

A partnership between the business community and local government

& a federated board of the South East Local Enterprise Partnership

**Thursday 22 July 2021, 4.30-7pm**

**Via zoom**

**AGENDA**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | |  | **Approx. time** | | **Page** |
| 1. | | Welcome, introduction to new members following the elections, and apologies for absence | 4.30 | | - |
| 2. | | Declaration of Interests | 4.35 | | - |
| 3. | | Minutes of previous meeting | 4.40 | | 2 |
| 4. | | AOB & matters arising, including:   * nutrient neutrality * local skills improvement plan | 4.45 | | - |
| 5. | | **MHCLG update**  *Iain McNab (MHCLG civil servant) will provide a short update on activity being undertaken by the Government related to levelling-up.* | 5.00 | | - |
| 6. | | **Lessons learnt from past funding streams & gap analysis**  *Joanne Cable (Medway Council), Chris Seamark (KCC LGF manager), Dafydd Pugh (KCC Eco. Dev. Officer), and Sarah Nurden (KMEP Manager) will give a presentation. Andrew Osborne (Ashford District Council) will also be in attendance for the Q&A.* | 5.10 | | 12 - 50 |
| 7. | | **LEP Review & its impact on KMEP Governance**  *KMEP board members are asked to discuss the questions that are set out in the introductory paper attached* ***on pages 12-14****. We would be grateful if you could reflect on them* ***in advance of the meeting*** *please.* | 5.45 | | Please read pages 12-14.  ToR on page 51. |
| 8. | | **Preparation for the UK Shared Prosperity Fund**  *BREAKOUT GROUPS – KMEP board members are asked to discuss the questions that are set out in the introductory paper attached on* ***pages 12-14****. We would be grateful if you could reflect on them* ***in advance of the meeting*** *please.* | 6.10 | | Please read pages 12-14. |
|  | | For information item: |  | |  |
|  | | 1. KMEP and SELEP future meeting dates 2. KMEP Business Member Priorities for 2021. This is being used to identify possible future agenda topics, so if you feel something is missing, please do say. |  | | 86  87 |
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A partnership between the business community, education sector, and local government

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**ITEM 3**

**Subject:** DRAFT MINUTES of the Kent & Medway Economic Partnership (KMEP) meeting held virtually on 19 May 2021.

**Attendees:**

|  |  |
| --- | --- |
| **KMEP Board Members** |  |
| Geoff Miles (Maidstone TV Studios | KMEP Chairman)  **Matthew Arnold (Stagecoach)**  **Troy Barratt** (Contracts Engineering)  Miranda Chapman (Pillory Barn)  Roland Cooper (Considine Ltd)  Nigel Earnshaw (IOD)  Carol Ford (Horticultural Taskforce)  Liz Gibney (Lee Evans Partnership)  Jo James (Kent Invicta Chamber of Commerce)  John Keefe (Getlink/Eurotunnel)  Vince Lucas (VA Rail)  Andrew Metcalf (Maxim PR)  David Milham (FSB)  Jo Nolan (ScreenSouth)  Bob Russell (Beams International Ltd & Copper Rivet Distillery)  Mayer Schreiber (Discovery Park)  Paul Winter (Wire Belt Company Limited) | Simon Cook (Mid-Kent College)  Prof. Jane Harrington (University of Greenwich)  Cllr John Burden (Gravesham Borough Council)  Cllr Rodney Chambers (Medway Council)  Cllr Gerry Clarkson (Ashford BC)  Cllr Martin Cox (Maidstone Borough Council)  Cllr Peter Fleming (Sevenoaks District Council)  Cllr Roger Gough (Kent County Council)  Cllr Nicolas Heslop (Tonbridge & Malling BC)  Cllr Jeremy Kite (Dartford Borough Council)  Cllr Alan McDermott (Tunbridge Wells Borough Council)  Cllr David Monk (Folkestone & Hythe District Council)  Cllr Roger Truelove (Swale Borough Council)  Cllr Helen Whitehead (Thanet District Council) |
| **Apologies:**  **KMEP Board Members**  Cllr Trevor Bartlett (Dover DC)  Cllr Ben Fitter-Harding (Canterbury City Council) | |

**Item 1 – Welcome, introduction and apologies.**

* 1. Geoff Miles (the KMEP Chairman) welcomed attendees to the meeting. He accepted the apologies for absence as listed above.

**Item 2 – Declaration of Interests**

2.1 Vince Lucas is working as a consultant for the Department for Transport.

**Item 3 – Minutes of previous meeting**

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

**Item 4 – Any Other Business**

4.1 Kent County Council’s Cabinet has changed following the recent election. Derek Murphy is the new Cabinet Member for Economic Development and David Brazier is the new Cabinet Member for Highways and Transport.

**Item 5 – Workforce Skills Evidence Base**

5.1 The Chairman welcomed Steve Matthews and Ross Gill to the meeting, who gave a presentation on Workforce Skills Evidence Base. Their slides are available at: <http://kmep.org.uk/meetings/info-page/kent-and-medway-economic-partnership-meeting-wednesday-19-may-2021>

5.2 Key highlights within the presentation include:

* The Kent and Medway Workforce Evidence Base was first published in 2015, and has now been updated to set out the qualitative and quantitative assessment of future workforce needs in 2021.
* The original methodology was replicated, using the Working Futures data study prepared at the end of 2020 by the University of Warwick and supplemented by industry insights.
* The report splits micro-challenges into four categories with overarching themes. These include: Digitalisation (especially jobs that are at risk of automation), Decarbonisation (driven by the commitment to net zero by 2050), Demographic change (increased demand for goods and services that will support an ageing population) and changing working practices (increasing diversity and complexity of work).
* The net annual demand in Kent for different occupations is estimated at around 28,400 posts between 2020 and 2027. There will be a substantial demand for care professions given the ageing population.
* The report makes clear there should be a holistic approach to upskilling individuals, that not only focuses on qualifications, but takes a broader view. Skills are also about people’s health and well-being, and these are important factors in productivity.
* Kent and Medway have relatively low job density and low salaries, but wages tend to be higher for those that are commuting to London.
* There is an issue with the number of residents with intermediate and higher-level skills. According to forecasts for the next 5-6 years, the demands for skills at level 4 and below is decreasing, but increasing for level 5 and above. This is a concern because Kent and Medway are lagging the rest of the country in skills at level 3 (A-Level, NVQ) and level 4+ (HND certificates).
* A series of focus groups with different industry sectors were held.
* The sector groups spoke of the need to improve people’s perception of career opportunity within their sector. There needs to be an understanding and awareness of career opportunities in a rapidly changing landscape. Much progress has been achieved by the Careers Enterprise Company, Enterprise Advisor Network, schools, colleges, and universities, however, there is still significant work to do.
* Sector Groups referred to the major projects occurring across Kent and Medway (e.g. London Resort, Lower Thames Crossing, Newtown Works). If they all go ahead, it will significantly impact on Kent and Medway labour market particularly in construction skills.
* Another concern is that the courses on offer and the careers advice given does not always closely align to business need (e.g. there is a shortage of chefs, care workers, etc).
* Technology is rapidly changing the skills required (for example, the transport sector group cited the new electric vehicle and green engine technologies, and the lack of vehicle technicians to service them. Technological skills are needed to enable innovation in our economy.
* Soft skills are also important, with many sector group attendees citing that they would recruit on attitudes, culture and behaviours and then support the recruits to develop the necessary skill set, e.g. airline cabin crews taking up jobs in the NHS.
* The presentation concluded with the following questions being posed to the board:
  + *How can the WSEB be used to inform providers’ and employers’ planning? What additional intelligence would be helpful?*
  + *How could labour market intelligence inform the delivery of the proposed Learning and Skills Improvement Partnership?*
  + *Where are there opportunities for industry leadership in future skills planning, especially building on successful initiatives that have already been taken?*
  + *What more needs to be done to ensure workforce resilience to the challenges of digitalisation and automation – and to respond effectively to new opportunities?*
  + *Beyond industry demand for specific skills and qualifications, what more needs to be done to engage people in learning and skills development?*

5.3 During the discussion, the following comments were made by board members:

* Prof. Jane Harrington spoke of the desire not to develop ideas in isolation or in competition, but for the FE and HE sector to work together to develop pathways of learning that met demand in Kent and Medway. A priority is speaking to employers to offer reskilling to individuals in response to market demand.
* Roland Cooper said there is still too much talk in schools about careers and jobs, rather than focussing on the collection of skills. The need for core skills will be shared by all employment sectors, so the region should look at delivering these (e.g. digital skills, which crosses many sectors, will grow in importance. The ability to future forecast what skills will be needed in the region is also vital.
* Employers need to understand that there is great value in someone who could be operating at a low level but is operating extremely well and does not want to become the next managing director.
* Jo James explained she is working with Simon Cook and other colleges to submit a local skills improvement plan (LSIP) bid. It is apparent when some employers talk about skills, they are referring to a labour shortage. It is good to focus on increasing skills and qualification levels, but career opportunities should also be highlighted.
* Paul Winter was delighted at the mention of the importance of the Employment Taskforce.
* Jo Nolan extolled the virtues of short courses, offering one or two days of knowledge transfer, that can upskill the individual. She referred to the need for upskilling in corporate partnership and project leadership. There are national programmes (e.g. the Clore Leadership programme for the arts, culture and creative sectors) where people get the opportunity to enhance their leadership or management abilities. Jo Nolan felt there could be room for a Kent leadership programme. She explained it is not always about degrees but transfer of knowledge, experience, attitude, and aptitude. Also, given that there are many young people and older people who may be underqualified but perform well at what they do, short courses at an informal entry level could be attractive to them, and remove the fear of failure of doing a degree and about the costs involved.
* Bob Russell echoed Jo James’ point that the issue is often about labour rather than skills shortages, citing the shortage of chefs in the restaurant sector as an example.
* Also, he felt it is a question of identifying at an early age what people want to do; he was not sure how focussed the education sector is on taking people to one side, learning what their passion is, and then linking them with businesses and the relevant training. 1-to-1 learning and linking young people to industry was vitally important.
* Andrew Metcalf spoke of the impact of wage inflation on skilled staff retention. Many businesses are having to pay higher wages to retain their staff, as they have received another job offer for a higher wage, and they are asking for the salary to be matched.
* Simon Cook said wage inflation is not only impacting businesses, but also the education sector, because it makes it difficult to recruit a high-quality teacher who cannot only teach but also inspire young people to be an excellent IT technician, plumber, or engineer because the wage differentials are significant.
* Cllr Peter Fleming said a bigger conversation was needed about the fundamental shift in skills demand following the pandemic particularly in lower paid jobs. People on the lowest wages has been paid in the last year not to go to work and there will be an issue with getting them back to work because they will say the wages were too low before. The need of supermarket employees has been proven in the last 12 months and why should they work for minimum wage? Employers must think very closely about wage structure, how they retain staff, particularly those in low paid positions. In the US, McDonalds are paying $35-45/hr for burger flippers just to get people to get back into the workplace.
* Nigel Earnshaw encouraged engagement with directors and small SMEs. He suggested setting up an event to showcase this report in front of SME owners to see where they see the pinch point and what sort of skills they are looking at as it will inform of what action needs to be taken going forward.
* Geoff Miles echoed the points about making jobs attractive to potential employees. There are jobs on offer, but applicants need incentives to take them; this is becoming more and more difficult. An acquaintance had set up an employment agency and has many vacancies in the IT sector but cannot find anyone to fill them and those that do come forward are being gazumped by another firm.

5.5 The Chairman thanked Steve Matthews and Ross Gill for attending.

**6. Fresh Food Employment**

6.1 The Chairman welcomed Carol Ford (Fordsynthesis) to the meeting, who gave a presentation on employment in the fresh food sector. Her slides are available at: <http://kmep.org.uk/meetings/info-page/kent-and-medway-economic-partnership-meeting-wednesday-19-may-2021>

6.2 Key highlights within the presentation include:

* A Fresh Food Group, comprising the largest UK independent grower to smaller growers, has convened to seek solutions to secure their future workforce following the reduction in seasonal agricultural workers post-Brexit.
* Currently 95% of seasonal workers are from overseas, and less than 5% from Kent and Medway.
* There will be a fundamental need to continue to have seasonal workers. The sector cannot offer many 12-month employment opportunities; Although there are full-time opportunities, these are segmented in certain months in a year and are compressed together.
* Having an ample labour supply matters because Kent is the Garden of England and 55% of the food eaten in the UK is grown in Kent. The county is the leading grower in soft fruit, top fruit, stone fruit, greenhouse salads and leaves, and employs around 15-20k seasonal worker annually. There is also an exciting viticulture sector that needs people to come and develop it.
* The Fresh Food Group welcomed the Government’s extension of the seasonal workers pilot for 2021 that supplies 30,000 worker visas (up from 10,000 in 2020). However, it still does not provide the 70,000 workers that the sector requires.
* The Group has created a heat map for Kent and Medway showing when the seasonal workers are required throughout the year.
* Working in partnership with the DWP, the Group are developing a 12-month contract of seasonal employment by creating a seasonal job with a role that has some flexibility.
* On the heat map, the Group has also shown the existing apprenticeships and career routes. The group came together collaboratively, worked with HE/FE and DWP in creating the pathways that overlay the levels and type of roles that can be done as well as studying.
* Another solution that is being explored is an honest marketing campaigns to raise the profile of the sector as an attractive place to work.
* To ensure the marketing campaign resonates with young people, the Group is working with Mid Kent College to set up some focus groups to talk to young people and understand the language that they use to describe our sector e.g., how do they interpret the terms rural and agriculture. These focus groups have revealed young people talk to each other about what they are doing on a peer-to-peer basis using social media functions but when it comes to very important life changing decisions such as what they want to do for a job, they asked the adults that are important to them which then point them to websites. This is very informative on how to engage and inform the adults, who in turn inform the young.
* The Group is also working with the FE sector on how to align the curriculum to employer needs.
* A current proposition is hosting a Kent and Medway Fresh Food Youth Idea Festival over the summer. The intention is to invite the focus group of young people (with participants from the further education colleges and NEETS). The intention is to ask the young people to reimagine the sector for the future. It is a two-day event with overnight stay. The Rural Youth Project that is a not-for-profit organisation will assist in facilitating the event. Funding of £35k is still required for the event to proceed.
  1. During the discussion, Jo James, Jeremy Kite, Gerry Clarkson, and Prof. Jane Harrington all suggested that Carol Ford speak to them further about the Fresh Food Youth Ideas Festival.
  2. Nick Fenton mentioned that the construction and development industry are similarly exploring how best to engage primary and secondary schools students to inspire them into their sector, given a worker shortage.

6.4 The Chairman thanked Carol Ford for the presentation.

**7. The Lower Thames Crossing – Project Progress & Next Steps**

7.1 The Chairman welcomed Matt Palmer (Executive Director for the LTC at Highways England) to the meeting. His slides are available at: <http://kmep.org.uk/meetings/info-page/kent-and-medway-economic-partnership-meeting-wednesday-19-may-2021>

7.2 Key highlights within the presentation include:

* A DCO was submitted last autumn and then withdrawn for several technical reasons. There will be an additional consultation in the summer of 2021 focusing on construction impacts and how it can affect local communities. The DCO will then be re-submitted at the end of 2021 and a positive decision is expected from the Secretary of State in 2023. The Lower Thames Crossing (LTC) will take six years to construct, so the current forecast opening date is 2029.
* LTC’s construction will offer a diverse range of jobs with 10,000 workers required at its peak (evenly split between Kent and Essex) and 22,000 throughout the six-year construction period.
* LTC has launched a small business and enterprise directory for firms interested in being part of the supply chain. 400+ businesses have signed up, with 138 Kent-based.
* Highways England is working with local colleges on developing apprenticeships. It has also developed a Minecraft game that shows what activities are involved in roads management and construction. It is being used to engage with primary and secondary school students to interest them in careers in the sector. In nine years’ time, a current 11 year olds could be working on the Lower Thames Crossing, having been influenced by the Minecraft game.
* Highways England is working closely with Thames Estuary Growth Board on an economic benefit study that is expected to be published in the summer.
* Highways England wants this road to be the greenest one that has ever been built. It is exploring low carbon construction methods.

7.3 During the discussion, the following comments were made by board members:

* Simon Cook commended Highway England’s engagement with the colleges and the LTC ambassadors scheme; Highways England has nominated individual ambassadors that are representatives from a diverse range of backgrounds and skills sectors.
* John Burden expressed the reservations of Gravesham Borough Council about the environmental impact of the tunnel and the traffic implications for local residents. He was concerned to avoid traffic bottlenecks in the district due to growth and congestion.
* Matt Palmer said Highways England has brought in a wider network approach and is studying 12 areas in Kent; from the A228 through to the A2 to make sure that they understand all those pinch points. Highways England will monitor these pinch points and bring forward investment in line with it. LTC will take 10 years to mature and open and Highways England will monitor and model that growth and bring forward in time extra schemes to alleviate other bottlenecks through the normal process of investment.
* Simon Jones, Director of Kent Highways, said KCC is equally concerned about the local road impact. The traffic model is insufficient but, by the time of the second DCO submission, it is expected that there will be credible information in terms of the impact on the local community, the secondary benefits, and the primary impacts on those road networks. It is a big concern that Kent could be left with a poor road legacy and agreed with John Burden that much work needs to be done.

