to direct contributions to the KMMS cadre.

The project will proceed without additional LGF funding, but without such funding the costs outlined above can only be met by:-

- a) reducing the capital investment in the anatomy laboratory and simulation centre
- b) slowing the implementation of continuous professional development for qualified practitioners within the facilities.

So any reduction in capital investment will negatively impact on the original figures as expressed in the SOBC and the last LGF bid.

11. What are the main project risks impacting the ability of the project to proceed?

The continuation and escalation locally of Covid-19 infection rates present the major risk to the project's ongoing success.

Covid-19 is however our new normal for the foreseeable future and will continue to impact all aspect of daily operation within KMMS. Dynamic contingency plans are in place to escalate and de-escalate teaching and learning experiences in line with government guidance.

Within the facilities for KMMS in Building 2, the ongoing uncertainty with the supply chain for fitout of the anatomy laboratory and simulation suite, could compound the delayed opening and the KMMS management plans that have been put into place.

However an active risk management approach is in place within the Building 2 Project Management Team with both the remaining contractors, to manage Covid-19 impacts in the workforce and within the supply chain organisations. Strict Covid-19 applied working conditions are required on both the construction site and in our supply chain organisations. The University maintains an ongoing close dialogue with all parties to ensure staggering work patterns, strict social distancing, and hands, face, space is visible in operations.

12. Have the project benefits changed since the original Business Case was approved by the Accountability Board?

If yes, please state the nature of these changes and the likely impact on the value for money case.

No – if anything, the current Covid-19 scenario has provided an increased spotlight on the need for the future clinical workforce in Kent and Medway.

13. How can the project support the economic recovery?

The KMMS project will still support the economic recovery as indicated in the SOBC and subsequent LGF funding requests. Additional funding support to alleviate additional costs directly attributable to Covid-19, which were not part of the original scenario, will enable KMMS to build and demonstrate flexible and innovative approaches to the delivery of its curriculum, which will sustain the interest of future applicants.

In addition, KMMS has met its initial commitment to the government to deliver 108 medical school students on its first round of recruitment, which will have a positive influence on any future Medical School funding application process. This will ensure that the future wide ranging benefits of having medical students located within Kent and Medway are in line with those predicted.

14. If additional funding is awarded to the project, are there any remaining barriers to project delivery (for example: outstanding planning approvals, other Governance requirements, other funding sources awaiting confirmation)?

No

Original funding breakdown (as per the original Business Case) (£m)

Funding source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024 onwards	Total
<i>LGF</i>	0	0	0	0	8.000	0	0	0	0	0	8.000
<i>CCCU</i>	0	0	0	2.015	2.908	2.317	0	0	0	0	7.240
<i>UofK</i>	0	0	0	0.635	5.493	3.472	0	0	0	0	9.600
Total	0	0	0	2.650	16.401	5.789	0	0	0	0	24.840

Revised funding breakdown (£m)

Funding source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024 onwards	Total
<i>LGF</i>	0	0	0	0	8.000	1.000	0	0	0	0	9.000
<i>CCCU</i>	0	0	0	2.015	2.908	2.317	0	0	0	0	7.240
<i>UofK</i>	0	0	0	0.635	5.493	3.472	0	0	0	0	9.600
Total	0	0	0	2.650	16.401	6.789	0	0	0	0	25.840

Template for additional funding ask for Local Growth Fund (LGF) projects

1. Project title

Dartford Town Centre Improvements

2. Federated Board

Kent and Medway Economic Partnership

3. Project description

The Dartford Town Centre Regeneration project is a multi-phase urban regeneration project, delivering a programme of works aimed at improving the economic performance of Dartford town centre. The works consist of the creation of new civic spaces, improving the balance between vehicles and pedestrians by reducing traffic through pedestrian-rich areas, simplification of vehicle movements to reduce congestion and a general introduction of high quality, long lasting materials to provide a vibrant and attractive environment from which to promote increased footfall and to support town centre businesses and employment as follows;

- Market Street with the creation of a new civic space linking the High Street with Central Park, the Acacia complex and an under-construction mixed use development to the south of the town centre
- Hythe Street between High Street and Westgate Road – improving pedestrian and cycle space and streetscape alongside a recently approved mixed use development opportunity site which links the High Street with bus and rail services and Prospect Place shopping complex
- Junction improvements re-balancing highway capacity for all users including pedestrians, cyclists, buses and general motorised transport and associated public realm improvements at: – Hythe Street, Westgate Road and Home Gardens – East Hill, Overy Liberty with Home Gardens – Lowfield Street with Instone Road – Highfield Road with Instone Road – West Hill with Highfield Road

4. What was the value of the Benefit Cost Ratio included in the original Business Case approved by SELEP?

2.2

5. Summary of project benefits

- Improving connectivity, ease and safety of walking and cycling between the town centre and residential areas and within the town centre itself
- Improving the attractiveness, ease of use and safety for pedestrians of getting around on foot within the town centre
- Simplifying bus stop locations and improve connectivity between bus stops and the heart of the town centre
- Improving traffic flows and reliability of journey times through the town centre

- Creating public spaces that have multi-functional uses and act as attractors into the town
- Maximising opportunities for synergies between town centre development and the public realm improvements

6. Existing LGF allocation

£4.3m

7. LGF spent to date

£3.2m

8. Additional LGF sought

£1.0m

9. Why is additional LGF investment required?

The request is in relation to 3 phases of the project as follows;

Phase 1 - Additional costs (£300k) have arisen from the design and construction of this part of the project (which is now substantially complete) as a direct result of the the ongoing Covid-19 crisis and significant Covid-19 related compensation events. The first of these was the suspension of works between the period of 26th March – 11th May 2020 which meant that unforeseen costs were incurred for overheads and standing plant and machinery. The second element relates to unforeseen costs for contractors operating in a post-Covid environment whereby contractor incurred extra costs due to the requirement of social distancing on site and general enhanced safety requirements such as welfare facilities. Also, the cost of materials increased substantially post-March 2020 due to large quantities of natural granite paving materials being procured from Asia.

Phase 1a and 2 – It has become apparent that new tenders recently received for the construction stage of these two further phases have increased in cost substantially (circa £500k for each individual phase) from what was originally anticipated in the original business case. These additional costs are all in relation to those factors witnessed by the project in Phase 1 where contractors are now adopting a real world approach and increasing their costs to meet the requirements of operating a construction project in light of Covid restrictions for both materials and their own workforces. This is a very real change in the market environment that all projects of this nature will be required to adjust to as construction projects come online nationally.

The request of £1.0m is being sought to react to the additional costs incurred on Phase 1, and the anticipated rise in real term costs for both Phase 1a and 2 and ensure that Dartford Borough Council are able to deliver the full project, to transform the town centre including the High Street, as intended.

10. Can the project proceed without the additional LGF allocation?

Yes, but with a reduced project scope through the removal of future Phases. With Phase 1 now complete and in the order of £0.3m over budget due to the above-mentioned issues, prudent

forward planning requires a similar level of cost increase to be applied to Phase 1a and Phase 2 which are due to start construction in January 2021. This has been evident in recently returned tenders for both of these phases.

Without additional funding it would be necessary to make the difficult decision as to which phase or phases are to be omitted from the original project scope, which will have an impact on Phase 1a, 2, 3 and 4.

11. What are the main project risks impacting the ability of the project to proceed?

Post-and ongoing Covid-19 and Brexit effects upon material costs (in the case of the Dartford Town Centre Regeneration project, high quality natural granite paving, kerbs and planters from Asia) and tenderer/contractor approaches to risk.

12. Have the project benefits changed since the original Business Case was approved by the Accountability Board?

If yes, please state the nature of these changes and the likely impact on the value for money case.

No

13. How can the project support the economic recovery?

By providing an improved environment, promoting business and housing regeneration and investment, generating increased footfall and expenditure, particularly of local residents, and encouraging local shopping and supporting local business.

14. If additional funding is awarded to the project, are there any remaining barriers to project delivery (for example: outstanding planning approvals, other Governance requirements, other funding sources awaiting confirmation)?

No

Original funding breakdown (as per the original Business Case) (£m)

Funding source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024 onwards	Total
LGF	0	0	0	3.551	0.570	0.179	0	0	0	0	4.300
HCA	0	0	0	1.441	3.847	1.915	0.497	0	0	0	7.700
Total	0	0	0	4.992	4.417	2.094	0.497	0	0	0	12.000

Revised funding breakdown (£m)

Funding source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024 onwards	Total
LGF	0	0	0	0.522	2.732	1.046	1.000	0	0	0	5.600
HCA	0	0	0	1.441	3.847	1.915	0.497	0	0	0	7.700
Total	0	0	0	1.963	6.579	2.961	1.497	0	0	0	13.000

Template for additional funding ask for Local Growth Fund (LGF) projects

1. Project title

NIAB EMR - East Malling Advanced Technology Horticultural Zone

2. Federated Board

Kent and Medway Economic Partnership

3. Project description

NIAB EMR in partnership with the East Malling Trust proposes to develop an Advanced Technology Horticultural Zone at East Malling, which will be the first step towards delivering the vision of a cutting-edge Innovation Campus for horticulture in Kent. The campus will secure the long-term delivery of world-class research, innovation and knowledge exchange for the UK horticultural industry.

The LGF funding will be used to provide the new infrastructure that is required for the Advanced Technology Horticultural Zone (utility services, drainage, groundworks) and will see the construction of a new energy centre that meets the needs of the Zone. It will also provide the first state-of-the-art glasshouse. The project will use advanced greenhouse designs which will host high-tech imaging, robotics, precision irrigation rigs, LED lighting and CO2 systems with the purpose of advancing horticultural agronomy in the region. This facility will allow an increased level of innovative research projects and best practice demonstrations to be delivered in a commercially relevant setting.

Accelerating investment at East Malling will ensure that NIAB EMR and its partners remain at the cutting edge of research and innovation. Access to the most advanced facilities is essential to attract and retain high-calibre staff, provide the 'knowhow' that is needed by industry to deliver sustainable growth and productivity gains, and ensure that Kent and Medway remains a world-class leader in horticultural innovation and drives the sector to enhance the provision of fresh produce.

4. What was the value of the Benefit Cost Ratio included in the original Business Case approved by SELEP?

2.61

5. Summary of project benefits

The project will generate upwards of £570,000 per annum in additional research and development spend in the region, creating 14 new knowledge-based and highly skilled jobs in addition to safeguarding 40 jobs at NIAB EMR.

6. Existing LGF allocation

£1,683,600

7. LGF spent to date

£0 - the project funding was awarded recently

8. Additional LGF sought

£315,000

9. Why is additional LGF investment required?

The Covid-19 outbreak has had a substantial impact on the construction and material costs that we could not foresee at the time of the submission of the proposal. Since the first restrictions were introduced in March 2020, the construction sector has made good progress in adapting to operate effectively in a Covid secure fashion. This, however, has meant that we need now to consider additional costs to deliver the building of the glasshouse and energy facilities. Some of these additional costs are associated with the implementation of required hygiene protocols such as the demand for more regular cleaning of the facilities used by the contractors. For our project, this is exacerbated by the fact that there are spaces that will be shared by both NIAB EMR staff and the contractors requiring a larger footprint for the common facilities than previously planned. We also expect an increase in the cost of the material for the specialised equipment that will be fitted in the controlled environment glasshouse.

10. Can the project proceed without the additional LGF allocation?

The project can proceed without the additional funding. There is, however, the financial impact of the additional costs that will impact on the delivery of the project. The allocation of this extra LGF funds would help to mitigate these challenges and ensure we can deliver the outputs and implement the benefits of the project as expected originally.

On a related note, NIAB EMR original request for the LGF was £1.84m back in summer 2018. This was subsequently reduced to £1.75m following a request from KMEP in February 2019 and finally the LGF award in July 2020 could only cover £1.6m, as we were informed SELEP had no more LGF funding. The extra requested funding would also cover this shortfall.

11. What are the main project risks impacting the ability of the project to proceed?

There are no major project risks. We are confident we can deliver the project successfully.

12. Have the project benefits changed since the original Business Case was approved by the Accountability Board?

If yes, please state the nature of these changes and the likely impact on the value for money case.

The project benefits have not changed but since the original announcement of the LGF award early this year we have seen a renewed interest from horticulture, food and drink industries to work with NIAB EMR.

13. How can the project support the economic recovery?

The development of the East Malling Advanced Technology Horticultural Zone offers a unique opportunity to support a sector that is key to the economic growth of the SELEP geography. The horticulture, food and drink sectors are important source of employment for the region with more than 2,300 business in Kent alone. The Covid-19 pandemic and the challenges of the post-Brexit transition, however, pose serious risks to this sector that can be address by the development of research and innovation.

14. If additional funding is awarded to the project, are there any remaining barriers to project delivery (for example: outstanding planning approvals, other Governance requirements, other funding sources awaiting confirmation)?

The master plan for the development of the site at East Malling already includes the required space for this new development. We expect we will receive planning consent in early November 2020.

Original funding breakdown (as per the original Business Case) (£m)

Funding source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024 onwards	Total
LGF	0	0	0	0	0	1.684	0	0	0	0	1.684
EMT & NIAB EMR	0	0	0	0	0.236	3.023	0.100	0	0	0	3.359
Total	0	0	0	0	0.236	4.707	0.1	0	0	0	5.043

Revised funding breakdown (£m)

Funding source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024 onwards	Total
LGF	0	0	0	0	0	1.999	0	0	0	0	1.999
EMT & NIAB EMR	0	0	0	0	0.236	3.023	0.100	0	0	0	3.359
Total	0	0	0	0	0.236	5.022	0.100	0	0	0	5.358

Template for additional funding ask for Local Growth Fund (LGF) projects

1. Project title

Maidstone East Station Access Improvements – Part of the West Kent LSTF Programme

2. Federated Board

Kent & Medway Economic Partnership

3. Project description

West Kent LSTF - Tackling Congestion is a package of measures that addresses the growing connectivity problems caused in West Kent by traffic congestion hotspots and a lack of capacity in the strategic road and rail networks, which is damaging business confidence and the competitive advantage that West Kent businesses have traditionally enjoyed. It focusses in particular on addressing the peak hour congestion caused by the school run and journeys to work by increasing the attractiveness of making door to door journeys by sustainable modes. Infrastructure improvements will be delivered at stations, town centres and key interchange points to facilitate multi-modal journeys using public transport, walking and cycling and the package will offer match funding and support to schools and businesses to engage and encourage their students/employees to travel by sustainable means.

The West Kent LSTF is composed of discrete projects as follows;

1) Maidstone East Station Access Improvement Scheme (including additional cycle parking): KCC are working in partnership with Network Rail and Southeastern to deliver much needed improvements, including a refurbishment and extension of the station building to provide level access and much needed additional booking hall space to cater for future growth, as well as a new tenancy and large public realm area fronting the station with clear pedestrian links to the town centre and additional cycle storage.

2) Main Station and Forecourt: Delivered by Network Rail & Maidstone Borough Council While works on the public realm area are progressing well, restrictions on internal works are creating inefficiency and slowing progress. However we have been advised that any delay shouldn't take us beyond the New Year. Maidstone Borough Council are progressing with the wayfinding design which will tie in with the wider improvement works. This also included some local artwork proposals and install of a monolith on the forecourt.

3) Cycle Parking: Delivered by Southeastern. Maidstone East will benefit from improved cycle parking facilities as part of a project to encourage rail commuters to cycle as part of their journey. A new cycle hub and improvements to bicycle parking at the station have been installed at Maidstone East Station. The project will see a secure cycle hub created, with parking for 60 bicycles, as well as additional CCTV, lighting and a bike repair stand. Additional spaces will also be provided on the platform for those who wish to park their cycles quickly to catch the train. The

scheme compliments various improvements to cycle routes in the town, including significant investment along the route to Mote Park to encourage safer passage for cyclists by providing improved cycling links to the town and station.

4) Additional Works: Delivered by Southeastern who are leading on the delivery of some additional works at Maidstone East as listed below;

- A canopy & improved lighting on the access road to the coast bound platform to promote walking as well as use of the taxis;
- Improved walking route to the London bound platform incorporating a minimum of 7 drop off bays, 5 DDA parking spaces with level access (current spaces are located on uneven ground which poses issues for those with reduced mobility);
- Removal of the mobile buildings and improved walking route to the footpath connecting the station to Maidstone Barracks and western Maidstone to further encourage walking and cycling to the station.