7.4 The Chairman thanked Matt Palmer for attending.

**8. Resolving water-quality issues within the Stodmarsh catchment**

* 1. The Chairman welcomed Simon Thomas (Head of Planning at Canterbury City Council) to the meeting.
  2. Simon Thomas explained that the levels of nitrates and phosphates in the Stodmarsh catchment are affecting East Kent’s housing delivery. Natural England has issued advice that the planning authorities should not grant any further planning permission that could worsen water quality in the Stodmarsh catchment.
  3. Since the last meeting, the Council has submitted a letter and draft mitigation strategy to DEFRA and MHCLG, signed by all the Leaders and Chief Executives of affected councils. The Ministers have received the letter and the Council is waiting for a contact and a meeting to be arranged with all parties including the Ministers.
  4. This is a growing nationwide problem. The Council is aware that the problem is affecting several other councils including Cornwall that recently received a letter stating that parts of that county is also affected. Further letters from Natural England are on their way to other affected councils as well. It is a widening problem which should help focus the mind at government level.
  5. What the Council has asked government to address is the long-term solution by speeding up the upgrades of the wastewater treatment works and how it can secure funding for the upfront works on site and arrangements with landowners for reducing the impact of agricultural use.
  6. The government has asked the Planning Advisory Service to support the council. A further meeting has been set up for next week to talk to the local councils about the more detailed elements of the potential schemes in advance of any discussions by Ministers. Meantime, in the background, Canterbury City and Ashford Borough Councils are working jointly on a range of potential local solutions, aiming to get to the point where they can grant lawfully robust planning permission.
  7. Another strand of the work is that Nick Fenton and Brian Horton have met the Housing Minister pressing the agenda and there will be another meeting next week.
  8. During the discussion, the following points were made by board members:
* Roland Cooper mentioned his concern that the councils appear to have accepted developer contributions may be required to fund the strategy. This affects sites’ viability and will reduce the other necessary infrastructure that could be funded by S106/CIL.
* Simon Thomas responded that they are asking the government to fund the upgrades to the wastewater treatment works. The government has also appointed a Senior Planning QC to look at the habitat regulations see what potential changes might be made post Brexit, as this issue arises from the European legislation.
* Roland Cooper said the concern is that the water authority (Southern Water) is operating within the agreed permit levels; there is no incentive for them currently to change their operation. Government needs to persuade them to accelerate the improvements to the wastewater treatment works, and bring forward the ones that are already funded in the asset management programme, but not due to be upgraded for a few years. If Canterbury wastewater treatment works is then added to the upgrade list, that will achieve a 65% reduction in nutrients. That buys developers headroom of about 10 years of housing growth, and no-one is spending any money that was already going to be spent.
* Geoff Miles was disappointing about the pace of resolving the issue, as developers have already laid off staff due to stalled developments. He urged the local councils to work more closely with the business community (particularly Roland Cooper and Nick Fenton), who can express the issue in a more direct manner to the Government.
* **Action: It was agreed that Roland Cooper should write to the Government on behalf of the Kent and Medway business community**.
* Nick Fenton said the discussion with the Housing Minister is on Tuesday 25 May. He has spoken to the Environment Minister as well. He echoed Geoff Miles’ point that the situation is very urgent, and a resolution is required as soon as possible. There are many jobs at stake.
* He mentioned there are a range of solutions that could be put into a final strategy. There is urgency to pull these proposals together in the strategy, which each affected district could adopt, signed by the Leader and Chief Executive, and by Natural England. That will provide a little headroom, and developers can start developing their planning.
* Nick Fenton echoed Roland Cooper’s concern that the current ask of government will put the financial burden on the developers and that will mean that social and affordable housing will suffer yet again.
* There is concern that the issue may impact the River Medway next. There is a real urgency required to resolve this issue, so there is a strategy that can be used and replicated elsewhere (e.g. for the River Medway).
* Natural England has told Roland Cooper that if they were provided with the accelerated dates of when the wastewater treatment works were upgraded, they could ease the restrictions on development.
* Simon Thomas agreed that the government persuading Southern Water to upgrade their facilities is the ultimate solution.
* Max Tant from Kent County Council clarified that the Sturry wastewater treatment works are not planned to be upgraded currently, and that upgrade would produce the largest positive change in nutrient levels. There is currently no plan and money available for that. Max Tant also stated that the upgrade to the treatment works will only deal with phosphorous and not the nitrogen problem. In the Solent, which is also facing high nitrogen levels, it looks like the precedence has been set to ask the developers to pay to resolve the issue. The councils are asking government to forward fund the solution, but the government has not offered that to the Solent and therefore it is wise to be mindful of that as well.
  1. The Chairman thanked Nick Fenton, Roland Cooper, and Simon Thomas for all their efforts in seeking a resolution.

**9. The 149th Open at Royal St Georges**

9.1 The Chairman welcomed Deirdre Wells (CEO of Visit Kent) to the meeting. Her slides are available at: <http://kmep.org.uk/meetings/info-page/kent-and-medway-economic-partnership-meeting-wednesday-19-may-2021>

* 1. Key highlights within the presentation include:
* The 149th Open will be held in Kent from 11-18 July.
* The Open Golf competition is staged by the Royal and Ancient Organisation which is the governing body of the sport worldwide. It is coming to St George’s Golf Club, Sandwich, for the 15th time. They were the first Golf Club to host the Championship outside Scotland in 1894, and most recently hosted the event in 2011.
* Visit Kent has been working with a multitude of agencies not only Dover DC (who is the host local authority) but also with KCC, Network Rail, Southeastern, Kent Police and SECAMB in preparation.
* The Open Golf will give an opportunity to reboot the economy as the county comes out of the pandemic that has been catastrophic for tourism industry. With the final figures yet to be confirmed, all the indications are that domestic tourism was hit by about 60% last year, international by 80%.
* Visit Kent has a three-strand strategy to help the sector recover, which is called ‘respond, reboot, rebuild’. For the response phase, is very much business support. Helping businesses survived, innovate, doing what we could, when we could to restore consumer confidence and start to get that footfall back up and running.
* Hopefully, the Open will secure £30m of economic benefit, and is being broadcast live into 150 countries worldwide, with 600m households watching it.
* In addition to the Open, the county is also playing host to other championship events that is further cementing Kent credentials as a leading golf destination. At the end of June, Princes Golf Club will be hosting the regional and final qualifiers for the Open as well as co-hosting the RNA Boys Amateur Championship with Royal Cinq Ports in August. The London Golf Club has recently announced they will be hosting the 2021 English Open in August.
* In preparation for the Open, Visit Kent is focussing on three main activities.
* Firstly, Visit Kent is supporting businesses to maximise the economic benefit. Prior to the pandemic, Dover DC delivered a range of business engagement events, drop-in sessions, and 1 to 1 support. Visit Kent has also worked with them to develop a B2B toolkit which will be available in the next couple of weeks.
* Secondly, the focus is on ‘destination welcome’, where Visit Kent is making sure that when people arrive, they have the best possible experience so that they want to come back. A space has been secured at St Pancras International, a pop-up opportunity to welcome people to Kent even before they leave London. Visitors can also enter a competition to win a golf break in Kent.
* Dover DC and KCC have been working with Sporting Events UK and Dover Technical College to establish the Event Makers Programme, an exciting new programme to promote and coordinate volunteering opportunities at The Open (such as acting as ‘meeters and greeters’ similar to those at London 2012).
* The final focus is on marketing. The Open is a global broadcast opportunity. Working with partners, Visit Kent will ensure that broadcasters have as much wonderful contents to share on their channels as possible by using digital marketing campaign supported by the experience project. A destination video will be developed and working with key influencers including golf influencers to really showcase the destination.
* Further announcement to follow later in the month about capacity once the government’s lockdown rules are clearer.
  1. During the discussion, Deirdre Wells mentioned that Visit Kent is developing some itineraries for visitors to the event. Bob Russell asked to speak to Deirdre Wells outside the meeting about the inclusion of the Kent and Medway’s only whisky distillery within an itinerary.
  2. The Chairman thanked Deirdre Wells for her presentation.

**10. LEP Review**

10.1 Sarah Nurden (KMEP Strategic Programme Manager) and Jo James (CEO of the Kent Invicta Chamber of Commerce) gave an update on the LEP Review.

* 1. Their comments included:
* BEIS and MHCLG officials have conducted a series of round tables with a range of stakeholders. Jo James, Carol Barron, and Sarah Nurden were invited to attend.
* William Davis, Deputy Director for Strategy was leading the event. The officials said that the biggest difference in the future with regards to LEPs is that they will not be allocated capital funding. This is a decision made by ministers that will remain in place. There are no predetermined ideas currently on the future remit of LEPs, but government is considering better alignment of the business support architecture and questioning how the growth hubs can link better with the Department of International Trade. They want to retain the good work that has already been achieved by LEPs and will not be dissolving them (like its predecessor SEEDA). Ministers intend to make their final decision before the summer recess. The sponsoring department for LEPs is not yet fixed (it could be BEIS, DIT, MHCLG, etc). The government is also considering the geography and membership of LEPs.
* In terms of comments given at the meeting, there were people from Coastal Capital LEP, Solent LEP, Enterprise M3 LEP as well as SELEP and others.
* Comments made by the Kent and Medway representatives echoed the comments about the importance of a Federated Board model, the need for local empowerment and decisions being made at the most appropriate local level, the need for alignment not duplication, and the added benefit with the growth hub being delivered at a more local level because districts and the county council have clubbed together to provide additional business support funding to extend the offer and create a COVID-19 support helpline.
* The role of the LEPs within the skills agenda was commented on positively, with the advisory panels being commended, and the ability to access DCMS funding to set up a Digital Skills Partnership.
* Some attendees commented on the library of economic data intelligence data that their LEP had worked up over several months.

10.3 The Chairman thanked Sarah Nurden and Jo James for the update and drew the meeting to a close.



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**INTRODUCTORY PAPER – PLEASE READ IN ADVANCE OF THE MEETING**

* 1. Now is a time of substantial change in the Government funding landscape. A large number of capital infrastructure projects have been funded for the past six years through competitive bidding streams administered by the Local Enterprise Partnership. KMEP has played a significant role in selecting which projects were submitted to Government by SELEP.
  2. However, the Government has announced a LEP Review that fundamentally re-examines the role of the Local Enterprise Partnerships going forward. The timeline for the publication of the review has been delayed until late Autumn, however, MHCLG officials have clarified that no future capital funding streams will be passported through the LEPs in future.
  3. We have seen the first shoots of this new policy in action. In March 2021, the Government announced two new funding streams, the UK Community Renewal Fund and the Levelling-Up Fund. Like their predecessor funding streams (i.e. Local Growth Funding, and Getting Building Funding), these new funds require a competitive bidding process, but it is the local authorities that are now responsible for their administration.
  4. This decision to localise funding has been welcomed by many within Kent and Medway, reflecting that decisions made at a local level rather than regional level are preferrable, as local politicians have the in-depth knowledge of their local communities and economies, and hold the democratic mandate.
  5. In addition to the change in LEP funding, there has been a further radical change to the revenue and capital funding landscape. The decision to withdraw from the European Union has resulted in the UK no longer having access to the considerable EU funding strands in future years, which has to-date supported a significant number of projects locally.
  6. Given these changes in the way that local economy will be supported through government funding, it was felt that the timing would be appropriate for the KMEP meeting today to focus solely on the consequences of these decisions.
  7. The first part of the meeting will reflect on the past funding streams. The purpose of looking backwards is two-fold, and it is to explore these two questions:

**QUESTION ONE:**

**Are there any characteristics of the previous funding streams that we should lobby the Government to retain when they develop their new funding streams (like the UK Shared Prosperity Fund)?** After the KMEP discussion today, the intention is that the KMEP Chairman writes to the Government, and the local MPs to make those representations**.**

**QUESTION TWO:**

**Where will the local economy be exposed through the withdrawal of the funds? For example, the EU’s Leader Project has greatly supported the rural economy, and there is no known replacement to this as far as the author is aware. Officers have written papers on where funding has been invested previously by SELEP and the EU, so KMEP members are informed about potential gaps in support. Armed with this knowledge, the KMEP members may wish to** **advise the Government of where they would like the scope of the UK Shared Prosperity Fund to focus, and/or secondly, which type of projects they may wish to concentrate on supporting through local means.**

* 1. The second substantive item on the agenda then considers the consequences of the change in bidding processes. As mentioned already, the move to local decision making has been warmly welcomed, yet there are aspects of the LEP mechanism which could be lost that produced benefits. The coming together of the local authorities with the education bodies and the employers provided the benefits of collaboration, and has facilitated employers and skills organisations acting as critical friends, providing advice and guidance before decisions are made. In the swift transition to new arrangements, some of this co-ordination of activity, and partnership working has diminished, and so it feels like an appropriate time to put the questions to KMEP, and particularly the local politicians on whether there are any elements of the previous system that they would like to retain?
  2. Indeed, there is a potential to partly redesign KMEP’s role so it more aptly suits the needs locally and supports partners. For example, could we develop a central resource whereby councils within Kent and Medway can access business case development support.
  3. The second paper in this pack is the current terms of reference for KMEP, which sets out the four existing roles for KMEP. The Government specified in 2018, the roles of the LEP as:

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• **Strategy**: Developing an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area.

• **Allocation of funds:** Identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy.

**• Co-ordination**: Using their convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors.

**• Advocacy:** Collaborating with a wide-range of local partners to act as an informed and independent voice for their area.

* 1. The question we wish to pose to KMEP is:

**QUESTION THREE:**

**How do you wish KMEP’s role to evolve given that the LEP Review is removing SELEP’s traditional main focus of capital funding? Does KMEP still have a role in relation to capital and revenue investment under the new arrangements?**

* 1. The Government’s levelling-up agenda also appears to reflect on a broader range of issues, above a traditional focus on purely economic issues. Decarbonisation, social and health outcomes, inequality, the environment, innovation, social value, are just a few issues that have been raised in Government recently. Feedback to KMEP has received from others is whether a wider remit for the Partnership should be considered, so it also extends to considering environmental, health and social care matters.

**QUESTION FOUR:**

**In light of this feedback, please could board members give their views on this suggestion to broaden the remit?**

* 1. The final agenda item of the today’s meeting is to hear from KMEP board members about their ambitions for the future with regard to the UK Shared Prosperity Fund. Experience from the UK Community Renewal Fund shows us that without the coordination of activity we have the potential to have duplication of project ideas and fragmentation in delivery, and that bidders may focus largely on specific themes, (such as skills and net-carbon), leaving other notable themes (such as town centre regeneration or innovation projects) untargeted.
  2. The third part of the meeting will therefore be a brainstorming session where KMEP board members will be split into breakout groups to consider and discuss the following questions:

**QUESTION FIVE:**

**What are the three main structural challenges that you feel Kent is facing (that you feel the UK SPF or future government funds could help solve)?** For example, from speaking to a private sector leader, the difficulty in transferring and enacting R&D and innovative new technologies from the academic sector into the place of employment is an issue. From speaking to a public sector member, the constraints on the motorway network making journey time unreliable and the lack of lorry parking is an issue).

**QUESTION SIX:**

**Likewise, are there opportunities or strengths that Kent and Medway could exploit with further capital or revenue investment?**

**QUESTION SEVEN:**

**Based on the answers to the two questions above, are there kernels of project ideas that should be developed in preparation for the UK Shared Prosperity Fund’s launch? The ideas don’t necessarily mean that you need to be the promoter of an idea.**

**QUESTION EIGHT:**

**With your project kernels, are there certain stakeholders you feel should be included in conversations over the next few months that we should speak to, to see if the idea could get off the ground.**

Please do come prepared to share your views, and we will have a wrap up collectively, but it is felt that breakout groups allow time for everyone to share their views and have opinions heard.



A partnership between the business community, education sector, and local government

& a federated board of the South East Local Enterprise Partnership

**ITEM A – Lessons Learnt Papers**

**Date:** 22nd July 2021

**Subject: UK Community Renewal Fund (UK CRF)**

**Report author:** Sarah Nurden, KMEP Strategic Programme Manager

1. **Introduction:**
   1. The UK Community Renewal Fund (UK CRF), which will run in 21/22 only, is a UK Government (MHCLG) programme worth £220m**.** This new fund aims to support people and communities most in need across the UK to pilot programmes and new approaches to prepare for the UK Shared Prosperity Fund.
   2. The Government is seeking project proposals from any legally constituted organisation (be they from the public, private, further education, higher education, voluntary or community sector) that will:

* **Invest in skills** (e.g. work-based training; retraining/upskilling the workforce; promoting digital skills & inclusion projects)
* **Invest for local business** (e.g. support businesses to recruit more employees; encouraging business to innovate; supporting decarbonisation projects)
* **Invest in communities and place** (e.g. feasibility studies for local energy projects; promoting culture-led regeneration and community development; improving green spaces and preserving important local assets; promoting rural connectivity projects)
* **Support people into employment** (e.g. supporting people to engage with local services to support them towards employment; identifying and addressing any potential barriers these individuals may face in gaining employment; raising aspirations; supporting people to gain the basic skills; projects that test what works in helping people move towards work).
  1. Projects investing in skills, local business, communities and place should also contribute towards the Government’s **net-zero carbon objectives**. All bids should be **innovative pilot projects,** whose evaluation findings will help shape, mould, and influence the UK Shared Prosperity Fund, which we understand will be rolled-out from 2022 onwards, be worth £1.5 billion per annum, and will replace EU funding streams.
  2. The UK Government has included the four districts of **Canterbury, Gravesham, Swale** and **Thane**t within its **100 priority places** for the deployment of this Fund across the UK – yet the Fund’s prospectus makes clear that bids will be accepted from every single district within the UK, and that multi-district[[1]](#footnote-1) bids are also eligible for submission. However, it will be more difficult for projects, predominately operating in districts not on the priority list, to secure funding when the Government assesses the projects and makes its final funding award decisions.
  3. In terms of value of each individual project bid, the Government sets no minimum value, however, encourages applicants to maximise impact and deliverability through larger projects (£0.5m+)where possible.
  4. Overall, across the entire programme, UK CRF will supply 90% revenue funding and 10% capital funding. Individual projects may seek a different revenue -capital ratio, however, the Government’s general rule is “projects should be predominantly, or exclusively revenue based”.
  5. The Government selected County Councils and Unitary Authorities across the UK to act as “lead authorities” for the Fund.