Southeastern have now awarded the work which will meet the timescales for delivery. However they have a strong dependency on the forecourt works that Network Rail are delivering but are working together and will phase their works accordingly with completion due March 2021.

5) Week Street: – KCC Highways are delivering the highways element, this includes a 'raised table' on the highway to create a new crossing to the new forecourt area and footway improvements to the west side of the forecourt. KCC are working with Network Rail to co-ordinate the construction of this and are expected to be finished in early 2021 and are still on programme. Although the current programme for all elements is currently on target there is a strong dependency on Network Rail completing the forecourt works in January. Any delays could cause this programme to slip as Southeastern and KCC Highways will need phase their works alongside the NR programme.

4. What was the value of the Benefit Cost Ratio included in the original Business Case approved by SELEP?

8.23.

5. Summary of project benefits

The immediate benefit from the scheme will be the provision of a range of integrated smarter choice measures which will facilitate a substantial increase in the use of sustainable transport modes for journeys, in full or in part, for the journey to work or education, especially in the peak and also for all other journey purposes throughout the day.

In combination with the complementary LSTF revenue scheme and other LGF capital measures, the scheme will help 'lock in' the benefits of transport investment and will facilitate the sustainable growth of housing and employment set out in the SELEP Strategic Economic Plan and the Local Plans for the area. This in turn will encourage inward investment and enable commercial and employment growth in the area.

The primary financial benefits that have been used to calculate the value of the proposal are:

- Noise - benefits of reductions to traffic noise;
- Air Quality – benefits of improvements in air quality within the vicinity of each scheme;
- Greenhouse Gases - benefits of reductions in CO₂, nitrates and particulates;
- Journey Quality – benefits from improvements in the journey ambience and travel environment;
- Physical Activity – the health benefits of physical activity;
- Accidents – benefits of reductions in road traffic accidents;
- De-congestion – benefits of reductions in traffic and improved journey times;

In addition, there are a number of further benefits which have not been monetised, the most important of which are:

1) Economy – Regeneration

The proposal will support the sustainable development of employment, housing and retail throughout West Kent and within this contribute to the creation of 405 jobs and 443 houses.

2) Economy – Congestion

The proposal will reduce journey times and increase journey speed for travel in each of the locations where a package of measures is provided and the congestion hot spots surrounding these.

3) Economy – Financial

There are significant benefits available to the local economy from changes in the travel behaviour of West Kent residents and visitors. These include:

- Benefits to retailers from improved access to their facilities;
- Benefits to operators of sustainable modes from increased patronage;
- Benefits to employers from improved attendance at work and productivity.

4) Environmental – Air Quality

Individual schemes will contribute to improvements to the air quality management areas in West Kent, in turn improving the air to breathe for the general public and those undertaking active travel.

5) Social – Health

The active travel measures in the scheme will assist in improving the general health of all those that take these up, including:

- Help to lower blood pressure and improve heart health;
- Help with weight loss and improved fitness;
- In congested areas cyclists and pedestrians breathe in less fumes than drivers;
- Help reduce the number of days of illness/absenteeism each year.

6) Social – Well Being

The proposal as a whole will reduce traffic and traffic noise, improving the environment around the locations of each scheme for those living in close proximity to these areas and those travelling through them. The active travel measures will also enhance the well being of those that use them. Together this will lead to benefits of:

- Improved mental health; and
- Reduced stress.

7) Social – Quality of Life

By increasing the transport options available in West Kent the proposal will help to extend the journey opportunities of residents and visitors, increasing access to greater range of facilities and in the process improving their sustainability. The stress free nature of sustainable travel will also enhance the journey quality of users, relative to car use.

8) Social – Accessibility

Involving users in the design and implementation of measures will help to ensure they are appropriate and accessible to all. Increasing the sustainable transport options available in West Kent will also help to extend travel horizons and opportunities for those without access to a car, commonly including the more vulnerable and socially excluded members of the community; i.e. older people, young people, disabled people, job seekers, low income families, etc.

9) Social – Door to Door

The aim to integrate measures with each other, complimentary schemes and the wider transport network will increase opportunities for seamless door to door journeys to be undertaken by sustainable modes, encouraging greater use of all sustainable modes rather than the individual scheme measures in isolation. It will also improve the safety, security and reliability of journeys made this way and increased usage will enhance this further.

10) Social – Safety

Reduced congestion at key locations and pinch points in the road network will improve road safety for both those living close to these and road users.

6. Existing LGF allocation

£4.9m

7. LGF spent to date

£4.125m

8. Additional LGF sought

£0.153m

9. Why is additional LGF investment required?

Additional costs incurred due to COVID-19 related delays during the construction phase of the Maidstone East Station Improvements project. These were a result of the requirement to comply with the 'Build UK' government guidance relating to construction works continuing during the COVID-19 Pandemic. Coincidentally, HSE recently conducted a visit to site to check compliance with the restrictions – the site and project was approved for the current measures that have been implemented.

10. Can the project proceed without the additional LGF allocation?

Ultimately proceeding without additional LGF will contravene corporate investment regulations whereby we are incurring costs without investment authority. This will also create the practical problems, whereby, our the ability to raise Purchase Orders is automatically restricted by our internal project system. To proceed, the project would have to be scaled back.

11. What are the main project risks impacting the ability of the project to proceed?

As above, it will cause an inability to raise purchase orders at a point. Which would mean an inability to pay suppliers/contractors and works would cease.

12. Have the project benefits changed since the original Business Case was approved by the Accountability Board?

If yes, please state the nature of these changes and the likely impact on the value for money case.

No

13. How can the project support the economic recovery?

This supports recovery in that contractors and their wider supply chain can continue working. Also, by ensuring a greater provision of rail service this will assist with the green recovery by transporting people to/from work in a sustainable way, as well as lessening the burden on the road network with the eventuality of Brexit from January 2021.

14. If additional funding is awarded to the project, are there any remaining barriers to project delivery (for example: outstanding planning approvals, other Governance requirements, other funding sources awaiting confirmation)?

Yes. Network Rail would need to seek internal Investment Authority and amendments to the our funding agreement.

Original funding breakdown (as per the original Business Case) (£m)

Funding source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024 onwards	Total
LGF	0.800	1.400	0.900	0.500	0.700	0.600	0	0	0	0	4.900
Private Sector	0.515	1.100	1.370	0.100	0.340	0.340	0	0	0	0	3.765
KCC	0	0.120	0	0.350	0	0	0	0	0	0	0.470
Total	1.315	2.620	2.270	0.950	1.040	0.940	0	0	0	0	9.135

Revised funding breakdown (£m)

Funding source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024 onwards	Total
LGF	0.800	1.308	0.333	1.388	0.196	1.028	0	0	0	0	5.053
Private Sector	0.515	1.100	1.370	0.100	0.340	0.340	0	0	0	0	3.765
KCC	0.143	0	0.027	0	0	0	0.300	0	0	0	0.470
Total	1.758	2.408	1.730	1.488	0.536	1.368	0.300	0	0	0	9.288

Template for additional funding ask for Local Growth Fund (LGF) projects

1. Project title

Kent Strategic Congestion Management Programme – Dover TAP

2. Federated Board

Kent and Medway Economic Partnership

3. Project description

The Kent Strategic Congestion Management programme will deliver improvements in order to maximise the efficiency of the local highway network as traffic levels increase in line with development. The Kent Strategic Congestion Management programme strategy incorporates a methodology of assessing areas or road links that suffer from congestion and unreliability. The strategy uses a number of criteria to score road links that are then assessed in more detail to establish the worst performing links. The new Local Transport Plan adopts this approach to tackle unreliable sections of the road network as a way of supporting economic growth. Schemes have been brought forward for funding approval on an annual basis since 2015/16, with the last scheme receiving funding approval in July 2020.