1. **Learning Opportunities from UK CRF**:
   1. Local authorities have identified several areas of potential learning to help preparations for the UK Shared Prosperity Fund:

*Recommendations which could be locally implemented:*

* 1. **Recommendation 1 – Provide resources to potential bidders to strengthen bid writing**. There was a great range in the standard of bids submitted, from the absolutely outstanding to the poorly written and conceived. There was a recurrence of common errors in some bids that could have been easily avoided, for instance, some bidders did not provide any evidence base data to show that the intervention of that type is needed in that location. The provision of a bid writing seminar over the autumn to potential bidders would be advantageous, in addition to having resource available during the bidding timeframe.
  2. **Recommendation 2 – Provide value for money advice to potential bidders to strengthen the bids.** This builds on recommendation 1 to some extent – but deserves a special mention. Whilst the Government no longer formally requires benefit cost ratio evaluations, some bidders struggled to provide a carefully considered budget, that keep the costs in an appropriate ratio to the outcomes/benefits being provided. AECOM were the consultants procured to help assist with the assessment of value for money, and they have quoted that to provide such a seminar to 30 bidders covering bid writing and value for money would cost just under £5k.
  3. **Recommendation 3 – Have a call for expressions over the summer/autumn for potential UK Shared Prosperity Fund ideas to allow time to co-ordinate bidding activity and facilitate bidding consortium to form.** There were many excellent UK CRF bids received that focussed on the decarbonisation and skills agenda, however there was a lack of bids for other notable themes (such as encouraging business to innovate; promoting culture-led regeneration and community development; and improving green spaces, etc). The short timeframe for bidding prevented any substantial co-ordination of activity either by the bidders or the local authorities. During the shortlisting processes for UK CRF, it became evident that there was some degree of duplication in some of the bids, and if circumstances had permitted, it would have been advisable to make a consortium of the bidders. As Aristotle once said ‘the whole is greater than the sum of all parts’.
  4. **Recommendation 4 – Engage the MPs at the outset**. MPs have an enhanced role in the Levelling-Up Fund decision making. It could be advisable to engage with them in early autumn, in their role as community leaders, to hear from them about potential projects that constituents may have approached them about, and to learn about their ambitions for their area.
  5. **Recommendation 5 – Be clearer with bidders on the strategic fit desired**. Some bidders showed a lack of understanding of what constituted good strategic fit. The lack of some local strategies may have added to the confusion to a slight extent (for example, the previous 14-24 learning, employment and skills strategy expired in 2020, and a replacement had not been agreed by the time of bidding). It could be advisable to therefore pull together local guidance notes alongside the MHCLG notes to explain which type of projects the local stakeholders and councils wish to particularly see come forward – assuming that the government does ask local councils to administer the process and shortlist the bids for UK Shared Prosperity Fund).
  6. **Recommendation 6:** **Have greater advertising of the opportunity.** Regrettably the full details of the UK CRF fund were published just as the pre-election period started, which prevents those standing for elections in doing press interviews for the council. No such restrictions will be in place next year, which will be advantageous. It would be useful to increase the communication, particularly with communities, businesses, and other organisations within the priority places, and on social media.

*Recommendations which the Government would have to implement:*

* 1. **Recommendation 7 – A minimum one-year project duration should be encouraged.** The UK CRF bidders would be informed in ‘late July 2021 onwards’ if their bid would be awarded funding. All projects had to complete by 31 March 2022, allowing a maximum of eight months to implement the project. This discouraged many smaller organisations, and the voluntary and community sector from applying. Glassdoor state the average period for advert to recruiting an individual is 27.5 days, and many smaller organisations said they could not risk bidding to run a project, when they did not have certainty that they had sufficient time to recruit the necessary staff resources to run the project.
  2. **Recommendation 8 – Publish the entirety of the information about the funds at the outset.** Some changes in process are unavoidable, however, it felt that the UK CRF process was published before several aspects of the fund’s design and processing had been agreed. An example of this is the geographical remit of the bids. The application form issued in March (which was password protected and could not be altered) permitted only three places to be listed as locations for the project (i.e. district areas). This implied that bids were restricted to this geography. Questions to check this was the case were asked to MHCLG not only by Kent CC officers, but other local authorities like Norfolk CC. Despite multiple emails and voicemails, clarification was not given, then over two months after bidding began (and after many local authorities’ deadlines had passed to start processing the bids), a new application form was issued that implied more geographical localities were allowed. Likewise, a week before the MHCLG submission deadline, local authorities were being issued with new templates to complete.
  3. **Recommendation 9 – Potentially permit a more nuanced approach to levelling-up.** One suggestion that KMEP may wish to put to Government is for a more localised approach to levelling-up priority areas, maybe more in line with the indices of multiple deprivation ward level data? The majority of Kent districts and Medway were not classified as a priority areas for UK CRF, with only Canterbury, Gravesham, Swale and Thanet classified as priority places. It seems strange that districts such as Dover, Folkestone and Hythe were not included in the classification, seeing as the other competitive fund running concurrently (the Levelling-Up Fund) does categorise these districts as priority level 1 places. Furthermore, there are pockets of deprivation across the breadth of Kent. There was a very strong bid for a Community Hub in Swanley that was received, which hopefully will be funded, and will have to wait and see if this will be awarded funding despite not coming from a priority place, although wards in Swanley are within the top 10% of deprived areas in Kent. The prioritisation certainly affected people’s appetite to bid, with significant competition to be part of the shortlist in the four priority areas, but all other areas seeing fewer bids received that could have been submitted.
  4. **Recommendation 10 –** **Redesign of the application form**. The application form asked somewhat repetitive questions, and was restrictive to use. For example, MHCLG said bidders should include a logic flow-diagram within their bid, but the form would only allow text to be added. Some improvements were made when the form was reissued two months after bidding began, but still issues remained about its useability.
  5. **Recommendation 11 – Provide 100% of the funds to the accountable body at the outset.** The UK CRF prospectus states 50% of funding will be provided to the County and Unitary Councils on the outset for any successful projects, and the remaining 50% on completion. This requires the local authorities to use their own reserves to forward funding the latter half of the project. Experience with SELEP funding streams recently has indicated that the Government has considered withholding funding for projects partway through their delivery in the past, or has been late to transfer funding. This places local councils at financial risk, and while they may accept the risk for their own projects, it becomes a more difficult issue for third party promoted projects.
  6. **Recommendation 12 - Retain the broad scope of the UK CRF investment priorities, but allow a more flexible split in capital/revenue**. An advantage of former LEP funding was that it had a very broad scope, so that a mixture of projects (whether transport, regeneration, enterprise, skills, etc) could proceed, as long as it delivered an appropriate level of jobs, learners and/or houses. This is in contrast to EU funding that could sometimes have narrower scope focussed on only one or two priority axes. The UK CRF scope allowing investment in skills, business, communities and employment feels to have struck a good balance in allowing transformative projects to bid. However, the 90% revenue limit did feel that it restricted somewhat the nature of the projects that will come forward.
  7. **Recommendation 13 – Consider the resources of local authorities to undertake the administration of these schemes**. The announcement of new funding rounds is always welcomed. However, the concurrent deadlines for the UK CRF and levelling-up fund bids, along with the ARG funding having to be administered, does stretch staff capacity within the local authorities, and particularly unitary authorities that must oversee all funds concurrently. It would be helpful if the Government could stagger the competitions, or preferably allocate funding to the local councils to allocate in collaboration with local stakeholders like MPs.

1. **Overall Recommendation**

3.1 KMEP is asked to consider and decide: “Are there any characteristics of the previous funding streams that we should lobby the Government to retain or amend when developing their new funding streams (like the UK Shared Prosperity Fund)?”



A partnership between the business community, education sector, and local government

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**ITEM A – Lessons Learnt Papers**

**Date:** 22nd July 2021

**Subject: Levelling-Up Fund (LUF)**

**Report author:** Joanne Cable, Strategy, Policy and Partnerships Manager, Medway Council

**Overarching Recommendation**

KMEP is asked to consider and decide: “Are there any characteristics of the previous funding streams that we should lobby the Government to retain or amend when developing their new funding streams (like future LUF rounds)?”

1. **Introduction** 
   1. The Levelling-Up Fund (LUF) was introduced by government in the March 2021 budget, and focuses on capital investment in local infrastructure. The Government has committed an initial £4 billion for the Levelling Up Fund for England over the next four years (up to 2024-25).
   2. Round 1 – which closed on 18 June 2021 – focussed on the three themes of:

**Transport investments** including (but not limited to):

* Investments in new or existing cycling provision.
* Improved priority for local bus services (e.g. bus priority lanes or signal priority at junctions).
* Enhanced public transport facilities, such as bus stops and stations.
* Accessibility improvements to local transport networks for disabled people.
* Enhancements and upgrades to local road networks (e.g. by passes and junction improvements).
* Structural maintenance works to local roads, including bridges.
* Multi-modal proposals which combine two or more interventions to enhance transport across modes.

**Regeneration and town centre investments** including (but not limited to):

* Regenerating key leisure and retail sites and improving their security, in order to encourage new businesses and public services to locate there.
* Removing derelict buildings and other eyesores to make way for new developments.
* Site acquisition and remediation of abandoned or brownfield sites, for both commercial and new residential use.
* Improving the public realm including high streets, parks and green spaces, designing out opportunities for crime and anti-social behaviour.
* Creating better connectivity between and within key retail and leisure sites.
* Putting forward ‘Town Deals’ for individual or groups of smaller towns that did not receive investment from the Towns Fund.

**Cultural investment** including (but not limited to):

* Upgrading and creating new cultural and creative spaces including sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens.
* New, upgraded or protected community hubs, spaces or assets (and associated green spaces).
* Acquiring and refurbishing key cultural and heritage sites including hotels and historic buildings.
  1. LUF projects must be delivered by 31 March 2024, although exceptional projects can continue until 31 March 2025. This is the case for all LUF rounds.
  2. Government is yet to confirm the timeframe for future LUF rounds, beyond “2022”.
  3. The number of successful bids an area can submit across the lifetime of the LUF relates to MP constituency boundaries and transport powers. District and Unitary authorities were selected to submit the bids. In addition, each transport authority (i.e. the County Council) could submit one bid.
  4. Each MP is able to provide one formal letter of support for a LUF project of their choice.
  5. LUF investment is targeted at places with the most significant need. Areas have been placed into categories 1, 2 or 3, with category 1 being areas of highest need. Each category 1 area will receive £125k capacity funding to support project development.
  6. In Kent and Medway, these were the LUF priority areas:

|  |  |
| --- | --- |
| **Priority level** | **Districts** |
| Priority 1 | * Canterbury * Dover * Folkestone & Hythe * Gravesham * Swale * Thanet |
| Priority 2 | * Ashford * Maidstone * Medway |
| Priority 3 | * Dartford * Sevenoaks * Tonbridge & Malling * Tunbridge Wells |

* 1. The maximum LUF bid value is £20m (larger for exceptional transport schemes, or cross-authority bids). It is strongly recommended that 10% of the bid value is provided as cash match funding.
  2. Funding decisions for round 1 are expected in the autumn.

1. **Learning Opportunities from Round One**:
   1. Local authorities have identified a number of areas of potential learning to make future funding rounds more robust in terms of meeting government aspirations and matching local authority capacity. These are as follows:
   2. Ambiguity around the dates and timescales for future LUF rounds, coupled with the fixed end date of March 2024 / 2025 will have accelerated a number of bids in round 1. Such projects may have had improved changes of success if they had been able to hold back for future rounds in the knowledge that these would have allowed a sufficient delivery window.

**Recommendation 1:** We urge government to publicise timeframes for future rounds at the earliest opportunity, to assist local pipeline planning, and to promote a better flow of projects for submission. Multi-year planning from the Government of investment streams would help local planning.

* 1. Guidance from government indicates funding announcements will be made in ‘the autumn’. This lack of precision makes it hard to profile spend and delivery milestones, representing a potential three-month difference to the delivery window.

**Recommendation 2**: We ask that government provide a precise decision date for future LUF (and other) funding rounds, or that government indicate a ‘no earlier than’ project start date. This will assist project planning, and avoid the need to spend the early weeks after funding award reprofiling spend and delivery timeframes.

* 1. The requirement to provide match funding as cash could prevent a number of high quality, transformative bids from being progressed. Commitment to a project can be expressed and measured in many other ways that respect stepping into market failure, beyond an authority’s balance sheet.

**Recommendation 3**: We urge government to allow the provision of in-kind match funding for future LUF (and other) funding rounds. This will allow interventions which respond to the most entrenched market failures to be developed and submitted.

* 1. The decision to allow each MP to provide one formal letter of support is incongruous in some instances when compared with the number of bids a place can submit, and places unfair pressure on MPs whose constituencies sit across lead authority boundaries. In the case of Medway, for example, the authority could submit up to four bids, but with only three MPs, at least one bid must necessarily forego formal support - and possibly two, as one of Medway’s MPs has part of her constituency within other local authorities’ boundaries.

**Recommendation 4**: Government should be encouraged to develop a more nuanced mechanism for allowing MPs to show their support for LUF bids, promoting positive solutions for places where the number of potential bids exceeds the number of MPs, and reducing the pressure on MPs with cross-boundary constituencies.

* + 1. Whilst government has frequently favoured projects which can be delivered rapidly, this expectation has increased for recent investment streams, such as the 2020 *Getting Building Fund*, and the LUF. This loads significant preparation costs (and risk) on to local authorities, who are required to develop schemes to a considerably advanced stage before bid submission. The absence of capacity funding for non-prioritised areas therefore presents a major barrier to the funding of high-quality, transformative infrastructure projects, which may be prevented from coming forward due to local authority budget constraints.

**Recommendation 5**: Government should be urged to provide capacity funding to all eligible areas within the UK, and not just those in category 1. This will allow all local authorities to develop bids on a level playing field, which can then be assessed according to merit. This would erase the ‘double advantage’ of category 1 areas, whose bids are currently both prioritised and directly enabled.

1. **Overall Recommendation**
   1. KMEP is asked to consider and decide: “Are there any characteristics of the previous funding streams that we should lobby the Government to retain or amend when developing their new funding streams (like future LUF rounds)?”



A partnership between the business community, education sector, and local government

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**ITEM A – Lessons Learnt Papers**

**Date:** 22nd July 2021

**Subject: SELEP Capital Grant Infrastructure Funds**

**Report author:** Chris Seamark, LGF & GBF Programme Manager, Kent County Council

**Recommendations**

KMEP is asked to consider and decide:

* Are there any characteristics of the previous EU funding streams that we should lobby the Government to retain or amend when developing their new funding streams (like UK Shared Prosperity Funding)?
* Where will the local economy be exposed through the withdrawal of the funds?

1. **Introduction** 
   1. The purpose of this report is to provide a reflection on the lessons learnt through the delivery of the ‘Growth Deal’ Local Growth Fund (LGF) programme between April 2015 and March 2021, and the Getting Building Fund Scheme from June 2020 to March 2022. The report reflects on the governance of each programme, delivery of projects and the impact of the LGF and GBF funding in supporting the growth of the Kent economy since the inception of the programme.
   2. The report sets out lessons that can be applied to the delivery of LGF projects which are still in train, ongoing SELEP capital programmes, such as the Getting Building Fund and Growing Places Fund programmes, and future capital investments across the area.
   3. The report presents an initial view on the impact of the programme. This will need to be supported by further work, as individual projects are completed, and evaluation reports are completed for the individual projects included within the programme.
2. **Local Growth Funding Overview:**
   1. With the widening gap between the population growth of our area, there was a need to renew the physical and intellectual capital of the South East to ensure that suitable infrastructure was in place to support that population and allow it to thrive economically.
   2. As a result proposals were made by the South East Local Enterprise Partnership to the Governments Growth Deal to provide the infrastructure required to support short and medium term growth.
   3. Growth Deals were a national, £12 billion, long term programme to revitalise economies, which provided funds to LEPs, partnerships between local authorities and businesses for projects that benefitted the local area and economy. The Growth Deal focussed on transport infrastructure and meeting the skills capital requirements identified by the LEP, and laid the foundations for increased growth. Furthermore, the Growth deal brought together local, national and private funding as well as freedoms and flexibilities to focus on four key priority areas as identified in the LEP Strategic Economic Plan;

* Enhancing Transport Connectivity
* Increasing Business Support and Productivity
* Raising Local Skill Levels
* Supporting Housing and Development

2.4 There have been three rounds of Local Growth Funds between 2014 and 2017 totalling £591m, which have funded projects that will deliver up to 2021, and beyond for a small number of key infrastructure projects;

* Growth Deal 1 = £442.2m
* Growth Deal 2 = £46.1m
* Growth Deal 3 = £102.65m
  1. The majority of LGF has been invested in transport projects: specifically, projects categorised as highway improvements, which make up 50% of SELEP’s overall LGF investment programme. This is somewhat unsurprising as approximately £5 billion of the national £12 billion LGF pot was created with funds previously awarded by the Department for Transport. At the outset of the LGF programme, LGF became the main source of funding for new local transport projects.
  2. Annex 1 gives an illustration of all projects funded using LGF within Kent and Medway by each of the Growth Deals.