4. What was the value of the Benefit Cost Ratio included in the original Business Case approved by SELEP?

9.1

5. Summary of project benefits

Less congestion:

- Through a combination of CCTV and VMS, we will alert the traveling public to issues around Dover so they can be avoided reducing the congestion caused and number of residents affected.
- Provision of a bike scheme will mean residents are less likely to use their cars which should in turn mean less congestion on Kent's roads.
- When TAP is enforced, residents who previously would have not gone out due to the known congestion, may instead opt to cycle to Dover, meaning both the resident and Dover's local economy are less affected.
- Improved air quality – Through there being a reduction of vehicles

6. Existing LGF allocation

£4.7m

7. LGF spent to date

£3.1m

8. Additional LGF sought

£0.1m

9. Why is additional LGF investment required?

The Dover TAP project aims to ease congestion in and around Dover, with particular focus on when Operation TAP is in place in Dover. We are doing this through a series of measures;

- Monitoring congestion along key routes using CCTV cameras (Especially relevant as we approach the the end of Brexit transition period).
- Advising the public of congestion issues from 2 key routes into Dover (A256 and A258) using VMS boards.
- Providing public infrastructure so that the traveling public have both the mindset and facility to travel by means other than an automobile.

Unfortunately Covid has resulted in a number of changes that have negatively affected the timescale and cost of delivering the ITS Measures part of the Dover TAP project as follows;

- The pool of contractors available to carry out the installation at both VMS sites has depleted significantly which has resulted in increased cost of installation.
- This project was intended to be delivered early in Spring 2020 but was significantly delayed due to uncertainty and constantly changing government guidelines at the start of the pandemic, which has led to extended deadlines having to be put in place for delivery of this project.
- Due to Covid the pool of readily available suppliers has been made smaller which has resulted in some equipment being more expensive than originally costed.

In addition to the Covid related issues the following issues have been raised:

- A258 now requires a dedicated power station
- Safety barriers required have been a lot more extensive than expected (mostly due to power station now being required)
- The A256 site had to be relocated due to lack of suitable power supply which has resulted in vegetation management expenses.

10. Can the project proceed without the additional LGF allocation?

The project will proceed without additional LGF funding but the deliverables will be compromised in that only one of the 2 VMS signs will be able to be delivered which will severely limit how effectively we are able to influence the routes used by the traveling public during the operation TAP implementation. The CCTV cameras are all already installed and so would remain unaffected.

11. What are the main project risks impacting the ability of the project to proceed?

Currently, due to excessive costs to powering the VMS only able to deliver one site, as opposed to the desired two.

12. Have the project benefits changed since the original Business Case was approved by the Accountability Board?

If yes, please state the nature of these changes and the likely impact on the value for money case.

The overall project aim has not changed and this remains a project to combat congestion in and around Dover.

13. How can the project support the economic recovery?

Working with local stakeholders including Dover District Council's Parking & Transportation Manager, and Strategic Tourism & Visitor Economy Manager both of whom are very involved in Dover's High Street Regeneration Schemes.

The Dover TAP Project will increase the likelihood of the public visiting Dover and spend money in local businesses and the hospitality sector.

14. If additional funding is awarded to the project, are there any remaining barriers to project delivery (for example: outstanding planning approvals, other Governance requirements, other funding sources awaiting confirmation)?

No

Original funding breakdown (as per the original Business Case) (£m)

Funding source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024 onwards	Total
LGF	0.863	0.687	0.604	0.236	0.389	1.921	0	0	0	0	4.700
Other Public Sector	0	0	0	0	0	0.118	0.106	0	0	0	0.224
Total	0.863	0.687	0.604	0.236	0.389	2.039	0.106	0	0	0	4.924

Revised funding breakdown (£m)

Funding source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024 onwards	Total
LGF	0.863	0.687	0.604	0.236	0.389	1.921	0.100	0	0	0	4.800
Other Public Sector	0	0	0	0	0	0.118	0.106	0	0	0	0.224
Total	0.863	0.687	0.604	0.236	0.389	2.039	0.206	0	0	0	5.024

ITEM 6

Date: 17 November 2020

Subject: Water Quality in the Stodmarsh Sites and its impact on planned development

Report author: Roland Cooper BEng, CEng, MICE, IMaPS Director of Considine Limited

Summary:

The paper informs KMEP board members about recent advice from Natural England about water quality – specifically nutrient loads – in water within the River Stour catchment area and their direction to planning authorities to Refuse planning permission for any development that increases the nutrient load into the catchment. This is potentially a substantial brake on allocated site and regeneration aspirations in the region which is a significant threat to strategic housing supply and associated infrastructure improvements in the region.

Recommendation:

The Business Advisory Board would ask KMEP to consider undertaking the following:

- 1) Set up a working group to address the nutrient Water Quality issue insofar as it affects development and agriculture in the region
 - 2) Lobby Central Government to increase awareness of the impact on development within the region and seek funding to support development of strategic solutions within the region.
 - 3) Facilitate a joint meeting of Strategic Planning Leads from all affected local planning authorities with KMEP/business representation to discuss a Strategic Response to Natural England OFWAT, Environmental Agency and Central Government.
-

1. Introduction

- 1.1 Natural England have advised that the Stodmarsh Designated Sites to the east of Canterbury are suffering from elevated nitrate and phosphate levels which are adversely affecting the diverse wildlife found there and leading to breaches of the Habitat Directive (Conservation of Habitats and Species Regulations 2017).
- 1.2 The River Stour is the supplying catchment to that area which includes Ashford, Canterbury, Herne Bay, Whitstable, Wye, parts of Folkestone and parts of Maidstone.

This affects a large population and an area that includes many designated development sites delivering some 50,000 new homes and associated infrastructure and amenity improvements.

- 1.3 Natural England accept that there are significant unknowns as to the true causes of the problem although agriculture and Human Waste from Waste Water Treatment Works (WWTW) are very significant contributors. There is work being done to study the impact of wastewater, but that work is not expected until 2022 at the earliest.
- 1.4 Natural England advice, issued in July 2020, to all Planning Authorities in the affected area to Refuse planning consent for any development that cannot evidence it is 'nutrient neutral' i.e. it does not increase nitrate or phosphate load into the Stodmarsh Designated Sites.
- 1.5 The assessment process can be complex and any submitted assessment by Developers will have to be assessed by Natural England – this is going to be a significant brake on development including allocated sites being relied upon to deliver five year housing supply plans and much needed regeneration schemes.
- 1.6 Natural England advice on mitigation is basically limited to promoting land offset and creation of new wetlands within the catchment with the acceptance that most development sites cannot mitigate within the site and as such 'strategic' solutions will be required to be driven by Local Authorities.
- 1.7 Planning authorities are making it clear that they will **refuse** any development that does not include a suitable Nutrient Assessment to show the development is at least Nutrient Neutral in terms of impact on the Stodmarsh Designated Sites. That impact should be tested for the whole life of the development i.e. at least 80 years in the event that mitigatory features are proposed.

2. Nutrients in the Catchment Area

- 2.1 It is not disputed that the health of the River Stour requires improvement, indeed in the 2016 assessment under the Water Framework Directive the Stour classification was 'Bad'.
- 2.2 There are a number of factors that affect water quality, but Natural England advice focusses on Nutrients i.e. nitrates and phosphates. These are largely attributable to human waste i.e. effluent from WWTWs and agricultural runoff.
- 2.3 Southern Water Services are the main drainage authority within the catchment area, and they are improving the quality of effluent from the various WWTWs around the catchment. However, the work is expensive and slow and the standard that is being worked to is unlikely to achieve the required nutrient reductions to achieve the water quality improvements needed to bring the Stour back in line with habitat standards.
- 2.4 The report currently being prepared which will examine WWTW impact is not due until 2022 and Natural England accept that there are many uncertainties in the information upon which their advice is based.

- 2.5 In May 2018, OFWAT instituted changes to the charging structure for new development to be connected to the foul drainage networks. Those changes have provided an increase in funds to the Drainage Companies to improve capacity on drainage networks – that would include waste water treatment – and so it seems developers are already contributing increased sums to infrastructure improvements which should include water quality improvement at WWTWs.
- 2.6 Farmers are improving methods to reduce nutrient runoff and there are strategies ongoing where farmers are working to create suitable wetlands, for example, to seek to reduce the impact of the runoff from farmlands. Again, this is a slow process and is dependent on identifying suitable land and that land being available for conversion to wetland or other beneficial environmental use.

3. Solutions

- 3.1 Larger developments, particularly those on greenfield sites, may be able to provide suitable mitigation within the development. One examples would be the conversion of high nutrient loaded farmland (Dairy, Pigs, Poultry) and convert to low nutrient uses such as a nature reserve. However larger urban developments and smaller sites generally have no space for such measures.
- 3.2 The Natural England advice is that local authorities should provide strategic nutrient reduction sites to offset the effect of smaller developments. In the short term this would mean the authority acquires farmland that generates nutrients and converts it to low or no nutrient load until such time as a strategic long-term solution is provided elsewhere in the catchment. No explanation as to funding the capital cost has been offered and the ongoing revenue cost would need to be addressed too. This also presumes that there is suitable land available which in an area reliant heavily upon farming is questionable. To put this into context, a sample of 10 sites in the region reveals that the nitrate load could require 1 hectare of dairy farmland to be taken out of use for 10 dwellings but the phosphate load could require 1 hectare per dwelling.
- 3.3 Natural England advice of this kind has been issued in other areas, notably in the Solent catchment in Hampshire. That is also a large catchment area but of significantly different topography where larger areas appear more suitable for wetland creation within the catchment. Strategies are coming forward within that catchment but appear at the time of writing to be limited to charging developers significant sums per dwelling to fund future mitigation projects using council owned land. One authority (Eastleigh) values the cost at £4,500 per dwelling and £1,800 per room for care homes and tourism developments all secured by Sn106 contribution. This of course significantly reduces funds available for other infrastructure and public realm improvements.
- 3.4 The fixed tariff approach does not allow for the fact that every site generates a differing level of net nutrients depending upon the prior use of that site and opportunities within that site to offer some level of mitigation. As such a fixed tariff solution seems unfair and could be a brake on development. Better may be to

calculate equivalent farmland areas for the net nutrient load so that a proportional cost can be applied and Considine are trialling this approach.

- 3.5 A further concern about a fixed tariff approach is that it does not reflect differing land values around the region or indeed the availability of that land. Also, to be credible, it should only be introduced along with the proposals for a long term strategic solution so that solution is also funded correctly. It is likely that not all local authority areas will have suitable land available for either the short term offset solution or the longer term mitigation. This then suggests a wider area strategy or strategies will be required.

4. What can KMEP do?

- 4.1 Strategic development is likely to be adversely affected which will stifle inward investment and commercial confidence in the region. It will be important then for the region to secure swift solutions and maintain confidence levels in the region.
- 4.2 KMEP can lobby central government to increase awareness of the potential commercial impact of the Natural England advice relating to Habitat Regulations.
- 4.3 KMEP can lobby OFWAT and the Environment Agency to seek to elevate water quality standards at WWTWs within the catchment – this being the optimal solution in terms of overall impact.
- 4.4 KMEP can lobby central government for increased funding to support existing agricultural improvements to reduce nutrient runoff
- 4.5 KMEP can facilitate a means to secure regional funding for strategic solutions to be progressed including acquisition of suitable sites for land offset and ramping up activity on existing wetland creation projects.
- 4.6 KMEP could facilitate a strategic meeting of all affected planning heads with appropriate representation from KMEP/the business community, to coordinate local issues to thus home in on a regional strategy – some authorities will not have the land or topography to offer a meaningful long term solution whereas others will. The intention here would be to seek to secure a regional solution with funding flowing to the relevant authorities that can provide the land for the solution. It is understood that there have been some meetings of planning heads already, however, these have not included any representatives of the business/development community, who may be able to contribute solutions.

5. Recommendation

- 5.1 The Business Advisory Board would ask KMEP to consider undertaking the following:
- Set up a working group to address the nutrient Water Quality issue insofar as it affects development and agriculture in the region and to provide a regional focus for strategic solutions and approaches to water quality to enable development to continue within the region.

- Lobby central government to increase awareness of the impact on development within the region and seek funding to support development of strategic solutions within the region.
- Facilitate a joint meeting of Strategic Planning Leads from all affected local planning authorities with KMEP/business representation to discuss a Strategic Response to Natural England, OFWAT, Environmental Agency and Central Government.

ITEM 7

Date: 17 November 2020

Subject: Getting Building Fund Allocation

Report author: Sarah Nurden, KMEP Strategic Programme Manager

Summary:

£323k of GBF is currently available for KMEP to allocate to an existing GBF scheme.

Recommendation:

The KMEP Board is asked to agree which GBF scheme is awarded this sum.

1. Introduction

- 1.1 On 9 July 2020, KMEP met to decide upon a prioritised list of Getting Building Fund (GBF) projects, in response to the Government's quick call.
- 1.2 By the end of the meeting, KMEP agreed this GBF project list would be submitted to SELEP for their consideration:

Table A

#	Project	GBF Ask
1	Digitally Connecting Rural Kent & Medway	£2,290,152
2	First + Second Floors, Building 500, Discovery Park	£2,500,000
3	Thanet Parkway Railway Station	£11,999,000
4	The Meeting Place, Swanley	£1,490,000
5	Britton Farm Redevelopment Learning Skills & Employment Hub	£1,990,000
6	New Performing & Production Digital Arts Facility @ NKC	£12,625,000
7	Javelin Way Development	£578,724
8	Romney Marsh Employment Hub	£3,536,466
9	Innovation Park Medway - Smart, Sustainable City of Business	£3,000,000
10	St George' Creative Hub Phase One	£425,000
11	TechFort	£3,533,776
12	The Amelia Scott	£1,400,000
13	Ground Floor, Building 500, Discovery Park	£1,826,000
14	Green Infrastructure for Recovery & Adaption	£2,380,000
15	The Docking Station	£3,900,000
Total		£53,474,118

- 1.3 Subsequently, the SELEP Strategic Board agreed the top 8 projects shown in table A should produce a business case and be awarded GBF. Projects #9 to 15 would remain on the GBF reserve list in case additional GBF became available.
- 1.4 This information was communicated to the successful project promoters, who subsequently developed full business cases and costings for SELEP's evaluation.
- 1.5 The final business case for North Kent College is only requesting £12,301,796, which is a lower value than in the original expression of interest. £323,204 is therefore available to KMEP to allocate to one of the projects from #9 to 15.
- 1.6 The KMEP Manager has emailed all the promoters of projects #9 to 15 to ask them if they can either value engineer, descope, or increase match-funding, so that the core element of their programme can be delivered with this £323k.
- 1.7 To date, the project promoters for the Docking Station and the Innovation Park Medway have confirmed that they will not be pursuing this opportunity. The responses of the other project promoters are awaited, and will be presented to the board on 17th November.
- 1.8 Please note the key criteria remains that the full GBF will be spent by 31 March 22.

2. Next Steps

- 2.1 Once KMEP has selected the GBF scheme to be awarded £323,204, that decision should be ratified by the SELEP Strategic Board on 11th December 2020. In addition, MHCLG will have to endorse the amendment.
- 2.2 In the meantime, the project promoter awarded the £323k will need to write a full business case, and submit it to Steer (the Independent Technical Evaluator) on 8th January 2021.
- 2.3 On 12th March 2021, the SELEP Accountability Board will meet to discuss the business case, and hopefully finalise the award of the funding, with the GBF being transferred to the promoter in circa end of March/beginning of April 2021 (all being well).

3. Delegated decision-making proposal

- 3.1 Following the KMEP decision to be made today over which GBF project should be awarded £323k, the KMEP Chairman wishes to ask if he, and the other seven KMEP members on the SELEP board can be delegated decision-making powers to make any further swaps, if any more GBF becomes available. The SELEP Capital Programme Manager does not think that further swaps will be required, but if they do occur, time will be of the essence, as the March 22 date draws closer.

4. Recommendation

- 4.1 The KMEP Board is asked to agree which GBF scheme is awarded £323,204 following the presentation given to KMEP on 17 November 2020.

ITEM 8

Date: 17th November 2020

Subject: Award of SELEP Sector Support Funding

Report author: Sarah Nurden, KMEP Strategic Programme Manager

Summary

- SELEP's working groups can bid for a share of the Sector Support Fund (SSF).
- A SELEP criterion is that the SSF bid proposal is endorsed by the federated boards.
- This paper describes five bids seeking KMEP's endorsement.

Recommendation

KMEP is asked to consider and decide if it wishes to endorse or not endorse each of the following SSF bids:

- Creative High Streets – South East Creative Economy Network bid for £200,000
- Building Back Better – Social Enterprise bid for £192,000
- Catalyst for Culture – South East Creative Economy Network bid for £181,700
- Carbon Pathways for Clean Growth – Energy bid for £99,198
- South East Export Development – Business Support bid for £99,000

If any bid is not endorsed, constructive feedback is sought from the board to provide to the project promoter and to SELEP.