1. **Getting Building Fund Overview:**
   1. In June 2020, Local Enterprise Partnerships were invited to put forward projects for the Getting Building Fund. Specifically, Government was looking for shovel-ready capital projects which can be delivered within 18 months. Nationally, the size of the Getting Building Fund pot totalled £900 million.
   2. The overarching objectives of the fund are to drive economic growth, create new jobs and support green recovery. This includes funding to enable:

* town and city centre modernisation through targeted infrastructure investments unleashing their longer-term economic potential;
* investment in physical connectivity to improve the functioning of the local economy;
* investment in innovation ecosystem including through improvements to research and development facilities driving up business productivity;
* improvements to human capital; and
* improving digital connectivity, in order to support economic performance, particularly in more isolated areas.
  1. SELEP was successfully allocated £85 million Getting Building Fund. This funding must be spent by 31st March 2022.​ As a result the fund focused on projects that could progress quickly but also stimulated and better integrated economies in some of the most economically impacted and COVID-affected parts of the South East.
  2. Annex 2 gives an illustration of all projects funded using GBF within Kent by each of the Growth Deals.

1. **Governance of LGF & GBF Programme:**

4.1 As a business-led partnership organisation, the delivery of both the LGF & GBF programme has involved several organisations. The core organisations directly involved with the delivery of the programmes include:

* SELEP Secretariat;
* SELEP Accountable Body (Essex County Council);
* Cities and Local Growth Unit (as a joint partnership between the Ministry for Housing Communities and Local Government and Department for Business, Energy, Industrial Strategy); and
* Six County/ Unitary Authorities, including East Sussex County Council, Essex County Council, Kent County Council, Medway Council, Southend on Sea Borough Council and Thurrock Council.

4.2 SELEP has two main boards: the Strategic Board and the Accountability Board. The Strategic Board sets the strategic direction, leadership and is responsible for the prioritisation of projects. The Accountability Board provides the accountability structure for decision-making and approval of funding within the overarching vision of the Strategic Board. The Strategic Board and Accountability Board receive updates on the delivery of the programme, but with more detailed information being presented to the Accountability Board to support their decision making.

4.3 SELEP operates with a Federated Model, which means that the SELEP Strategic Board is supported by four Federated Boards, namely Team East Sussex (TES), Kent and Medway Economic Partnership (KMEP), Success Essex (SE) and Opportunity South Essex (OSE). These Federated Boards also have a responsibility for overseeing the investments within their local areas.

4.4 By operating this governance structure SELEP, through the Federated Board model are able to facilitate the quick flow of funding from SELEP to Kent County Council for the delivery of projects by the authority or for the transfer of funding to third party organisations. Service Level Agreements are put in place between South East LEP Ltd, SELEP Accountable Body (Essex County Council) and Kent County Council under which the funding is transferred. Kent County Council are then required to put in place back-to-back agreements with any third-party project delivery organisations.

1. **Prioritisation of Projects:**

5.1 The approach to the prioritisation of projects must meet the requirements of the Assurance Framework, as well as the need to ensure that projects identified for investment reflect the local priorities. The process follows the steps as follows;

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1. **Monitoring and Evaluation:**

6.1 All projects are required to provide ongoing monitoring information about the delivery of the project and undertake an evaluation of the project following its completion. The approach and resource expectations for this work are set out within the Monitoring and Evaluation (M&E) plan for each project, included as part of the business case. Each project is required to produce four specific documents in relation to the evaluation of the project: M&E plan, Baseline Report, one year after opening evaluation report and three/five years after opening evaluation report, as set out below;

1. **Project Delivery Summary:**

7.1 In total, 84 of the 141 projects included within SELEP’s LGF programme have been delivered. The remaining projects are due to complete beyond 31 March 2021. Projects have only been allowed to retain LGF for spend beyond the Growth Deal period where the following five conditions can be satisfied:

1. There must be a clear delivery plan with specific delivery milestones and completion date;
2. There is a direct link between the delivery of jobs, homes or improved skills levels within the SELEP area;
3. All funding sources have been identified to enable the delivery of the project;
4. Strategic Board endorsement is required; and
5. Contractual commitment must be in place for the delivery of the project by 30 September 2021.

7.2 An assessment has been completed across SELEP to consider how the actual project delivery programme compares to the expected completion dates stated in the business case. This shows an average 8-month delay for each LGF project in the programme. The most substantial delays have been identified for rail projects, with the four rail projects averaging a 25-month delay, but with only one of the rail projects having completed to date this average delay may increase further. Town Centre Regeneration projects experienced, on average, the second longest delay at 22 months as seen below:

7.3 When considering the length of project delays relative to the scale of intervention, the projects with larger LGF allocations incurred the longest delays. Projects with an LGF allocation of over £10m experienced the longest delays, with an average 18-month delay to completion, relative to the programme set out within the business case.

7.4 When project delays are considered relative to the total project cost, there does not seem to be any relationship between the length of project delays and the total project cost. This may be due to the high proportion of projects over the value of £10m which remain under construction. Only seven of the 19 projects with a total project cost of over £20m have been completed to date. As such, the analysis of the current data available may not show the full extent of delays the large-scale projects will experience.

7.5 In total, there have been 12 out of 39 KMEP projects where there has been a notable concern. Thus 27 projects have delivered well. The reasons for the change in project scope or cessation is illustrated below, but the main reasons that have been encountered can be summarised as follows;

* Covid-19 & Brexit Impact
* Difficulties dealing with central government/statutory agencies.
* Changes due to local public consultations.
* Changes in land ownership
* Developer bond not forthcoming

7.6 The impact of Covid-19 and Brexit, whilst not unexpected, the levels to which it affected all projects and schemes was unprecedented. The after effects are still being felt now, particular in regards the impact of Brexit on the cost of materials and labour. This is particularly true of projects such as West Kent LSTF, KSCMP and Dartford Town Centre, where the cost of materials has in some cases doubled in price, which is putting a huge ongoing financial strain on project promoters which include Kent County Council and our Borough and District colleagues. Whilst the Covid pandemic has impacted all levels of society in many different ways, the impact on all projects and schemes has been felt during the construction phase as a result of workforces having to be ‘Covid-secure’ and abide by government advice around safe working practices. This has inadvertently meant delays to construction timelines as a result of reduce workforces on site to ensure social distancing.

7.7 Another aspect which was encountered was by our university project promoters, particularly KMMS and the EDGE Hub. These organisations were directly impacted in terms of reduced student numbers, which made it more difficult for the universities to borrow funds to make up the ever important match funding element of the funding profile.

7.8 Dealing with central government and other statutory agencies such as Network Rail, Highways England and the Environment Agency has been a source of contention for both project promoters and Kent County Council in the management of the LGF and GBF programmes.

7.9 There are 3 project/schemes that suffered significantly as a result of this. The first of these was the A2 off-slip at Wincheap which was removed from Programme due to Highways England/central government delays. Conversations took place between KCC and Highways England. HE implied a bid for this junction would be viewed favourably. KCC bid for Highways England's Growth and Housing Funding by HE's deadline of 31 March 2016. Timely decision was promised by HE. Highways England only responded in December 2018 (i.e. 21 months later) to say bid was unsuccessful, as government decided to pull the entire GHF fund. Similarly, the Leigh Flood Storage scheme was impacted by the removal of the East Peckham part of this two-scheme programme due to Environment Agency issues. The East Peckham scheme was promoted by the Environment Agency (EA), but the EA could not confirm they could complete the East Peckham project in the timeframe of the Growth Deal. As a result this part of the scheme was removed from the programme. Lastly, Westenhanger Lorry Park was removed from the LGF Programme due to Government announcement of their own plans for a large scale lorry area which negated the need for KCC to invest LGF.

7.10 Changes due to local public consultations affected most projects at various stages of delivery. Whilst this should be welcomed as it proves that local democracy is alive and well, this clearly resulted in major cost differences. One example of this was the A28 Sturry Rd Integrated Transport Package which was eventually removed from the Programme due to local concerns about traffic diversions that would be required in order to deliver project. Alternative scheme proposals were explored, however, these proposals would all involve diversion of utilities. This would add considerably to the complexity of the project, and substantially increase the overall project cost. As no suitable alternative match-funding was identified to bridge the gap, the project was removed from the LGF programme.

7.11 Changes in land ownership was another consequence of project delivery during the delivery of the Growth Deal, whereby projects that were well developed during the business case phase, suddenly became unviable when the private sector changed ownership without alerting the relevant local authority in advance. Fort Halstead was removed from Programme due to a change in ownership. The project was due to be delivered on a disused MOD site that was being sold. Originally Sevenoaks DC were informed by original owners that the site would be vacated during growth deal period, however, in 2017 there was a change in land ownership and the current landowners are not expected to leave the site until 2021 at the earliest.

7.12 The last issue that became apparent is the perennial issue for local councils is how to balance the delivery of infrastructure, before housing is developed. Often the necessary infrastructure will be provided through developer contributions, but without that money being secured, you will have housing with no roads, schools, GP surgeries, etc. Hence, the councils must forward fund the infrastructure, but due to funding constraints they are facing, they have to ask the developer for bonds. An example of this is the A28 Chart Road which had its funding allocation reduced and project placed on hold due to a developer bond issue. Kent CC undertook substantial work towards the delivery of the project (and spent £2.756m), but a significant risk was in relation to the developer contributions. It was agreed that Kent County Council would forward fund the developer contribution to deliver the project, with Chilmington Green developer repaying Kent CC over a ten-year period. A security bond was required from the developer in order to safeguard Kent CC against any risk of non-repayment and to recover interest charges. Despite the security bond being requested in December 2017, Kent CC did not receive the required bond by mid-2019. As a result, Kent CC did not have the financial security required to proceed with the delivery of the project, and hence returned the unspent LGF to SELEP to reallocate.

1. **Delivery of Project Outcomes:**

8.1 The projects identified within the programmes were either expected to directly unlock private sector development sites through tackling site viability issues or indirectly, through improving skills levels and improving transport provision for access to education and employment. The majority of investments were made to achieve one or more of the following six objectives:

* unlocking new employment sites;
* unlocking new housing sites;
* supporting the regeneration of town centres;
* reducing congestion;
* supporting sustainable transport; and/or
* improving skills.

8.2 As many projects are still in the delivery phase, it is not currently possible to complete a full evaluation of the impact of investments at this time. In the interim period, this section of the report looks at the impact of investment on housing delivery and the completion of employment space/job creation.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Houses delivered through investment** | | | | |
| **Authority** | **Forecast in Business Case** | **Latest Revised Forecast** | **Houses Delivered to Date** | **Completion to Date Relative to Revised Forecast (%)** |
| Kent | 21,154 | 22,657 | 5,730 | 25.29% |
| Medway | 10,756 | 10,756 | 1,144 | 10.64% |

N.B. The housing delivery forecasts have not been revised to consider the impact of COVID-19 but this may reduce the total number of housing completions expected as a result of LGF investment or slow the pace of housing delivery.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Job creation through investment** | | | | |
| **Authority** | **Forecast in Business Case** | **Latest Revised Forecast** | **Jobs Created to Date** | **Completion to Date Relative to Revised Forecast (%)** |
| Kent | 22,226 | 21,929 | 5,007 | 22.83% |
| Medway | 20,997 | 20,997 | 2,378 | 11.33% |

1. **Funding Gap:**
   1. It cannot be doubted that infrastructure improves everyday life. A new bridge or a bus lane makes the journeys of local people easier; town centre improvements help local businesses and cement pride in a place; and upgrades in local heritage sites strengthen the local economy and build civic identity. These are things that people rely on every day in communities throughout Kent and Medway – the infrastructure of everyday life.
   2. Government brought into this ideal with the creation of the Levelling-Up Fund, which applies to the whole of the UK. It brings together the Department for Transport, the Ministry for Housing, Communities and Local Government and the Treasury to invest £4.8 billion in high value local infrastructure. In doing so, it removes silos between departments, allowing areas to focus on the highest priority local projects rather than shaping projects to fit into narrowly defined pots of funding. It also embodies the approach of the Green Book Review, focusing on the needs of individual places and the strategic case for investment.
   3. While the Fund is open to every local area, it is especially intended to support investment in places where it can make the biggest difference to everyday life, including ex-industrial areas, deprived towns and coastal communities. It is also designed to help local areas select genuine local priorities for investment by putting local stakeholder support, including the local MP where they want to be involved, at the heart of its mission. Local areas across the UK share similar needs, so the Fund will be delivered in partnership with local areas across England, Scotland, Wales and Northern Ireland.
   4. Finally, this Fund is one part of this government’s broader offer to level up opportunity across the UK. The government’s Plan for Jobs continues to support employment across the UK. The National Infrastructure Strategy sets out the long-term approach to investment. In addition, the government confirmed the UK Infrastructure Bank to invest in public and private projects to drive growth and create green jobs. How these will be brought together can be seen in the government’s Plan for Growth which was published at the March 2021 Budget.
2. **Recommendations**

11.1 KMEP is asked to consider and decide:

* Are there any characteristics of the previous SELEP funding streams that we should lobby the Government to retain or amend when developing their new funding streams (like future LUF rounds)?
* Where will the local economy be exposed through the withdrawal of LGF and GBF funds?

**Annex 1A: Local Growth Fund Projects in Kent**

First Growth Deal:

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project | Location | Description | LGF | Type | Private Match | Public Match | Jobs | Homes | Learners |
| A28 Chart Road | Ashford | Dualling between Tank and Matalan roundabouts including new bridge over the railway. | £2.756m | Transport | £224k | £0 | 250 | 600 | 0 |
| A28 Sturry Road | Canterbury | New link road avoid bottleneck at Sturry Crossing to reduce congestion and support housing growth. | £5.9m | Transport | £13.6m | £10.1m | 250 | 720 | 0 |
| Middle Deal Transport Improvements | Dover | Developer led scheme - a proposed link road and related mixed­ used development off Albert Road in Deal. | £0.8m | Transport | £0 | £0 | 150 | 150 | 0 |
| A226 London Rd/B255 St Clements Way | Dartford | Junction improvement scheme | £4.2m | Transport | £2.3m | £124k | 2395 | 890 | 0 |
| Rathmore Road | Gravesham | New link road to improve accessibility and enhance and facilitate public transport interchange including public realm. | £4.2m | Transport | £0 | £4.4m | 215 | 190 | 0 |
| Maidstone Gyratory Bypass | Maidstone | The construction of two additional northbound lanes on the eastern side of the river to help northbound traffic on the A229 to avoid the existing gyratory system. | £4.6m | Transport | £0 | £1.1m | 1250 | 2000 | 0 |
| Maidstone Sustainable Access to Employment | Maidstone | Package of measures to improve cycling and pedestrian route within Maidstone utilising the River Medway corridor. | £2m | Transport | £0 | £625k | 350 | 475 | 0 |
| Maidstone Integrated Transport Package | Maidstone | Package of junction improvements to reduce congestion and support Local Plan. | £8.9m | Transport | £224k | £0 | 1725 | 1820 | 0 |
| Folkestone Seafront | Shepway | This scheme consists of resurfacing Tontine Street in Folkestone.  Complimentary works to above scheme improving the footways and changing the traffic flow from one way to allow buses and taxis to travel 2 way. | £5.541m | Transport/Regeneration | £21.4m | £0 | 1000 | 450 | 0 |
| Sittingbourne Town Centre Regeneration | Swale | Developer led scheme - Improvements to the road network, realignment of St Michael’s Road and an integrated transport interchange in front of Sittingbourne Station to allow a safer pedestrian experience in the town centre. | £2.5m | Regeneration | £1.1m | £0 | 560 | 214 | 0 |
| Thanet Parkway | Thanet | Proposed new railway station on Ramsgate to Canterbury West line located at Cliffsend and south of the former Manston airport. | £14m | Transport | £700k | £18.9m | 2100 | 100 | 0 |
| M20 J4 Eastern Overbridge | Tonbridge & Malling | M20J4 Eastern Bridge Widening from 2 to 3 lanes | £2.2m | Transport | £4m | £0 | 745 | 1695 | 0 |
| Tonbridge Town Centre Regeneration | Tonbridge & Malling | Phase 1 consists of the High Street improvements. Phase 2 consists of various schemes to improve sustainable transport links and reduce congestion. | £2.631m | Transport | £202k | £50k | 366 | 1000 | 0 |
| Tunbridge Wells Jct Improvement Package | Tunbridge Wells | Consists of traffic signal junction improvements. | £1.8m | Transport | £166k | £0 | 105 | 85 | 0 |
| West Kent LSTF | Countywide | Package of measures to improve accessibility to sustainable travel, reducing congestion and cutting carbon. | £4.9m | Transport | £2.6m | £169k | 345 | 393 | 0 |
| Kent Thameside LSTF | Countywide | Package of measures to improve accessibility to sustainable travel, reducing congestion and cutting carbon. | £4.5m | Transport | £3m | £684k | 846 | 657 | 0 |
| Kent Strategic Congestion Management Programme | Countywide | The Strategic Congestion management programme is a fund to identify and deliver improvements to the road network using the Kent Congestion Strategy. | £4.8m | Transport | £0 | £106k | 1903 | 2230 | 0 |
| Kent Sustainable Interventions Programme | Countywide | Programme of smaller sustainable transport intervention schemes to compliment the larger major schemes. | £2.728m | Transport | £0 | £0 | 1335 | 1440 | 0 |
| Kent Rights of Way Improvement Plan | Countywide | Package of rights of way improvements. | £1m | Transport | £0 | £38k | 140 | 0 | 0 |

Second Growth Deal:

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project | Location | Description | LGF | Type | Private Match | Public Match | Jobs | Homes | Learners |
| Dover Western Dock Revival | Dover | Third party led project - Port of Dover in relation to A20 improvement. | £5m | Transport | £0 | £0 | 1685 | 500 | 0 |
| Ashford International Rail Connectivity (Ashford Spurs) | Ashford | Ashford Spurs project will deliver an upgrade to the signals which operate on the 'Spurs' which link Ashford International Station with High Speed 1. This will facilitate the operation of the new fleet of international trains at Ashford International. | £7.887m | Transport | £0 | £700k | 1000 | 350 | 0 |
| I3 Innovation Investment Loan Scheme | Countywide | Business loan support programme. | £6m | Business Support | £8.2m | £0 | 418 | 0 | 0 |
| SELEP Coastal Communities Housing Intervention | Thanet | Housing Led Economic Regeneration in Cliftonville West/Margate Central | £667k | Regeneration | £0 | £864k | TBC | 12 | 0 |