1. Introduction & background information

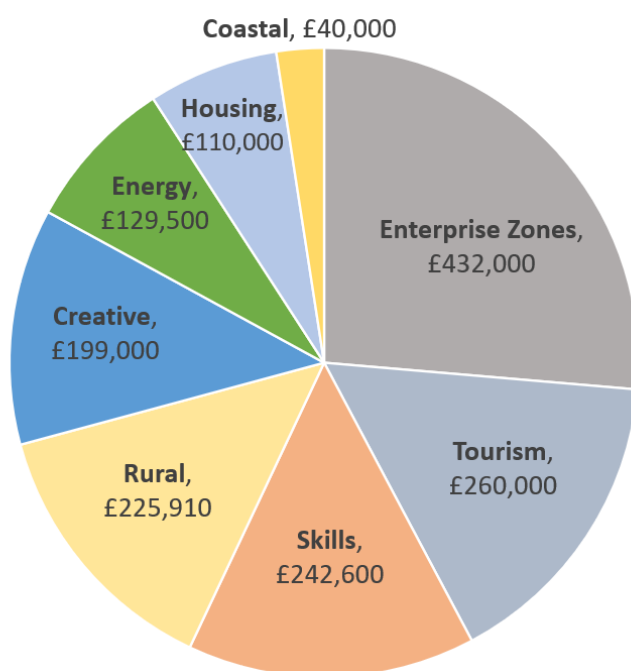
- 1.1 SELEP Sector Support Fund (SSF) is a revenue grant funding pot to support one-off, discrete pieces of work of a pan-LEP nature with a sector focus.
- 1.2 £860,990 of SSF remains available. Once this sum is allocated, the SSF scheme is expected to end.
- 1.3 SELEP has set the following criteria for the Sector Support Fund:
 - The project is pan-LEP in scope
 - The project will drive forward economic growth
 - The project is consistent with Strategic Economic Plan priorities
 - The project has at least 30% match-funding
 - The project provides value for money
 - The project meets legal requirements

- The project has the support of the federated boards
- The project value is between £5k and £200k.
- The project requires one-off spend and time-limited (Business as usual projects will not be funded using this money).
- The project must contribute to easing the impact of COVID-19 and/or Brexit (a new criterion agreed on 12 June 2020).

2. Past SSF projects

2.1 A list of the past projects that have been supported using Sector Support Funding is available at: http://kmep.org.uk/documents/Previous_SSF_projects.docx

2.2 This pie chart shows the money awarded so far, split by SELEP working group:



The following SELEP working groups have yet to receive SSF:

- Business Support
- Social Enterprise
- U9

3. Projects seeking Sector Support Funding

3.1 Five new Sector Support Fund bids have been submitted to SELEP for approval at the SELEP Strategic Board on 11th December 2020. Before reaching their decision, the SELEP Strategic Board wishes to canvass the views of the federated board.

3.2 If all five projects are supported, the remaining SSF available falls to £89,092.

3.3 The first bid is entitled **“Creative High Streets”** and it is seeking **£200k** of SSF. The applicant is the SELEP South East Creative Economy Network (SECEN). A representative of SECEN is currently being sought to attend KMEP on 17 November 2020 to give a brief overview and answer any questions that Board Members may have on the bid.

3.4 The second bid is entitled **“Building Back Better”** and it is seeking **£192k** of SSF. The applicant is the SELEP Social Enterprise Group. **Penny Shimmin** (Chairman of the working group & CEO of Sussex Community Development Association) will attend KMEP on 17 November 2020 to give a brief overview and answer any questions.

- 3.5 The third bid is entitled **“Catalyst for Culture”** and it is seeking **£181.7k** of SSF. The applicant is the SELEP South East Creative Economy Network (SECEN). **Deborah Shaw** (Member of the working group & CEO of the Marlowe Theatre in Canterbury) will attend KMEP on 17 November 2020 to give a brief overview and answer any questions.
- 3.6 The fourth bid is entitled **“Carbon Pathways for Clean Growth”** and it is seeking **£99.2k** of SSF. The applicant is the SELEP Energy working group. **Phillip Jackson** (Member of the working group & Director of Daedalus Environmental in Maidstone) will attend KMEP on 17 November 2020 to give a brief overview and answer any questions
- 3.7 The fifth bid is entitled **“South East Export Development 2”** and it is seeking **£99.k** of SSF. The applicant is the SELEP business support group. This is a revised submission, that has used the feedback KMEP provided on 3 June 2020 to improve its effectiveness. **Steve Samon** (Member of the working group & KCC export lead officer) will attend KMEP on 17 November 2020 to give a brief overview and answer any questions.
- 3.8 A summary of all five bids is shown in **Appendix A**. The full SSF applications are available from the KMEP Manager on request.

4. Recommendation

- 4.1 KMEP is asked to consider and decide if it wishes to endorse or not endorse the each SSF bid. If a bid is not endorsed, constructive feedback is sought from the board to provide to the project promoter and to SELEP.

Creative High Streets	<i>Total project cost: £310,000</i> SSF ask: £200,000 <i>Match: £110,000</i>
Summary and Aims	
<p>The Creative Industry sector is a crucial part of the SELEP economy and has a strong role to play in the future of towns and high streets. This is particularly crucial given the impact that Covid-19 has had on the creative sector as well as the challenges facing high street retail and town centres.</p> <p>Creative High Streets will target six High Streets across the SELEP region. The purpose of this project is aligned with initiatives such as the Future High Streets Fund, Towns Fund and Historic High Streets Recovery. The exact location of the six high streets is to be determined following EOIs from SELEP Federated Boards.</p> <p>The Arts, Entertainment and Recreation sector have been one of the most affected, and nationally 45% of eligible employments in the sector were furloughed. Across SELEP that means that over 18,000 of the 40,000 jobs in the sector could be at risk.</p> <p>The aim of this project, developed by the South East Creative Economy Network (SECEN), is to develop and test methodologies for creative use of both meanwhile and long-term creative space in high streets and help to develop understanding and economic modelling.</p> <p>The project will therefore continue to support outcomes after the 12-month period, including to:</p> <ul style="list-style-type: none"> • Protect businesses, safeguard jobs and create the conditions for the recovery of the creative sector; • Increase business opportunities for creatives and freelancers within local town centres and high streets; • Provide product development and business support to address market failure within the High Streets; • Maximise the opportunities of High Streets/Town Centre Investment plans; • Ensure creative sector involvement in the development of new social and community spaces in order to reimagine and revitalise the role of the high street. <p>The project will build upon the existing work of South East Creatives and Creative Workspace Plan, and will also support the delivery of an Arts Council England project to coordinate the cultural and creative offer within a range of High Street developments.</p>	
Outcomes and Added Value	
<p>The project will support a number of economic priorities, particularly around the future of places and supporting the recovery of the creative sector and other businesses in the retail and service industries in a post Covid-19 economy. <i>Project benefits will be pan-SELEP with at least one high street selected per federated area.</i></p> <p>The learning will benefit places across SELEP and not only in the 6 high streets identified, providing an evidence-based approach that can help ensure our towns and cities are attractive places to live, work and invest. The research carried out within the project will help to inform and direct future initiatives to ensure that maximum cultural and economic benefits can be realised. So while it's difficult to quantify all of the impacts of this 12-month project, the longer-term benefits will be significant:</p>	

- Research and evidence emerging from this project will be used to support high street initiatives and development across the SELEP area, including 'tool kits' for how to work effectively in these complex public environments as part of the final report.
- Support SELEP to attract future funding/investment.
- Help create the conditions for a greater number of jobs by improving the creative offer within the 6 high streets, safeguarding jobs for freelancers & existing SMEs in the creative industries & creating additional employment opportunities within the sector.
- Within the scope of the project, creatives will also be paid consultancy fees, contributing to their earned income as freelancers or SMEs. Direct outcomes would therefore include approximately 30 fixed term commissions for artists (5 per area), helping to safeguard the income of the large number of self-employed within the creative sector.
- For each additional job created in the sector, an average benefit of £32,507 will be delivered (based on way per job in SELEP's creative sector skills profile, 2018).
- Enable greater facilitation between town centre planners, strategy teams and the creative sector to deliver initiatives to improve high street experience.
- A programme of commissioned works will test impact and evidence the economic benefit through greater footfall to other businesses in Town Centres.