Third Growth Deal:

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project | Location | Description | LGF | Type | Private Match | Public  Match | Jobs | Homes | Learners |
| Dartford Town Centre | Dartford | Part of a wider programme of work aimed at improving the economic performance of Dartford town centre through public sector funding of transport/public realm improvements. | £4.3m | Transport | £0 | £7.7m | 1,811 | 2,341 | 0 |
| A2500 lower Road Improvement | Swale | Scheme to realign and improve the capacity of A2500 Lower Road/ Barton Hill Junction. | £1,264,930 | Transport | £540k | 0 | 1,500 | 892 | 0 |
| Kent and Medway EDGE Hub | Canterbury | Scheme to construct and equip the Kent and Medway EDGE Hub.  The EDGE Hub will deliver technical, professional opportunities (from degree apprenticeships to doctoral programmes) in Engineering, Product Design and Technology. | £7.021m | Skills | £0 | £14.88m | 398 | 0 | 1250 |
| Leigh Flood Storage Area | Tonbridge & Malling | Scheme to reduce the risk of flooding to vulnerable communities in the catchment. | £2.349m | Regeneration | £500k | £19.555m | 70 | 850 | 0 |
| NIAB EMR Advanced Technology Horticultural Zone | Tonbridge & Malling | New infrastructure that is required for the Advanced Technology Horticultural Zone and 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. | £1.999m | Skills | £337k | £0 | 14 | 0 | 0 |
| Kent and Medway Medical School | Canterbury | 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. | £9m | Skills | £11.2m | £0 | TBC | TBC | TBC |
| M2 J5 |  | The project consists of a major junction improvement at the junction of the A249 with the M2 (Junction 5. | £1.6m | Transport | £0 | £89.1m | TBC | TBC | 0 |
| Sandwich Rail Infrastructure |  | Extension of both platforms and construct a new footbridge that will allow the longer trains to stop without blocking the crossing in advance of the Open. | £1.913m | Transport | £950k | £683k | TBC | TBC | 0 |

**Annex 1B: Local Growth Fund Projects in Medway**

|  |  |  |  |
| --- | --- | --- | --- |
| **Scheme** | **Description** | **Budget** | **Target outcomes** |
| Strood Town Centre | Journey time and accessibility enhancements to the town centre including changes to the highway and improved public realm | Total budget = £9.87m  Made up of:  - £8.6m LGF  - £1.27m match funding | Jobs = 360 -450  Homes = 600 -815 |
| Chatham Town Centre place-making and public realm package | Improving the link between Chatham railway station and Chatham town centre and waterfront area and provision of a new civic space. | Total budget = £4.9m  Made up of:  - £4.0m LGF  - £0.9m match funding | Jobs = 6271  Homes = 3682 |
| Medway Cycling Action Plan | A range of measures designed to improve access to cycling in the Medway area and improve upon and expand existing cycle facilities. | Total budget = £2.8m  Made up of:  - £2.5m LGF  - £0.3m match funding | Jobs = 390  Homes = 261 |
| Medway City Estate connectivity improvement measures | An integrated package of infrastructure measures aimed at addressing the existing barriers to movement to and from and within the Medway City Estate. | Total budget = £2.294m  Made up of:  - £2.2m LGF  - £0.094m match funding | Jobs = 390 |
| Rochester Airport  - phase 1 | Introduction of Innovation Park Medway. Phase 1 of the project involves improvements to airport infrastructure - works which are required to facilitate the development of the Innovation Park. | Total budget = £4.4m | Jobs = 37 |
| Innovation Park Medway  (Rochester Airport  - phase 2) | Introduction of an Innovation Park at Rochester Airport. Phase 2 of the project involves infrastructure works to enable the development of the Innovation Park. | Total budget = £48.67m  Made up of:  - £3.7m LGF  - £44.97m match funding | Jobs = 1544 |
| Innovation Park Medway (Rochester Airport – phase 3) | Innovation Park Medway extended Northern site enabling infrastructure. | £1.5185m LGF |  |
| Civic Centre site, Strood - flood mitigation measures | Improvements to flood defences at the former Civic Centre site to enable the development of the site. The former Civic Centre is a prime development site offering views across the river to Rochester Castle and Cathedral. | Total budget = £92m  Made up of:  - £3.5m LGF  - £88.5m match funding | Jobs = 610  Homes = 325 |

**Annex 2: Getting Building Fund Projects in Kent and Medway**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project | Location | Description | GBF | Type | Private Match | Public Match | Jobs | Homes | Learners |
| Digitally Connecting Rural Kent and Medway | Countywide | The funding enabled broadband connections to businesses and residents that were unable to access connectivity of 30 Mbps or above. | £2,290,152 | Broadband | £0 | £0 | 0 | 0 | 0 |
| Javelin Way Development | Ashford | Javelin Way is an employment site on the Henwood Industrial Estate in Ashford. The project will support the development of the site for employment use, with a focus on the development of Ashford’s creative economy. | £578,724 | Regeneration / Industrial space / Cultural | £0 | £10.6m | 119 | 0 | 48 |
| Romney Marsh Employment Hub | Folkestone & Hythe | This project will develop land at Mountfield Road Industrial Estate in New Romney. This includes the development of a business hub and supporting road network, with the aim of creating a more sustainable economic future for the area. | £3,536,466 | Skills | £435k | £2.8m | 335 | 0 | 0 |
| Thanet Park Railway Station | Thanet | Thanet Parkway is a new station in East Kent located on the Ashford International to Ramsgate line. Thanet Parkway will increase rail connectivity between East Kent, London and the wider Kent area by providing access to mainline and high speed services. | £11,999,000 | Transport | £700k | £23.6m | 52 | 212 | 0 |
| Discovery Park Incubator | Dover | The Discovery Park Incubator project will deliver flexible, collaborative workspace in which life science start-ups and Small and Medium Enterprises can establish their operations and grow as part of an innovative community. | £2,500,000 | Regeneration / workspace | £3m | £0 | 29 | 0 | 0 |
| North Kent College New Performing & Production Digital arts Facility | Dartford | This project will provide a new Performing and Production Digital Arts Facility at North Kent College’s Dartford campus. This will enable the college to maintain and develop its established strengths in performing arts and digital design, respond to growing student demand and contribute to the long-term growth of the creative and cultural sector. | £12,301,796 | Skills | £1.7m | £0 | 15 | 0 | 650 |
| The Meeting Point | Swanley | This project will deliver ‘The Meeting Point’ in Swanley town centre – a new and innovative ‘work hub’ alongside 17 new homes. This will be achieved through the redevelopment of a prominent site which is in Sevenoaks District Council ownership and which has been redundant for several years. | £1,490,000 | Regeneration/ Workspace | £0 | £4.1m | 20 | 17 | 0 |
| St Georges Creative Hub | Gravesham | This project will be a new arts facility in the heart of Gravesend town centre, offering gallery space, a range of activities linked with an active cultural programme, and workspace for creative businesses. This will be delivered through the redevelopment of two vacant adjacent units in the St George’s Centre, which are owned by Gravesham Borough Council and which together occupy a prominent site. | £323,204 | Regeneration / Cultural | £0 | £247k | TBC | TBC | TBC |
| Britton Farm Redevelopment | Medway | The project will bring forward an innovative adult learning, skills and employment hub through repurposing Britton Farm Mall, an underused Medway Council owned building. The hub will retrain, upskill and support adults to access employment. The project also includes the conversion of an existing car park on the site, into a housing development comprising 44 affordable homes. | £1,990,000 | Skills / Regeneration / Housing | £5,200,000 | | 155 | 44 | 1050 |
| Innovation Park Medway – Sustainable City of Business | Medway | The award of Getting Building Funding (GBF) enables the delivery of a catalytic section of the Runway Park, which will create a sustainable ‘City of Business’. The Runway Park will quickly establish itself as the forum for collaboration, bringing businesses and individuals together in the public realm to foster an innovative spirit, as well as enabling businesses to interact with the wider community. | £778,323 | Enterprise | £230,677 | | 310 | 0 | TBC |



A partnership between the business community, education sector, and local government

& a federated board of the South East Local Enterprise Partnership

**ITEM A – Lessons Learnt Papers**

**Date:** 22nd July 2021

**Subject: EU Funding**

**Report author:** Dafydd Pugh, Economic Development Officer, Kent County Council

**Recommendations**

KMEP is asked to consider and decide:

* Are there any characteristics of the previous EU funding streams that we should lobby the Government to retain or amend when developing their new funding streams (like UK Shared Prosperity Funding)?
* Where will the local economy be exposed through the withdrawal of the funds?

1. **Introduction** 
   1. This note presents a few thoughts on lessons that can be learned from the many EU projects and programmes delivered in Kent and Medway since 2014. The aim is to contribute to thinking as the Government designs future domestic investment funds.
   2. The paper is based on discussions with a small sample of stakeholders in Kent who have been involved in project and programme delivery under the following EU programmes:
      * The nationally managed **European Structural & Investment Funds** (ESIF) programme. This includes **‘European Social Fund’** (ESF), ‘**European Regional Development Funding**’ (ERDF) and the ‘**European Agricultural Fund for Rural Development’** (EAFRD).
      * The three ‘**LEADER**’ rural development programmes
      * The **Interreg** programmes which facilitate cross-border and transnational working across Europe including with Kent’s neighbouring regions in France, Belgium and the Netherlands
   3. To provide context, the paper is accompanied in the appendix by an overview table of the programmes referred to and projects they have delivered.
2. **Learning from current programmes**

***Programme design and project application***

* 1. **Design programmes to encourage new applicants by allowing for different types, size, and length of projects:** Programmes have to be accessible if you want to bring new organisations and fresh ideas into bidding. Greater variety in the size of grants or tenders to be awarded could reduce risks to potential bidders (e.g. match-funding requirement; cashflow; administrative burden) and encourage a wider pool of organisations to apply. Requirements on applicants should also be designed to be more proportionate to the size of grants awarded.
  2. Features that respondents appreciated the long timeframe EU programmes offered for project delivery and the possibility for consortia to bidding.
  3. **Performance framework and targets**: Don’t make this too prescriptive. Examples were given where domestic ERDF projects could not design support activities in the most appropriate way because they could not be made to fit with the programme’s framework.
  4. Domestic ERDF programmes were also compared unfavourably to the cross-border Interreg programmes where the performance framework offered greater scope to design projects with a unique programme of activities.
  5. **Provide support to applicants locally:** Having people on the ground who can advise potential applicants at an early stage was seen as important. Discussions with applicants can accelerate the application process or bring to light issues that lead to the reshaping of an application. Support can also make a difference where prospective applicants are less confident that they have the skills required to make an application.
  6. Project leaders have said UK Interreg facilitators reviewed applications under development and provided much useful feedback. Local project teams and local action groups under Leader were also cited as good examples of support to applicants.
  7. **Think of the end user**: Several projects require end users such as businesses to apply for a grant or service. They have to understand what they need to do to apply and comply with that award so projects can report against targets. Project staff in one project described their role as “grant linguists” as they spend much time interpreting the requirements for companies and guiding them through the application.
  8. **Design fit-for-purpose application documents at the outset:** Some changes in application processes may be unavoidable but one programme was cited where processes have changed repeatedly. Obvious oversights have included not asking in an application form for certain information that was required to be able to successfully appraise a project.
  9. **Grants in the mid-range size:** With the exception of the LEADER programmes, there has been little in the way of provision for grants in the £ 20K-50K range.

***Project delivery and contract management***

* 1. **Make sure programmes are adequately staffed and empower contract managers to be able to take decisions:** The level of staffing at the managing authorities and their agencies can affect programme management. Delays to get applications approved and project change requests assessed have been cited as an ongoing issue. These can affect project viability and lead to gaps in service.
  2. **Inconsistent interpretation of rules**: People highlighted different levels of support from contract managers and instances of different interpretations of programme requirements. This has led to different expectations of what is allowable project activity / expenditure, often ending to the detriment of the delivery partner. As a result, staff in different projects tend to check with each other on the advice received from their contract managers.
  3. Not all projects have received training from the managing authority, and this should be offered as standard. Under the ESIF programmes, penalties and irregularities across the whole funding programme can have a knock-on effect on successfully run projects.
  4. **Finance and IT**: The use of flexibilities to reduce administration in financial claims (e.g. flat rate indirect costs) was welcomed. The new ESIF e-claims IT system was also said to be easy to use though more training would be welcomed on the use of electronic signatures.
  5. **Performance targets - show more flexibility:** There is an opportunity to design a more flexible approach. Providing evidence for some targets under ERDF has proved challenging (e.g. safeguarding jobs). There are also areas where output definition hasn’t kept pace with business trends and excludes categories of people from being counted against outputs (e.g. the use of freelancers rather than hiring FTEs; apprenticeship jobs).

1. **Added-value of cross-border projects** 
   1. The government has previously stated that the UK Shared Prosperity Fund would replace ESIF funds, including the European territorial cooperation policy that funds Interreg programmes. In the 2014-2020 period, Kent & Medway organisations have been involved in almost 60 Interreg programme, drawing down more than £30 million in grant funding. These has been used to address business and public policy challenges through cross-border cooperation between the public, private, voluntary and higher education sectors.
   2. There are a number of recurring themes such as trade development; tourism; health and social care innovation; climate adaptation; industry & research collaborations to bring innovations closer to the market; and the development circular economy products and services. The intensity of partnerships has particularly strong between organisations in Kent and the neighbouring regions in France, Belgium and the Netherlands that are members of the Straits Committee.
   3. Respondents said cross-border programmes offered the chance to “work in collaboration with European colleagues to jointly investigate common problems for genuine lesson learning and creative thinking to do and deliver things differently”. The projects were said to have been a “vital source of support for service redesign” in the health and social care sector. For climate adaptation, they have allowed for the trialing of new approaches that would have been difficult to finance otherwise.
   4. Strengthened cultural awareness was also seen as valuable. Projects offered a chance for non-competitive peer review and to *“understand what your neighbours think of our products, services and image (not what we think it is necessarily)!”*
2. Future gaps in funding provision and concerns
   1. Respondents highlighted the following themes: gaps around funding for culture and heritage protection and enhancement; sustainable and carbon reducing tourism projects; climate adaptation; natural landscape protection and enhancement.
   2. The end of UK participation in Interreg leaves Kent and Medway a funding mechanism for working with neighbouring areas on issues that are naturally cross-border. It was also regretted for the loss of programmes that have encouraged developing innovative approaches to policy challenges, the sharing of experience, and transfer of good practice.
3. **Recommendations**

5.1 KMEP is asked to consider and decide:

* Are there any characteristics of the previous EU funding streams that we should lobby the Government to retain or amend when developing their new funding streams (like UK Shared Prosperity Funding)?
* Where will the local economy be exposed through the withdrawal of the EU funds?

## **Appendix A - Overview of EU Funds covered in this note**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Programme** | **Managed by** | **Programme Budget** | **Programme priorities** | **Examples of projects delivered in Kent and Medway** |
| European Regional Development Fund | MHCLG | £82.5 million | Innovation (20%) | * [KEEP+ Innovation and Knowledge Exchange Project](https://keepplus.co.uk/); * [Transportation and Logistical Efficiencies](http://www.tale.org.uk/) |
| SME competitiveness (60%) | * [Better Off In Business](https://www.princes-trust.org.uk/help-for-young-people/support-starting-business/enterprise); * [South East Business Boost – SEBB – COVID recovery](https://southeastbusiness.org.uk/revive/) * [Folkestone CLLD Programme: Folkestone Community Works](https://folkestone.works/folkestone-community-works/) ; * [Foreign Inward Investment Kent](https://www.locateinkent.com/future-forward/); * [Get Exporting 2](https://newable.co.uk/case-study/get-exporting/); * [I-CONSTRUCT - Innovation in Construction](https://i-construct.org.uk/); * [Kent Medical Campus Innovation Centre](https://www.maidstoneinnovationcentre.co.uk/); * [Mercury Rising](file:///\\invicta.cantium.net\kccroot\users\shq\shq3\pughd01\Desktop\Funding\Mercury%20Rising) ; * [Hi3 Network: R&D-4-SMEs project](https://www.sbi.business/hi3/home); * [SECCADS (South East Creative, Cultural and Digital Sector)](https://www.southeastcreatives.co.uk/); * [South East Business Boost - SEBB](https://www.sebusinessboost.org.uk/about-sebb/); * [The South Internationalisation Fund](https://www.great.gov.uk/campaigns/internationalisation-fund-for-english-businesses/); |
| Low carbon (20%) | * [Low Carbon Across the South East (LoCASE) 2](https://locase.co.uk/); |
| European Social Fund | DWP | £82.5 million | Employment/labour mobility (26%)  Education, skills and lifelong learning (54%)  Social inclusion: active inclusion (20%) | **Social inclusion**: 5 National Lottery opt in projects delivered in the south of the LEP. Project details are on the [National Lottery Community Fund](https://www.tnlcommunityfund.org.uk/funding/programmes/building-better-opportunities/south-east) website.  **Near the Labour Market**: 1 DWP opt-in project: [Work Routes](https://www.southeastlep.com/project/work-routes/).  **Basic & higher skills**: : [11 LEP-wide contracts](https://www.gov.uk/government/publications/esf-2014-to-2020-programme-list-of-contracts) procured by the Education & Skills Funding Agency (ESFA) since 2016 . Projects include the popular [CXK Community Grants programme](https://www.cxk.org/community-grants/) |
| EU fund for Rural Development | DEFRA | £14.5 million | Rural economic growth   * Tourism Development * Business development * Food processing | * 56 projects contracted up to February 2021, * £13.2 million euros in EAFRD investment * Examples of projects funded can be seen on the [South East LEP website](https://www.southeastlep.com/projects/eu-projects/) |
| East Kent LEADER | KCC | £2,091m | Economic growth and a sustainable rural economy | 140 projects approved across 3 programmes  220 jobs delivered |
| Kent Downs & Marshes  LEADER | KCC | £1,586m |
| West Kent LEADER | Sevenoaks DC / West Kent Partnership | 1.813m |

**Interreg programmes for cross-border and transnational co-operation**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Interreg Programme** | **Managing Authority** | **Funding into Kent & Medway** | **Thematic Objectives** | **Project Examples** |
| [Interreg 2 Seas](https://www.interreg2seas.eu/en/listing-approved-project?search=&axis=All&p_axis=All&states=All&field_region_tid%5B0%5D=103&field_region_tid%5B1%5D=106&field_pays_tid=All) | Hauts-de-France Region | £18.1m | Innovation  [21 projects](https://www.interreg2seas.eu/en/listing-approved-project?search=&axis=All&p_axis=All&states=All&field_region_tid%5B0%5D=103&field_region_tid%5B1%5D=106&field_pays_tid=All), of which 11 are social innovation projects | Examples include:   * [Innovative Sector Exchange](https://www.kentinternationalbusiness.co.uk/ise/results/) (Trade - KCC/KICC) * Cascade (Dementia - Health & Europe Centre) * [Dwell](https://healthandeuropecentre.nhs.uk/current-projects-2/dwell-diabetes-and-wellbeing/) (Diabetes management- Heath & Europe) * [Educat](https://www.letsitch.eu/) (Assistive technology – Uni. Of Kent) * [Profit](https://www.profittourism.eu/en/) (Tourism innovation – Visit Kent) |
| Low carbon economy  1 Project | [Triple-A](https://www.triple-a-interreg.eu/) (Home energy emissions - KCC) |
| Climate change adaptation  5 projects | * [Cool Towns](https://www.cooltowns.eu/best-practice/helping-make-margate-a-cooler-greener-place/) (Heat stress – KCC) * [PROWATER](https://www.pro-water.eu/) (Water conservation – KCC) * [SCAPE](https://www.oostende.be/scape) (Climate change adaptation – KCC) * [STAR2Cs](https://star2cs.com) (Flood risk prevention – KCC) * [TRIPLE C](http://www.triple-c-water.eu) (Flood risk management – Kent Downs AONB) |
| Environmental protection and resource efficiency  6 projects | * [Bio4safe](https://www.emr.ac.uk/projects/bio4safe-reducing-water-fertiliser-inputs-horticulture-making-use-commercially-available-biostimulants-innovative-plant-sensors/) (resource efficiency – NIAB EMR) * [FACET](https://www.gre.ac.uk/research/activity/faculty-of-business/facet-facilitate-the-adoption-of-circular-entrepreneurship-in-the-tourism-and-leisure-sector) (Circular visitor economy – University of Greenwich) * [Grassification](https://www.kentwildlifetrust.org.uk/get-involved/our-projects/grassification) (Circular economy – Kent Wildlife Trust) * [Horti-blueC](https://www.emr.ac.uk/projects/horti-bluec/) (Circular economy – NIAB EMR) * [SUMARiS](https://sumaris-project.com/en/homepage/) (Fisheries management – Kent & Essex Inshore Fishing & Conservation Authority) * [Upcycle Your Waste](https://upcycleyourwaste.com/) – Circular economy – KCC) |
| [Interreg Channel](https://www.channelmanche.com/en/projects/approved-projects/highly-efficient-innovative-shallow-water-based-sea-water-air-conditioning-solution-for-the-channel-area/) | Norfolk CC | £11.2m | Innovation | 9 projects, including:   * [Adapt](https://www.channelmanche.com/en/news-and-media/latest-news/presenting-adapt-project/) (health tech – 5 Kent & Medway partners) * [C-Car](https://www.channelmanche.com/en/news-and-media/latest-news/uk-french-project-unveils-covid-19-recovery-package-for-struggling-communities/)e (Covid recovery – KCC) * [Euroswac](https://www.channelmanche.com/en/projects/approved-projects/highly-efficient-innovative-shallow-water-based-sea-water-air-conditioning-solution-for-the-channel-area/) (Energy reduction – Eurotunnel) * [Surfas](https://www.channelmanche.com/en/projects/approved-projects/flexible-smart-surfaces-for-augmented-indoor-communications/) (Technology development – university of Kent) |
| Environmental protection and resource efficiency  4 projects | [USAC](https://www.channelmanche.com/en/projects/approved-projects/unesco-sites-across-the-channel/) (Sustainable tourism – Kent Downs AONB)  [GO TRADE](https://www.channelmanche.com/en/projects/approved-projects/growth-of-the-visitor-economy-through-traditional-markets-and-employment-and-skills/) (Town centre revival - Gravesham BC; Visit Kent)  [H20: Source2Seas](https://www.channelmanche.com/en/projects/approved-projects/h20-source2seas/) (Flood risk management – KCC & Kent Wildlife Trust) |
| Interreg  North West Europe | Hauts-de-France Region | £1.5m | Innovation | 2 projects including [Boost4Heath](https://www.boost4health.eu/) (KCC – Trade) |
| Low carbon economy | [E=0](https://www.nweurope.eu/projects/project-search/e-0-desirable-warm-affordable-homes-for-life/) (Net zero housing – Moat Homes) |
| Environmental protection and resource efficiency | [FCRBE](https://www.nweurope.eu/projects/project-search/fcrbe-facilitating-the-circulation-of-reclaimed-building-elements-in-northwestern-europe/) (Construction recycling – Salvo Ltd) |
| [Interreg](https://projects.northsearegion.eu/vb/overview/)  [North Sea region](https://projects.northsearegion.eu/vb/overview/) | Danish Business Authority / Central Denmark Region | £1.2m | Innovation | 3 projects, including:   * [Inn2Power](https://northsearegion.eu/inn2power) (Energy supply chain – KCC) * [Cupido](https://northsearegion.eu/cupido) (Creative economy – Creative Folkestone) * [Create converge](https://northsearegion.eu/create-converge) (Digital tech - Screen South) |
| Climate change adaptation | [C5A](https://northsearegion.eu/c5a/) (Climate adaptation – KCC)  [Begin](https://northsearegion.eu/begin) (Blue-green infrastructure – KCC) |
| Environmental protection and resource efficiency | [Beespoke](https://northsearegion.eu/beespoke) (Pollinators – NIAB EMR)  [Dual ports](https://northsearegion.eu/dual-ports) (Decarbonisation – Celtic Cruises) |
| SME competitiveness  1 project | [SME Internationalisation Exchange](https://www.interregeurope.eu/sie/) (Trade - KCC) |
| [Interreg Europe](https://www.interregeurope.eu/) | Hauts-de-France region | £640,000 | Low carbon | 1 Project: [Passage](https://www.interregeurope.eu/passage/) (Energy emissions - KCC) |
| Environmental protection and resource efficiency | 1 project: [Green Pilgrimage](https://www.interregeurope.eu/greenpilgrimage/) (Kent Downs AONB) |
|  |  |



A partnership between the business community and local government

& a federated arm of the South East Local Enterprise Partnership

**TERMS OF REFERENCE**

Adopted by KMEP Board on 26 November 2019

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

1. **Purpose**
   1. This document sets out the terms of reference for the Kent and Medway Economic Partnership (KMEP). Amongst its functions, the Partnership acts as the Federated Board for the Kent and Medway area in the South East Local Enterprise Partnership (SELEP).

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

2.1 KMEP is a private‐public sector unincorporated association which aims to drive forward economic growth and prosperity in Kent and Medway.

* 1. Working collectively, the Partnership is responsible for:

**Strategy**:

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

**Allocation of funds for Kent and Medway**:

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

**Co-ordination and Engagement**:

* Using our convening power to bring together partners from Kent and Medway’s private, public, higher education, further education, and third sectors, and utilising their knowledge and expertise to ensure prioritisation and strategy delivery to provide the greatest benefit in terms of achieving economic growth in the area (for example by co-ordinating responses to economic shocks).
* Actively, deliberately and constructively engage with wider stakeholders and other regeneration organisations, including national and local partners such as: Government Departments, sub-national bodies, all local authorities, third sector representatives, community interest groups, universities and research institutions, and other LEPs in order to collect information which can be factored into decisions and recommendations.
* Championing the work of KMEP and SELEP to local communities.
* Providing local engagement with, and feedback to, the general public about future strategy development and progress against delivery of the Local Industrial Strategy and Growth Deal (including key projects) via the KMEP website.
* Agreeing the KMEP representation on the SELEP Strategic Board, and advising the SELEP Chairman and CEO of any changes in representation.
* Reviewing the SELEP board papers circulated in advance of a board meeting to the extent that these are capable of lawfully being shared with KMEP.
* Considering and canvassing the views of KMEP (whether the collective view of KMEP or the individual participants within KMEP) in advance of SELEP board meetings. This information can support SELEP directors, who are required to use all of their knowledge, skill and experience, howsoever obtained, when making SELEP board decisions.
* Collaborating across boundaries with other economic partnerships, LEPs, and the LEP network as appropriate, and being open to peer review.
* Ensuring ongoing local engagement with public and private sector partners to inform key decisions and set out how they will evidence effective engagement.
* Working with local partners and project promoters to co-ordinate reports as required to the SELEP Strategic and Accountability Boards, and SELEP Investment Panel.

**Advocacy**:

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

**3. Governance**

3.1. KMEP shall be governed by a **Partnership Board** (‘The Board’), which shall fulfil the functions set out in para. 2.2.

* 1. A brief formal assurance statement will be published on an annual basis on the status of KMEP’s governance and transparency on www.kmep.org.uk by the Chairman and KMEP Strategic Programme Manager.

**4. Membership of the Partnership Board**

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

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

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

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

4.4 KMEP shall have power to co-opt up to three other board members as it may from time to time judge necessary to assist it in the discharge of its responsibilities. This includes the ability to co-opt retired business leaders to the KMEP board.

4.5 All KMEP co-opts can participate in KMEP board votes, but cannot represent KMEP on the SELEP Strategic Board (as per the SELEP recruitment policy).

4.6 Co-opts may join the board at the invitation of the Chairman, in consultation with the KMEP board members, up to a specified time limit. (The time limit will be agreed at the time of invitation).

**5. Other participants in KMEP board discussions**

5.1 Should a Board member be unable to attend a Board meeting, s/he may nominate an alternate to take his/her place. A public-sector alternate should be a member of the Local Authority’s Executive. A private-sector alternate should hold a senior position in a business. In such cases, the Board member should notify the Chairman in advance, via the KMEP Secretariat.

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

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

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

**6. Quorum**

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

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

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

* 1. The Board shall seek to ensure a balanced representation of business and industry leaders, reflecting Kent and Medway’s geography, the diversity of its business base (by size, sector and scale), and the diversity of its business leaders (see section 24 *‘equality and diversity’* for more details).
  2. The appointment of business and industry leaders to the KMEP board is conducted through a competitive procedure which is open, transparent and non-discriminatory. The recruitment process is staggered for business leaders, with nine positions being advertised and recruited to in even years (i.e. 2022, 2024, etc), and the remaining eight positions in odd years (e.g. 2021, 2023, etc)[[2]](#footnote-2). There is also the facility to recruit board members following a vacancy mid-term (please see appendix A for more details).
  3. The recruitment process for business and industry leaders is set out in appendix A of these terms of reference. The role specification for business members is set out in appendix B.
  4. The term of office for the business leaders is two years, following which they may be reappointed for an additional successive term. All KMEP business leaders, who wish to reapply for another term, must follow the open-call procedure outlined in appendix A. A business leader can serve a maximum of three 2-year terms (i.e. 6 years in total) starting from 2020.

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

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

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

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

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

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

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

10.1 The HE & FE representatives shall be selected by the universities and FE colleges located in Kent and Medway.

10.2 The KMEP Secretariat will email all the Vice-Chancellors of Kent and Medway Universities, asking them to collectively confirm their preferred HE representative on an annual basis. Likewise, an email will be sent to all the Further Education College Principals asking them to collectively confirm their preferred representative on an annual basis.

10.3 There is no maximum term of office for a HE or FE representative.

**11. Termination of KMEP Membership**

* 1. Members may resign from the Board by giving no fewer than 28 days’ notice to the Chairman and Secretariat.
  2. Continued KMEP membership is conditional on appropriate attendance, contribution, collaboration, constructive engagement, and compliance with KMEP policies. The KMEP Chairman may choose to review an individual’s membership if they believe these conditions are not being met.
  3. In the case of 11.2, where the Chairman believes a private sector representative is not meeting these conditions, the Chairman will convene a special meeting with the KMEP Vice-Chairmen. The Chairman will give written notification to the KMEP member under review at least 28 days before the meeting, explaining in short why the review has been triggered and giving them the opportunity to respond in writing. The KMEP Chairman and Vice-Chairmen will consider the case at their meeting, and a consensus must be achieved if the individual’s membership is to be terminated. Where the KMEP Chairman and Vice-Chairmen choose to bring an individual’s membership to an end through early cessation, the Chairman will write to the individual member officially terminating their membership.
  4. In the case of 11.2, where the Chairman believes a public sector representative is not meeting these conditions, the Chairman will write to the Kent Leaders asking them to discuss the issue at their next Kent Leaders’ meeting, so the local authorities can jointly decide the appropriate next steps.

**12. Selection of the KMEP Chairman and Vice-Chairmen**

* 1. The KMEP Chairman and Vice‐Chairmen shall be either business leaders or representatives from private-sector membership organisations.
  2. The KMEP Chairman shall be elected by a simple majority of the 17 KMEP board members that are business leaders and private-sector membership organisation representatives at a vote that will take place every two years (or following the Chairman’s resignation mid-term).
  3. The recruitment process for KMEP Chairman is set out in appendix C and the Chairman Specification in appendix D of these terms of reference.
  4. The KMEP Chairman is given the discretion to nominate up to two KMEP Vice-Chairmen to support him/her in his/her tasks and attend meetings as his/her representative. The Chairman’s nominations will be sent to the business leaders and representatives from the private-sector membership organisations for ratification by a simple majority, via electronic procedure.
  5. The Chairman shall preside at meetings of the Board. In the absence of the Chairman, one of the Vice‐Chairman shall preside. In the absence of the Chairman and the two Vice‐Chairmen, the Board shall elect any Member of the Board to act as Chairman for that meeting only by a simple majority.

1. **Selection of KMEP business representatives to sit on the SELEP board**
   1. The composition of the SELEP Strategic Board is determined by the South East Local Enterprise Partnership.
   2. In 19/20, SELEP invites KMEP to nominate eight KMEP board members to sit on the SELEP Strategic Board. These nominees are:

* The KMEP Chairman
* The two KMEP Vice-Chairmen
* A KMEP business representative
* The Leader of Kent County Council (or his alternate)
* The Leader of Medway Council (or his alternate)
* A District Council Leader from the east of the county. The KMEP Chairman will email all the East Kent District Council Leaders to ask them to decide amongst themselves whom they wish to act as their nominee. An email will be sent on an annual basis; the District Leaders have the right to reappoint the representative to serve the following year.
* A District Council Leader from the west/north of the county. The KMEP Chairman will email all the West Kent and Thames Gateway District Council Leaders to ask them to decide amongst themselves whom they wish to act as their nominee. An email will be sent on an annual basis; the District Leaders have the right to reappoint the representative to serve the following year.
  1. From March 2020, SELEP will become a legal personality, and the membership of its Strategic Board will be renewed so it is aligned to the new governance requirements set out in ‘*Strengthened LEPs’*, published by the Government in July 2018.
  2. The membership of the SELEP Strategic Board from the end of March 2020 will be as follows:
* SELEP Chairman (1)
* SELEP Deputy Chairman (1)
* Leader of Kent County Council (or their Cabinet Member alternate) (1)
* Leader of Medway Council (or their Cabinet Member alternate) (1)
* Kent & Medway Economic Partnership (KMEP) Chairman (1)
* KMEP business representatives (4)*\* - (see paragraph 13.6 for details of recruitment to this post)*
* Leader of Essex County Council (or their Cabinet Member alternate) (1)
* Essex Federated Board (EFB) Chairman (1)
* EFB business representative (1)
* Leader of Thurrock Council (or their Cabinet Member alternate) (1)
* Leader of Southend-on-Sea Council (or their Cabinet Member alternate) (1)
* Opportunity South Essex (OSE) Chairman (1)
* OSE business representative (1)
* Leader of East Sussex County Council (or their Cabinet Member alternate) (1)
* Chairman of Team East Sussex (1)
* Team East Sussex (TES) representatives (2)
  1. This membership will be supplemented by five co-opted board members. The co-opted members of the SELEP Strategic Board from end of March 2020 will be as follows:
* District Council Leaders (or their Cabinet Member alternates) (2)
* Higher Education representative (1)
* Further Education representative (1)
* SELEP Third Sector representative (1)

SELEP will organise the recruitment of these 5 co-opts according to its own recruitment policy.