The 2015 CEBR report on the economic contribution of the arts & culture industry states that:

- For every £1 in turnover directly generated by the arts & culture industry, an additional £1.24 in output is supported in the wider economy.
- For every £1 of GVA generated by the arts & culture industry, an additional £1.14 of GVA is supported in the wider economy.
- It's also estimated that for every 1 job directly created by the arts & culture industry, an additional 1.65 jobs are supported in the wider economy.

Building Back Better	<i>Total project cost: £285,065</i> SSF ask: £192,000 <i>Match: £93,065</i>
Summary and Aims	
<p>The UK government announced from Jan 2021 that social value will be part of their procurement process, opening £46bn annual procurement to wider businesses. Our aim is to increase the role of social enterprises, to achieve contracts and social investment, establish sustainability and viability through access to specialist navigation and mainstream (Growth Hub) business support. We will embed Social Enterprise specialist support in future Growth Hub delivery. We propose to enable access to effective business support to social enterprises as key drivers to inclusive jobs and local economic recovery.</p> <p>Social enterprises are important to the SELEP economy, forming part of the SME economic engine driving the UK economy and have been adept at supporting Covid-19 recovery. Tackle economic inequality by creating new businesses, jobs (including inclusive job creation), local employment, skills as well as increasing supply chain resilience. Drivers of inclusion, including reducing employment gap and workforce inequality, while focusing on health and wellbeing and community cohesion.</p> <p>Social enterprises contribute over £2.2bn to SELEP's economy, employing 62,000 people across 4,000 businesses in a broad range of sectors.</p> <p>We propose a navigator model working across south east, growth hubs and pan-LEP. This model specifically ensures that:</p> <ul style="list-style-type: none"> • We drive the delivery of a uniform quality standard across the LEP and overcome any 'postcode lottery' of access to Social Enterprise support across the LEP. • Ensure sustainability of ongoing business support by taking learning and expertise into the Growth hubs. <p>The project aims to influence:</p> <ul style="list-style-type: none"> • Finance – Create clear pathways and access to debt/ equity finance significantly grow seed capital availability. • Networking – Improve connections to supply chains, procurement and influencing policy makers. • Training & Support. • Information & data sharing around best practice/ peer support/ member networking. <p>Outputs of the programme to be spread equitably across the SELEP region and to the development of social enterprise in each federated board area.</p>	
Outcomes and Added Value	
<ul style="list-style-type: none"> • Uniform Quality standard of enterprise support across the LEP. • Unified working integrating local delivery partners, Growth hubs, critical local partners. • Saving and or growing employment opportunities. • Measuring social impact of enterprise and growth alongside economic impact. • Increase access to local supply chain. • Increase awareness of financial, business, training support that exists. • Bolster/create supportive structures that help individuals to start enterprise or scale enterprise locally. 	

Type of Benefit	Number created	Cash value (£)
Access to Private and Public Sector Contracts via SC brokerage	10 businesses brokered into accessing local contract opportunities	Uncapped revenue potential target aim for project is unlocking £300,000 contracts locally across LEP
Social Investments	Target minimum 3 investments from Social investors into local SEs	Up to £150K per enterprise. Total value £450,000
Enterprises Support	300 Individuals	£171,903
Jobs created, jobs saved or retained over project	30 Jobs	@10 Per/Q from Q2 using HACT value calculator outside London weighted – deadweight £391,941
SROI benefits from upskilling and training created via direct and indirect support	70 Individuals	HACT value calculator outside London weighted – deadweight £40,111
Volunteering opportunities enhanced or created	50 Opportunities	HACT value calculator outside London weighted – deadweight £63,451
Consolidated database of Social Enterprises in SELEP region	Circa 6,000 strong database of industry sectors (estimate)	Value TBC using GH methodology

Inward Investment: Support the attraction of more investment into GH / LEP support programmes through successful evidence-based project beyond the 12-month life cycle. This model can be leveraged into increasing and influencing regional applications for funding and underpin future calls for support.

Catalyst for Culture	<i>Total project cost: £268,200</i> SSF ask: £181,700 <i>Match: £86,500</i>
<div data-bbox="636 174 900 210" data-label="Section-Header"> <h3>Summary and Aims</h3> </div> <div data-bbox="118 210 1410 331" data-label="Text"> <p><i>A new collaboration between 3 major established cultural institutions in the SELEP region to create a shared programme of socially-distanced live performances, digital events and investment in the region's performing arts infrastructure, jobs & development of creative talent.</i></p> </div> <div data-bbox="118 367 1410 721" data-label="Text"> <p>Prior to the pandemic, the creative industries were the fastest growing sector of the UK economy, contributing £111.7 bn GVA (Gross Value Added) to the UK economy (Govt figure). It has been hit hard by the Covid-19 crisis, particularly for live performance. As a result, venues across the country are facing redundancies and even permanent closure. Work for freelance artists, writers, performers and technicians has dried up and many are leaving the industry. A likely extended period of social distancing means that venues will not be financially viable for the foreseeable future and producers will be unable to create work or tour. Culture should be at the forefront of the regional social and economic recovery, but instead may take years to recover if not supported. This bid is a regional sector-specific response to the crisis.</p> </div> <div data-bbox="118 757 1410 954" data-label="Text"> <p>The <i>Catalyst for Culture</i> programme is a new partnership between 3 established performing arts institutions of national and international standing. The project provides a socially-distanced season of over 80 live/online theatre experiences for audiences throughout the SELEP region between Dec 2020 and Aug 2021. It supports and develops the region's creative, production and technical workforce, artists and freelancers.</p> </div> <div data-bbox="118 990 1410 1151" data-label="Text"> <p>The partnership is the first of its kind between The Marlowe in Kent (Canterbury), Glyndebourne in East Sussex and Mercury Theatre in Essex, raising the profile of performing arts in the region and acting as a pilot for future development as a base for performing arts production and skills development.</p> </div> <div data-bbox="118 1187 1410 1384" data-label="Text"> <p>Catalyst for Culture supports venues to stay open, retain their existing workforce and provide opportunities for regional freelancers and artists. It develops industry knowledge in the creation, presentation and dissemination of socially-distanced performance to existing and new (including marginalised) audiences and invests in the future with talent development opportunities for young people and growth driven through a series of new regional productions.</p> </div> <div data-bbox="118 1420 1410 1617" data-label="Text"> <p>The programme brings the added value of national project partners, including Matthew Bourne's New Adventures, Snape Maltings, The Lowry, Salford, Theatre Royal York, Engine House and regional project partners including Applause Rural Touring, Smart Film Company and 6 commissioned artists. Digital outputs and regional talent call-outs allow for further regional venues to get involved as the project develops.</p> </div> <div data-bbox="579 1653 956 1688" data-label="Section-Header"> <h3>Outcomes and Added Value</h3> </div> <div data-bbox="118 1688 1410 1814" data-label="Text"> <p><i>Catalyst for Culture provides benefits in line with the following SELEP Economic Strategy priorities: Creating ideas & enterprise; Developing tomorrow's workforce (and safeguarding existing jobs); Accelerating infrastructure; Creating places; Working together.</i></p> </div> <div data-bbox="118 1850 276 1886" data-label="Text"> <p>Outcomes:</p> </div> <div data-bbox="143 1886 1410 2047" data-label="List-Group"> <ul style="list-style-type: none"> • A season of socially-distanced live performance originating in and shared between the 3 hubs (Dec 2020 – Aug 2021) including opera (Glyndebourne), site specific, promenade, large/mid-scale theatre, family shows and pantomime (Mercury & Marlowe). • Reaching audiences of 328,832 drawn from all SELEP regions, live & online. </div>	

- 440 local jobs in the cultural sector safeguarded.
- 10 creative commissions for regional artists including small-scale theatre & large-scale open-air street theatre.
- 15 one-year placements open to young dancers from across the region with Matthew Bourne's Cygnet School launched in Canterbury.
- First stage development of premieres, including new musical with the producers of Six, Maria Aberg Projekt Europa.
- 198 opportunities for artists.