* 1. The selection process to be a **‘KMEP business representative’** on the SELEP Strategic Board is as follows:
* The KMEP Secretariat sends an email to the KMEP board members from the private sector and its membership organisations. The email will be written in accordance with SELEP’s recruitment policy. It will explain that a vacancy or multiple vacancies has/have arisen on the SELEP Strategic Board and asks interested board members from the private sector or membership organisations to nominate themselves by a fixed deadline.
* Following the deadline, the KMEP Secretariat will circulate the nominee(s)’ names via email.
* The KMEP board members from the private sector and its membership organisations will be asked to vote by electronic procedure for their preferred representative(s). Please note a member cannot vote for themselves, and the voting statistics will remain strictly confidential, with only the names of the successful candidates shared following completion of the vote.
* The business member(s) with the greatest number of votes is granted the position(s). In the event of a tie, the KMEP Chairman is given a casting vote.
  1. The duties of the SELEP Strategic Board members will be set out in SELEP’s articles of association. From a local area perspective, the KMEP-nominated directors on the SELEP board are asked to:
* review with KMEP board members the SELEP board papers circulated in advance of a board meeting, to the extent these are capable of lawfully being shared with KMEP;
* consider and canvass the views of KMEP (whether the collective view of KMEP or the views of individual participants within KMEP) in advance of SELEP board meetings;
* reflect or represent those views to SELEP, arguing the case for KMEP's priorities alongside other nominees (from other areas) arguing the cases for their priorities; and/or
* vote at SELEP board in line with KMEP's priorities but only if those priorities do not conflict with the priorities of SELEP as a separate organisation.

KMEP acknowledges that SELEP directors are required to use all of their knowledge, skill and experience, howsoever obtained, when making SELEP board decisions. However, final decisions made by the SELEP board must be made primarily for the benefit of SELEP as a company separate from the members as well as the federated boards. If there is a conflict between the duty and loyalty owed by a KMEP-nominated director to KMEP and his or her duty and loyalty to SELEP then, his or her primary loyalty is to SELEP.

1. **Induction and Succession Planning**
   1. When a new Member joins the KMEP Board, a formal induction will take place. This comprises:

* A meeting with the KMEP Chairman, KMEP Strategic Programme Manager, and the SELEP Managing Director (if available), who shall collectively explain the role of the local enterprise partnership and its federated boards.
* A written induction pack shall also be issued to the new Board Member; this document contains the SELEP Induction Pack, plus local information regarding KMEP.
  1. The Chairman, two Vice-Chairmen and the KMEP Strategic Programme Manager will meet on an annual basis to discuss succession planning. At this meeting, they will:
* Identify key roles for succession planning;
* Define the competencies and motivational profile required to undertake those roles;
* Devise a plan of action, with a view to ensuring potential individuals receive primarily the right set of experiences in advance of key roles becoming vacant;
* Openly and broadly advertise the opportunities for business leaders to join the KMEP board on an annual basis as per the KMEP recruitment policy.

**15. Conflicts of interests**

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

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

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

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

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

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

15.6 If an interest has not yet been entered onto the KMEP register, then the Board Member must disclose the interest at any KMEP meeting at which they are present, where they have a disclosable interest in any matter being considered, and where the matter is not a ‘sensitive interest’. Furthermore, following any disclosure of an interest not on the KMEP register or the subject of pending notification, the Board Member is required to notify the KMEP Secretariat of the interest within 28 days beginning with the date of disclosure. A new declaration of interest must then be signed and placed on the KMEP website.

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

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

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

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

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

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

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

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

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

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

**16. Secretariat, minutes and agenda‐setting**

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

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

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

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

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

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

**17. Making recommendations**

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

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

**18. Voting**

18.1 The KMEP Board may vote on the following matters:

a) Variation to the Terms of Reference of KMEP;

b) Termination of KMEP.

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

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

**19. Decision-Making & Section 151 Oversight**

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

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

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

19.4 All funding allocated to the SELEP is transferred to the Accountable Body (Essex County Council) which is responsible for the proper use and administration of the funding, in line with any requirements set out in the respective grant determination letter sent by Government. The Accountable Body (Essex County Council) is not able to use this funding for its own purpose without a clear mandate from the SELEP Accountability Board.

19.5 All funding decisions made by the SELEP Accountability Board to approve funding for a specific project or programme must be supported with a robust Business Case which has been independently assessed. This impartial advice on the merits of project Business Cases is provided by SELEP Independent Technical Evaluator.

19.6 Full details are available in the SELEP Assurance Framework on:

* the role of the SELEP Strategic Board, which sets and formally endorses a clear strategic vision and investment priorities, against which all decisions are judged
* the role of the SELEP investment panel, which is tasked with assessing and performing final prioritisation of bids before submission to the government
* the role of the SELEP Accountability Board, which approves funding/spending decisions
* the role of the Accountable Body
* the role of the Accountable Body’s Section 151 Officer and how he/she ensures a clear line of sight of all decisions and provides financial advice
* the role of the Independent Technical Evaluator, which provides due diligence
* the agreed protocol for managing its capital programmes, funding streams, and any associated contracts (this includes dealing with any underspends as they emerge)
* the method to assess and evaluate business cases and value for money before funding decisions are made,
* SELEP’s decision-making processes relating to SELEP awarding public funds;
* the SELEP-wide approach to capturing project outputs and outcomes,
* SELEP’s approach to risk,
* SELEP’s procedures to advertise calls for bids and projects openly, and the associated selection criteria and processes,
* SELEP’s processes for the transparent publication of financial information, and
* the use of scrutiny and audit arrangements to monitor decision-making across SELEP (including by KMEP), and monitor the achievements of SELEP.

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

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

**20. Sub‐groups**

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

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

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

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

**21. Transparency, Processing Personal Data, and Local Engagement**

21.1 The Board will seek to operate in an open and transparent manner.

21.2 Meetings of the Board are open to the public, and notification of future meetings is publicised via the KMEP website (and those of partner organisations as appropriate). The link is <http://kmep.org.uk/meetings>

21.3 KMEP will ensure the following information is published on its own website (www.kmep.org.uk):

(a) Its terms of reference

(b) Membership

(c) The calendar of future meetings will be listed on the last page of each KMEP’s Board papers

(d) All board papers and minutes (with the exception of any exempt items according to Schedule 12A of the Local Government Act 1972); and

(e) The KMEP Register of interests

(f) Contact details for KMEP

(g) The terms of reference and membership of any KMEP sub-groups.

(h) A map of projects funded in Kent and Medway by Her Majesty’s Government via SELEP, including a brief project description

(i) The Local Growth Fund delivery report will be routinely published as part of the Board papers pack

(j) A published rolling schedule of projects funded, giving a brief description, names of the key recipients of funds/contractors, and the amounts by year.

21.4 The website will be linked to the SELEP website ([www.southeastlep.com](http://www.southeastlep.com)), where partners and the public can access supporting documentation for decision-making including:

1. Forward plans
2. SELEP agendas for forthcoming board meetings
3. Agendas and minutes of SELEP’s other federated boards (i.e. SE, OSE, TES)
4. Reports and business cases
5. SELEP minutes
6. Summary of decisions of the SELEP boards, including the SELEP Strategic Board and SELEP Accountability Board
7. SELEP’s governance policies, including the SELEP Local Assurance Framework, which KMEP abides by.
   1. The KMEP website will provide the opportunity for local engagement with and feedback to the general public about future strategy development and progress against delivery of the SEP, including key projects and spend against those projects and that this can be evidenced.
   2. As stated in 16.6, the KMEP Secretariat is responsible for creating and maintaining a log of KMEP engagement activities to evidence the level of local engagement.
   3. When a funding opportunity is announced (such as the Local Growth Fund or Growing Places Fund), KMEP will publish details on its publicly-accessible website, including how to submit a bid, and the prioritisation and appraisal criteria, with a view to ensuring that a wide range of delivery partners can be involved. A press notice on the new funding call will also be made, and each local authority will be asked to advertise the opportunity on their own local authority websites, and via the Councils’ social media presence.
   4. As well as openly announcing the funding opportunity, the KMEP Secretariat will consult and engage with the Business Advisory Board, and associated private-sector networks. This action will ensure the private sector has a strong role in developing and prioritising projects.
   5. The Freedom of Information Act 2000 shall apply to Board papers and to records of the Board’s discussions.
   6. KMEP acts in accordance with the Data Protection Act and the General Data Protection Regulations when processing data. All Board Members, and local stakeholders that engage with KMEP, are asked to sign the KMEP privacy notice to show their consent to their data being used. The privacy notice sets out what personal data is held, how KMEP collects the data, how KMEP uses and may share information.

* 1. On branding, KMEP will ask its partners delivering capital projects to comply with the government’s branding guidelines, and also show the SELEP and KMEP logos. KMEP will use its best endeavours to ensure local partners actively promote the SELEP priorities.

**22. Definition of Confidential and Exempt Information**

21.1 ‘Confidential’ and ‘Exempt’ information will not be included in the publicly-accessible board papers. The following definitions will be used: -

22.2 Confidential information means information given to the Board by the Government on terms which forbid its public disclosure or information which cannot be publicly disclosed by virtue of a Court Order.

22.3 Where the whole or any part of a report for the KMEP meeting is not available for inspection by the public:

(a) every copy of the whole report or the part of the report, as the case may be, must be marked “not for publication”; and

(b) there must be stated on every copy of the whole or the part of the report:

(i) that it contains confidential information;

(ii) by reference to the description in Schedule 12A to the 1972 Act, the description of exempt information by virtue of which the decision-making body discharging the executive function are likely to exclude the public during the item to which the report relates.

22.4 The categories of exempt information are as follows:

(a) Information relating to any individual.

(b) Information which is likely to reveal the identity of an individual.

(c) Information relating to the financial or business affairs of any particular person (including the authority holding that information), unless it is required that the information be registered under the Companies, Friendly Societies, Industrial and Provident Societies, Building Societies or Charities Acts.

(d) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority of a Minister of the Crown and employees of, or office holders under, the authority.

(e) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

(f) Information which reveals that the authority proposes:

(i) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or

(ii) to make an order or direction under any enactment.

(g) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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

**23. Public Questions**

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

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

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

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

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

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

23.7 Questions must not:

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

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

23.9 Answers to the questions may be given by the most appropriate KMEP Board Member or by the KMEP Strategic Programme Manager, as designated by the Chairman. The KMEP Board Member or Manager, giving the answer, has discretion as to the content of the reply and how it is given. In particular, he/she may decline to answer in full if this would involve an unreasonable amount of work or cost, or be contrary to the public interest.

23.10 All oral answers to questions should be brief and relevant, with any detailed background or statistics given in writing following the Board meeting.

23.11 After the Board meeting, a copy of the question and answer will be appended to the draft minutes, and placed online in accordance with the rules regarding the publication of minutes.

23.12 Questions that have not been answered before the end of the 15 minutes allowed will not be called but all questions will be answered in writing. Any questions not asked during the 15-minute period will not be added to the online link in the minutes of the meeting.

23.13 Questions should relate to an item on the Board agenda, or mentioned within the Board minutes.

23.14 Any question may be withdrawn by the person submitting it at any time.

23.15 On arrival and before the start of the meeting, the person asking the question should register with the KMEP strategic Programme Manager, who will explain what will happen and show the questioner to the public seating area.

23.16 If the questioner requires someone to read the question for them, the Chairman will ask the question on their behalf, but the questioner must be present at the meeting.

**24. Public Misconduct**

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

**25. Annual Report and Annual General Meeting**

25.1 The Board shall consider and approve an Annual Report, setting out the activities and membership of the Partnership and SELEP over the course of the year, and the anticipated focus for the year ahead. This shall be publicly available and disseminated widely.

25.2 The Partnership shall hold an Annual General Meeting, reporting on the Partnership’s activities over the course of the year. This meeting is open to the public and any business to attend, and there will be a time-limited period for questions and answers from any attendees, so they can understand and influence the economic plans for the area.

**26. Frequency of Board meetings**

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

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

**27. Termination of KMEP**

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

**28. Indemnity**

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

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

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

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

30. **Equality and Diversity**

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

(i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the act;

(ii) advance equality of opportunity between people from different equality groups; and

(iii) foster good relations between people from different equality groups.

30.2 KMEP will advertise all board vacancies for the business leaders openly and transparently to best represent the diverse communities and businesses served. In addition, targeted advertising will occur to help improve the representation of those with protected characteristics[[3]](#footnote-3) on the board. (Please see appendix A for more details).

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

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

**31. The Principles of Public Life**

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

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

**32**. **Code of Conduct**

32.1 The Board Members and KMEP Secretariat will abide by the SELEP Code of Conduct, available at:

http://www.southeastlep.com/images/uploads/resources/Code\_of\_Conduct\_for\_LEP\_Board\_Members\_draft\_for\_approval\_010218.pdf

**33. Training**

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

**34. Confidential Reporting of Complaints**

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

34.2 The Board Members and KMEP Secretariat also agree to abide by the SELEP Confidential Reporting of Complaints Policy, which is available at:

<http://www.southeastlep.com/images/uploads/resources/Confidential_reporting_of_complaints_draft_for_approval_010218.pdf>

34.3 The SELEP Confidential Reporting of Complaints Policy includes:

* + A confidential means for third parties or the public to contact SELEP, for example a secure website or secure form on SELEP website.
  + A contact within SELEP who is responsible for dealing with confidential complaints.
  + An outline of how third parties and the public can raise confidential allegations and concerns and
  + An outline of how SELEP will investigate and respond to confidential complaints, including reassurance that confidentiality will be maintained.
  + Detail of how SELEP will respond to anonymous allegations should be included.
  + The Policy also outlines the information that complainants should provide when making a complaint.
  + An outline of each of the stages of the complaints process with indicative timescales for each.

**35. Whistleblowing Policy**

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

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

**37. Gifts, Hospitality and Subsistence**

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

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

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

37.3 In the interest of openness and transparency, all offers of hospitality over £50 in value made to a member, acting in his/her KMEP role, should be declared to the KMEP Secretariat, indicating whether it has been declined or accepted, within 28 days of receipt of the offer. The SELEP form should be used to capture the gifts or hospitality received/declined: <http://www.southeastlep.com/images/uploads/resources/SELEP_GiftandHospitalityDeclarationCaptureform-V1.pdf> The register of declarations made will be published on the KMEP website.

37.4 Board Members that represent KMEP on the SELEP Strategic Board agree to comply with SELEP’s gifts and hospitality policy, which is available at: <http://www.southeastlep.com/images/uploads/resources/Subsistence_and_Hospitality_Policy_draft_for_approval_010218.pdf>

Appendix A – Business & Industry Leader Recruitment Process

**Recruitment of business leaders to the KMEP Board**

[Please note the recruitment process does not apply to the KMEP co-opted board members].

**Where the vacancies be advertised?**

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

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

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

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

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

**When the vacancies be advertised?**

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

**Who will select the candidates and how?**

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

* The candidate is a business or industry leader, for example is the Chairman, Owner, Chief Executive, a Senior Officer, Director, or Partner in a business.
* The candidate’s firm operates in Kent and/or Medway
* The candidate has expressed a commitment to attend the KMEP board meetings and to become a member of the Kent and Medway Business Advisory Board.
* There is no significant conflict of interest or reputational concerns that could prejudice the operation of KMEP if the business leader were to become a board member.

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

* + 1 x KMEP Chairman
  + 2 x KMEP Vice-Chairmen
  + 1 x Business Advisory Board Member
  + 1 x KMEP Skills Commission Member/Skills Guild Chairman
  + 1 x Kent Invicta Chamber of Commerce representation
  + 1 x FSB representative
  + 1 x Institute of Directors representative
  + 1 x SELEP Secretariat representative
  + 1 x KMEP Strategic Programme Manager

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

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

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

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

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

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

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

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

The KMEP Secretariat will advise each candidate of the outcome of their individual application within ten working days of the selection panel reaching a decision. Successful candidates will be given induction information for both KMEP and SELEP, as described in the KMEP Terms of Reference, and be invited to the next scheduled KMEP Board meeting.

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

**Re-advertising a vacancy**

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

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

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

**Recruiting KMEP business board members mid-term**

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

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

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

**Kent and Medway Business Advisory Board (BAB)**

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

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

Appendix B – Business & Industry Leader Role Specification

**KMEP Board Member Specification for business & industry leaders**

**Being a Business Member**

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

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

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

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

We seek a balanced representation of business leaders on the KMEP board, who can reflect the diversity of Kent and Medway’s business sectors (particularly from the key sectors[[4]](#footnote-4)), and the scale of local businesses (from large multi-nationals to SMEs, freelancers, and third sector businesses). We also seek business leaders to reflect the different geographical areas within Kent and Medway, and the different backgrounds that business leaders may have (e.g. young entrepreneurs of new start-ups to business leaders with years of experience).

**Desired Experience, Knowledge, Qualities and Skills**

* A confident and articulate business leader, who either owns or manages a business in Kent and/or Medway. Company Chairmen, Owners, Chief Executives, Senior Officers, Directors or Partners are welcome to apply.
* A business leader who can take a strategic view in understanding and influencing the economic growth agenda. You should be able to communicate your views clearly to help influence strategy in the best interest of the Kent and Medway residents.

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

**Responsibilities of Business Members**

* Support and influence the economic growth agenda in and around Kent and Medway.
* Actively contribute to the development of working groups and networks to ensure engagement of the wider business community.
* Act as an ambassador, promote and champion the work of the KMEP from the perspective of business.
* Contribute knowledge and expertise to illuminate the business issues facing the area, the strengths and opportunities and the initiatives which could be taken to drive business growth.
* Actively participate in Board meetings (these meetings are typically 2.5 hours in duration, and usually occur four or five times per year). During board meetings, members will input into discussions from a business perspective, offer advice and assist in overall strategic planning for the Kent and Medway economy.
* Engage with the secretariat between meetings to offer advice, drive activity and progress the ambitions of the Board.
* Vote on key decisions, including matters where the board makes a recommendation or adopt an approach.
* Take an active role in the KMEP’s sub-group entitled the Kent and Medway Business Advisory Board (BAB), including attendance at its bi-monthly meetings (which last typically 2.5 hours). [For reference, the Business Advisory Board (BAB) is a business-led forum which provides a ‘sounding board’ with the business community to review and reflect on economic strategy. The BAB is made up of 50 representatives from key sectors of the local economy. It meets bi-monthly and each meeting provides an insight from the business community in Kent and Medway on current trading conditions and experience of the local economy, on a sector by sector basis.]
* Members with a particular affinity to the skills agenda will have the opportunity to take an active role in the KMEP Skills Commission (KMEP’s other sub-group).

**Remuneration**

* The post is not remunerated.

Appendix C – Chairman’s Recruitment Process

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

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

Specifically, the recruitment process is:

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

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

Appendix D – Chairman’s Role Specification

**About the Board**

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

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

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

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

**Typical Responsibilities of the Chair**

The Chair will be responsible for:

* Chairing the KMEP board meetings. (these meetings are typically 2.5 hours in duration, and usually occur four or five times per year).
* Chairing the BAB board meetings. (these meetings are typically 2.5 hours in duration, and usually occur four or five times per year).
* Approving minutes and setting meeting agendas within the timeframe of Federated Board governance.
* Working closely with the secretariat to progress the work of the board, oversee the work of the Business Advisory Board sub-group, and generally ensure the progress of the board’s work between meetings; this will require additional meetings[[5]](#footnote-5).
* Providing strong representation for KMEP in meetings with the SELEP Chairman and Deputy Chairman, and act as a conduit for information between KMEP and the SELEP Chairman.
* Providing representation for KMEP at the quarterly SELEP Strategic Board Meetings and other additional sub-groups as agreed by SELEP Board as part of their governance arrangements. Please note, at the time of writing SELEP is still in the process of incorporating as a legal entity and understanding its wider governance processes as part of this change.
* Developing a solution focused attitude at the board and fostering positive working relationships amongst Board members exemplifying Board member behaviour and input.
* Contributing relevant knowledge and expertise to illuminate the business issues facing the area, the strengths and opportunities and the initiatives which could be taken to drive business growth.
* In liaison with the KMEP Secretariat, providing the SELEP Secretariat with clear and updated nominations for membership of the SELEP Strategic Board
* Supporting the KMEP board to act in accordance with the rules specified in KMEP’s terms of reference.
* Championing KMEP and SELEP amongst the local business community and encouraging participation by other businesses in KMEP’s activity (as appropriate).

**About the Person**

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

Experience and Abilities

In addition to having the *desired experience, knowledge, qualities and skills* required of all KMEP business leaders[[6]](#footnote-6), KMEP seeks a Chairman that has:

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

Skills and Characteristics

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

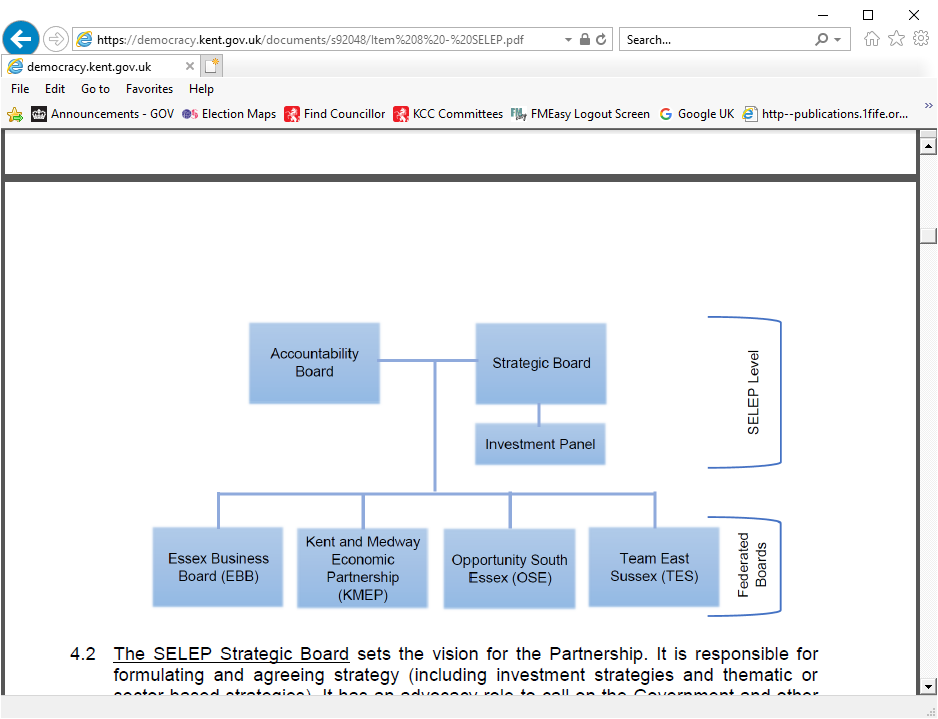
**Remuneration**

The post is not remunerated.

Appendix E - Glossary

|  |  |  |
| --- | --- | --- |
| **Term** | **Acronym (where applicable)** | **Description** |
| Accountable Body | None | An Accountable Body retains overall legal accountability for the investment of public funds. Essex County Council is the Accountable Body for public funds, that are passported through the South East LEP. |
| Branding Guidelines | None | The guidelines issued by the Ministry of Housing Communities and Local Government, which LEPs and partners must use when promoting projects via Local Growth Fund, Growing Places Fund, and any other UK Government funded projects. |
| Business and Industry Leaders | None | Individuals representing the private sector, for example is the Chairman, Owner, a Chief Executive, Senior Officer, Director or Partner in a business in Kent or Medway. |
| Cities and Local Growth Unit | CLGU | A division of staff in the Central Government's civil service. These staff work for the Ministry of Housing, Communities and Local Government, and are tasked with LEP liaison along with an extensive list of other duties. |
| Co-opted members | Co-opts | Board members who are chosen by the appropriate body to represent a specific area of interest or issue of consideration. These representatives are not elected / publicly recruited members, rather are directly appointed because of their level of knowledge and experience. |
| Federated Boards | Fed. Boards | The Federated Boards of SELEP are local public/private partnerships tasked with driving forward economic growth. There are four Federated Boards: Kent and Medway Economic Partnership (KMEP), Opportunity South Essex (OSE), SuccessEssex (SE) and Team East Sussex (TES). |
| Freedom of Information request | FOI | The Freedom of Information Act 2000 provides the public with access to information held by public authorities. |
| Further Education | FE | Further Education is the post-compulsory secondary or pre-university education in the UK. FE courses typically focus on vocational or basic skills. There are now three groups that operate the various Kent and Medway FE Colleges. They are: North Kent College, Mid-Kent College, and East Kent College. |
| Growing Places Fund | GPF | A capital loan, awarded as a low or zero percent interest rate. This funding aims to tackle barriers to economic growth. |
| Growth Deal | None | Growth Deals provide funds (such as LGF) from the Government to LEPs for projects that benefit the local area and economy. |
| Growth Deal Period | None | The period in which Growth Deal Funding may be used, i.e. from 2015 to 2021. Any unspent Growth Deal funding is expected to be returned to the Government at the end of 2021. |
| Higher Education | HE | Education delivered by universities and other Higher Education Institutes. They offer a range of courses from undergraduate degrees to postgraduate courses, etc. |
| Independent Technical Evaluator | ITE | The consultant, on contract to SELEP, tasked with providing impartial technical advice to SELEP and local project sponsors on a project's value for money and deliverability. Presently, the SELEP contract is with Steer Group (www.steergroup.com). |
| Kent and Medway Business Advisory Board | BAB | The Business Advisory Board is a business-led forum which provides a ‘sounding board’ with the business community to review and reflect on economic strategy. The BAB is made up of 50 representatives from key sectors of the local economy. It meets bi-monthly and each meeting provides an insight from the business community in Kent and Medway on current trading conditions and experience of the local economy, on a sector-by-sector basis |
| Kent and Medway Economic Partnership | KMEP | * An unincorporated association that drives economic growth in Kent and Medway. * It brings together businesses, local authorities, universities and further education colleges. * Among its functions, it is a federated board of SELEP. * KMEP represents the following areas: the Districts of Ashford, Canterbury, Dartford, Dover, Folkestone & Hythe, Gravesham, Maidstone, Sevenoaks, Swale, Thanet, Tonbridge & Malling, Tunbridge Wells, and the Unitary Authority area of Medway. |
| KMEP Secretariat | None | The officer that supports the activity of the KMEP board. There is 1 officer undertaking this role currently. They are employed as the 'KMEP Strategic Programme Manager' by Kent County Council. |
| KMEP Skills Commission | None | A sub-group of KMEP. It seeks to provide a business voice to support local partners, that are working to raise skills attainment and residents' aspirations with regard to their careers. |
| LEP Network | None | A peer network for LEPs, whose purpose is to enable LEPs to discuss issues of shared importance as a sector, engage with Government, and share knowledge and good practice. |
| Local Authority | LA | Local councils, which is the most common type of local authority, are made up of councillors who are elected by the public in local elections. Local councils deliver a range of vital services for people and businesses in defined areas. Among them are well known functions such as social care, schools, housing and planning and waste collection, but also lesser known ones such as licensing, business support, registrar services and pest control. |
| Local Enterprise Partnerships | LEPs | Local Enterprise Partnerships are public-private partnerships between local authorities, businesses and educators. They were established at the request of the Coalition Government in 2010/11. They are tasked with driving forward economic growth and creating jobs. |
| Local Growth Funding | LGF | A capital grant for investment in capital infrastructure projects. This funding aims to support the delivery of jobs, homes, new learners and other economic growth objectives. The source of LGF is central government, and LEPs must competitively bid to receive an allocation of this funding. |
| Local Growth Projects | None | Projects which are all or part funded by Local Growth Funding. |
| Local Industrial Strategy | LIS | Local Industrial Strategies, co-designed by the LEPs with central government, are to capture the economic strengths and opportunities of an area and provide the long-term plan for how national and local partners can ensure they seize those opportunities. The LIS effectively replaces the Strategic Economic Plan. |
| Monitoring Officer | None | The Monitoring Officer is a member of staff employed by a council. The Monitoring Officer has the specific duty to ensure that the Council, its officers, and its elected Councillors, maintain the highest standards of conduct in all they do. |
| National Assurance Framework | NAF | The National Assurance Framework sets out central government’s expectations relating to the governance and activities of a LEP. All LEPs must have a Local Assurance Framework that describes how it will meet locally the requirements specified by the Government in the NAF. |
| Nolan's Seven Principles of Public Life | None | The seven ethical principles expected of public office holders, including people who are elected or appointed to LEPs and to public office, both nationally and locally. |
| Opportunity South Essex | OSE | * A federated board of SELEP, tasked with growing the South Essex economy. * It is an informal public/private partnership. * The board represents the following local authority areas: the Districts of Brentwood, Basildon, Rochford, Castle Point, and Unitary Authority areas of Thurrock and Southend-on-Sea. |
| Pecuniary interest | None | A pecuniary interest in a matter is one where there is a reasonable likelihood or expectation of appreciable financial loss or gain to the person, their business, or their spouse/partner/family. |
| Private Sector | None | The part of the national economy that is not under direct state control. |
| Private-sector Membership / Subscription Organisations | None | Legal entities that are membership or subscription organisations of a generic, sector-based or geographic-based nature and which represent and speak on behalf of the interests of private-sector businesses with their consent. These types of organisations include:   * Trade Associations; * Chambers of Commerce; * Chartered Institutes; and * other professional membership bodies with a significant membership. |
| Protected Characteristics | None | The Equality Act identifies certain groups with characteristics that are protected by existing equality legislation. The Protected Characteristic are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex/gender, and sexual orientation. |
| Public Sector | None | The part of the national economy that is under direct state control. |
| Registers of Interest | ROI | All members of the KMEP and SELEP are required to complete a Register of Interests form, recording details of any relationship or other financial or personal interest which might conflict with their duties as a board member. |
| Section 151 Officer | S151 | An officer appointed under section 151 of the Local Government Act 1972 which requires every Local Authority to appoint a suitably qualified officer responsible for the proper administration of its affairs (especially its financial affairs). |
| SELEP Accountability Board | None | The Accountability Board for the South East LEP provides the accountability structure for decision-making and approval of funding within the overarching vision of the SELEP Strategic Board. It is one of SELEP's three main boards, alongside the Strategic Board and Investment Panel.  In March 2020, SELEP is due to be incorporated as a company limited by guarantee. *This glossary will be update at that time to reflect the changes to the SELEP structure and organisation.* |
| SELEP Investment Panel | None | A sub-committee of the SELEP Strategic Board. The Investment Panel has responsibility for the prioritisation of projects following an approach agreed by the Strategic Board.  It is one of SELEP's three main boards, alongside the Strategic Board and Accountability Board.  In March 2020, SELEP is due to be incorporated as a company limited by guarantee. *This glossary will be updated at that time to reflect the changes to the SELEP structure and organisation.* |
| SELEP Local Assurance Framework | LAF | The Assurance Framework reflects the expectations of Government with regard to LEP Governance and Operation, as set out in the revised National Local Growth Assurance Framework published in January 2019. |
| SELEP Secretariat | None | The officers that support the activity of the SELEP board. There are currently 15 officers and their positions are described at: https://www.southeastlep.com/about\_us/meet-our-people/secretariat/ |
| SELEP Strategic Board | None | The primary private/public partnership board within the SELEP structure. It is responsible for providing clear strategic direction and leadership.  It is one of SELEP's three main boards, alongside the Accountability Board and Investment Panel.  In March 2020, SELEP is due to be incorporated as a company limited by guarantee. *This glossary will be updated at that time to reflect the changes to the SELEP structure and organisation.* |
| SME | SME | Small and medium sized enterprises. |
| Social Value | None | Added economic, social or environmental benefits. |
| South East Local Enterprise Partnership | SELEP | The South East Local Enterprise Partnership is one of 38 LEPs across the nation. It is a public-private partnership, that brings together businesses with local authorities, universities and further education colleges.  It is tasked with driving forward economic growth, in Kent, Medway, East Sussex, Essex, Southend-on-Sea and Thurrock.  Currently SELEP operates three main boards:  • SELEP Strategic Board • SELEP Investment Panel • SELEP Accountability Board.  In March 2020, SELEP is due to be incorporated as a company limited by guarantee. *This glossary will be updated at that time to reflect the changes to the SELEP structure and organisation.*  SELEP is, by far, the largest LEP in the country by population, once London LEP is excluded. To facilitate informed discussion of local economic development priorities over such a large geographical area, SELEP operates a federated board model. This is an essential and fundamental component of SELEP.  The four local federated boards of SELEP are:   * Essex Federated Board (EFB) * Kent and Medway Economic Partnership (KMEP) * Opportunity South Essex (OSE) * Team East Sussex (TES)   In addition, SELEP has advisory working groups, focusing on specific sectors and themes. |
| Strategic Economic Plan | SEP | A Strategic Economic Plan outlines the priorities, aims, and actions of an organisation to drive a more productive and prosperous economy for the area. |
| Success Essex | SE | * A federated board of SELEP, tasked with growing the Essex economy. * It is an informal public/private partnership. * The board represents the following local authority areas: The Districts of Uttlesford, Braintree, Chelmsford, Epping Forest, Maldon, Tendring, Colchester & Harlow. |
| Team East Sussex | TES | * A federated board of SELEP, tasked with growing the East Sussex economy. * It is an informal public/private partnership. * The board represents the following local authority areas: the Districts of Eastbourne, Hastings Lewes, Rother, and Wealden. |
| Third Sector | None | The part of an economy or society comprising non-governmental and non-profit-making organizations or associations, including charities, voluntary and community groups, co-operatives, etc. |

Appendix F – Organogram of SELEP Structure



\*The SELEP advisory sector working groups are:

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

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

Success Essex

(SE)

Advisory sector working groups\*

Kent and Medway Business Advisory Board (BAB)

Kent and Medway Skills Commission

A picture containing text, clipart

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A partnership between the business community, education sector, and local government

& a federated board of the South East Local Enterprise Partnership

**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** | **Accountability Board** |
|  | **10am to noon** | **10am to noon** |
| **2021** | | | |  | **2021** | |
| 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 |

KMEP business leader priorities

Calendar

Description automatically generated

1. All bids must be made using the Government prescribed application form. This form allows a bidder to name up to three district/unitary areas per application. [↑](#footnote-ref-1)
2. An exception will be made for the KMEP recruitment for 2020, when all business member positions will be advertised as per Central Government’s LEP Review requirement. [↑](#footnote-ref-2)
3. Protected Characteristics are defined by the Government as [age](https://www.equalityhumanrights.com/en/advice-and-guidance/age-discrimination), [disability](https://www.equalityhumanrights.com/en/advice-and-guidance/disability-discrimination), [gender reassignment](https://www.equalityhumanrights.com/en/advice-and-guidance/gender-reassignment-discrimination), [martial/civil](https://www.equalityhumanrights.com/en/advice-and-guidance/marriage-and-civil-partnership-discrimination) partnership status, [pregnancy and maternity](https://www.equalityhumanrights.com/en/our-work/managing-pregnancy-and-maternity-workplace), [race](https://www.equalityhumanrights.com/en/advice-and-guidance/race-discrimination), [religion or belief](https://www.equalityhumanrights.com/en/advice-and-guidance/religion-or-belief-discrimination), [sex](https://www.equalityhumanrights.com/en/advice-and-guidance/sex-discrimination), and [sexual orientation](https://www.equalityhumanrights.com/en/advice-and-guidance/sexual-orientation-discrimination). [↑](#footnote-ref-3)
4. The key sectors in Kent and Medway according to Locate in Kent in 2019 are: Creative & Digital, Food & Drink, Manufacturing, and Life Sciences/Healthcare. [↑](#footnote-ref-4)
5. BAB meets bi-monthly and meetings typically last 2.5 hours. The agenda setting meetings occur before every KMEP board meeting, and typically last 1 hour. Other meetings may be arranged on an ad-hoc basis with the Secretariat, as the workload dictates. [↑](#footnote-ref-5)
6. These are listed in the Business Board Member Role Specification [↑](#footnote-ref-6)