Value added:

- Aiding recovery which will safeguard large and mid-scale presenting, producing & touring capability in the region for the future.
- Investing in future creative product at a time when most production development has stopped.
- Helping restore audience confidence.
- The complex network of cultural organisations involved (3 main partners and at least 8 project partners) provide incalculable added value of expertise, resources, networks, profile and reach.
- The wider context of this project's value is in supporting 3 key regional venues towards a V-shaped post-Covid-19 recovery, enabling the continuation of cultural activity that supports wellbeing, quality of life and place.
- In addition, the combined economic impact in the SELEP region of Marlowe, Mercury & Glyndebourne in a normal year is over £57m p/a. This includes income generated for local businesses and suppliers, city centre restaurants and bars, carparks, retail etc. Retaining jobs and creating opportunities for freelancers contributes to the region as a great place to live, work and study.
- This pilot project has an important value as a catalyst for future partnership activity around production, touring and skills development in the performing arts in the SELEP region, linking into wider regional initiatives driving growth in the creative industries.

Carbon Pathways (C-Path)	<i>Total project cost: £141,710</i> SSF ask: £99,198 <i>Match: £42,512</i>
Summary and Aims	
<p>Local authorities are currently required to undertake laborious manual data collection and analysis of projects in order to evidence the development of <i>Low Carbon & Renewable Energy Economy</i> (LCREE) programmes. Securing funding for these programmes is heavily dependent on this evidence being up to date, accurate and complete. Assessing the ongoing success of a programme requires automated monitoring and benchmarking, which rarely exists.</p> <p>Estimates suggest that c £14bn investment will be required annually across the domestic and non-domestic retrofit sectors in order to meet the challenge of net-zero emissions by 2050. Recent government incentives have seen millions of pounds worth of funding made available to not only encourage local authorities to utilise retrofit schemes to help them on their net-zero pathways, but also “build back greener” after months of low investment during the Covid-19 crisis.</p> <p>The current approach to LCREE programme development can often result in fragmentation, a lack of coordinated action, weak investment and insufficient growth, despite the acknowledged urgency.</p> <p><i>Our proposed solution is to build C-Path: a dynamic cloud-based resource that would be used to design, facilitate, accelerate and monitor investment in the LCREE across the SELEP region.</i></p> <p>C-Path aims to completely replace the data gathering and analysis work required to build an evidence base for a bid for funding. Local authorities would be given access, <i>free of charge</i>, to an automatically updated, maintained evidence base. We will also build a model framework to assess the financial and carbon-reduction impacts of LCREE programmes, presenting outputs in efficient, visually impressive, easy to access cloud-based dashboards.</p> <p>C-Path will initially focus on retrofit programmes within the domestic and non-domestic property sectors, but will be built to be scalable to allow expansion into other complementary areas key within a net-zero pathway, such as transport and health.</p>	
Outcomes and Added Value	
<p>Focussed on supporting initiatives across all of the federated areas, C-Path includes:</p> <ul style="list-style-type: none"> • A centralised evidence base – an accessible and constantly evolving data store of multiple relevant data sources, with automated, scheduled updates. • A flexible build and appraisal tool enabling stakeholders to develop and invest in energy and related schemes to meet challenging policy and strategic goals. • Modelling to forecast the full range of programme impacts. • Suitably calibrated GIS mapping features and development of the capability to monitor and update a scheme in delivery mode. <p>There is a clear market need for such a resource, and the development of C-Path would also directly support delivery of a key ‘Grand Challenge’ within the SELEP Economic Strategy Statement (ESS): the drive towards ‘<i>decarbonisation, energy security and the need for greater resource efficiency</i>’.</p> <p>The key outcomes and value attached to C-Path are that it would enable stakeholders to:</p> <ul style="list-style-type: none"> • Work smarter – retrofit programmes could be designed, funded and monitored based 	

on an accessible and constantly evolving data store of multiple relevant data sources, with data modelling and machine learning techniques applied to forecast the full range of impacts of a proposed scheme.

- **Deliver faster** – more tailored and complete data sets combined with automated data updating would vastly reduce the time spent collating and understanding scheme data. Better quality, automatically updated information would allow stakeholders to make better informed, faster investment and funding decisions.
- **Work together** – the C-Path data store would collate information sets from across the SELEP region, facilitating analysis of impacts at any of the LEP, economic partnership or local authority levels. Creating and monitoring domestic and non-domestic retrofit programmes across local authority boundaries would become significantly easier.

Summary and Aims

Exporting helps businesses grow and innovate, but export levels in the SELEP area are relatively low. Accessing export opportunities can help firms build resilience and spread risk across different markets but with current uncertainties caused by Covid-19 and the UK's EU withdrawal, extra help for firms is needed.

The approach to exporting is changing; traditional activities such as trade missions remain uncertain, but the pandemic has accelerated companies' use of digital technologies which provides new export opportunities.

SEED addresses known export barriers (a lack of international contacts and export knowledge/capacity within firms) through an innovative support programme aimed at SELEP-based companies (product and service-based 'new-to-export' companies and existing exporters) in 3 priority sectors with export potential:

- Digital & Creative (including software solutions, apps, web services)
- Food & Drink (including manufacturers, processing, suppliers to the industry e.g. packaging)
- Health & Life Sciences (including medical devices/ technology, (e-)health, pharma, diagnostics)

Target international markets will be finalised, taking into account progress with new trade agreements and the Department for International Trade's (DIT) latest advice. The likely focus will be:

- France, Ireland, Australia (Food)
- USA, Singapore (Health / Life Sciences, Digital)
- Scandinavia / Nordic Countries (all sectors)

The project will be implemented by Kent CC, Essex CC, Medway CC, South Essex Councils, Sussex Chamber of Commerce and Kent Invicta Chamber of Commerce. Advisors from DIT and Enterprise Europe Network will also assist with the implementation of the project.

Outcomes and Added Value

Activities:

Business Engagement:

- Communication activities to recruit around 150 companies from which 80 will be selected to take part in virtual trade missions.

Export Readiness:

- Online 1-2-1 and group training activities to ensure companies are 'export-ready' with input from market experts, DIT (overseas posts), Chambers of Commerce and their International Chamber Network. Training topics will include 'trade regulations after Brexit', 'product adaption for overseas markets', new export documents & customs requirements etc.

4 x Virtual Trade Missions:

- Meetings connecting SELEP companies to potential international buyers, distributors, customers.
- Virtual exhibitions in International Chambers/ Embassy premises for potential buyers to see products and interact with companies online.

Main outputs:

- 150 SMEs to participate in an intensive virtual programme of support including 50 x 1-2-1 export readiness meetings and 6 online training workshops.
- 80 SMEs participating in virtual trade missions to connect to contacts/ distributors/ buyers in the target international markets.

It is anticipated that companies participating in the virtual trade missions will secure export orders of around £5,000 in the year following the implementation of the project. The export turnover of beneficiary firms will increase.

The programme complements the current offer from the Chambers, Department for International Trade and Enterprise Europe Network.

FOR INFO ITEM

Subject: Future meeting dates of the KMEP & SELEP Boards

Kent & Medway Economic Partnership (KMEP)				South East Local Enterprise Partnership (SELEP)	
Date	Zoom available from:	Start time	End time	Strategic Board 10am to noon	Accountability Board 10am to noon
2020				2020	
Wed 2 Dec 2020	4pm	4.30 pm	7pm	11-Dec-20	20-Nov-20
2021				2021	
					12-Feb-21
Thurs 4 March 2021	4pm	4.30 pm	7pm	19-Mar-21	12-Mar-21
Wed 19 May 2021	4pm	4.30 pm	7pm	04-Jun-21	07-May-21
Thurs 22 July 2021	4pm	4.30 pm	7pm	-	02-Jul-21
Thurs 16 Sept 2021	4pm	4.30 pm	7pm	01-Oct-21	10-Sep-21
Thurs 25 Nov 2021	4pm	4.30 pm	7pm	10-Dec-21	19-Nov-21

Wednesday 2 December 2020, 4.30-7.00pm

Via zoom

AGENDA

	Approx. time	Page
1. Welcome and apologies for absence	4.30	-
2. Declaration of Interests	4.35	-
3. Minutes of previous meeting	4.40	2
4. AOB & matters arising	4.45	x
5. Digital Connectivity & Broadband Provision	4.50	x
6. EU transition & Traffic Management Plans	5.20	x
7. Impact of EU transition from Dover DC perspective	5.50	x
8. A greener recovery: Delivering & implement the Energy and Low Emission Strategy	6.20	-

For information item:

A. KMEP and SELEP future meeting dates	x
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Merry Christmas to all board members.
Wishing you a much improved 2021!