Review of the Thames Gateway
Kent Partnership

Information provided to the Overview Scrutiny Committee

March 2017
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1. Background to the partnership

The partnership was originally formed in 2001 as a public and private sector partnership. Gravesham Borough Council formally agreed to become Members of the partnership at the, then, Executive Cabinet meeting in March 2001. The partnership was established with the aim of working towards securing sustainable economic growth across North Kent. The specific aims of the partnership were set in 2001 and have largely remained the same since this date:

- To create the best conditions possible to attract investment and deliver sustainable, private sector-led economic growth across North Kent
- To promote and enable collaboration between the private and public sectors to help achieve growth
- To ensure that the Thames Gateway remains a key priority for Government

The partnership agreed a Vision for the Thames Gateway area; to make Thames Gateway Kent the place to be.

The key development that will have a direct effect on the partnership (in the Dartford & Gravesham area) is the development of the new Garden City at Ebbsfleet. The Ebbsfleet Development Corporation (EDC) has been created to lead delivery of the Garden City, and the Chief Executive of the EDC sits on the board of the Thames Gateway Kent Partnership to enable the two organisation to work together.

2. Partnership objectives

To achieve the vision set for the partnership, there are 10 long-term economic objectives for North Kent:

1. **Improve the productivity of the North Kent economy.** Ultimately we want to raise Gross Value Added (GVA) per head in North Kent to the average for the south east of England, attaining at least 90% of the south east average by 2026.

2. **Attract and retain investment in our priority employment locations**, ensuring the development of new employment sites and provision of high-quality, marketable business premises.

3. **Represent North Kent’s interest to Government and the Local Enterprise Partnership** to secure the necessary investment in transport and infrastructure, to assist connectivity and sustainable economic growth.

4. Support the delivery of at least **50,000 new homes**, between 2006 and 2026.

5. Ensure that all new development is of the **highest possible quality**.

6. **Improve the skills of North Kent’s workforce and tackle unemployment**, particularly raising the proportion of residents with higher level skills, and securing effective support to residents wanting to enter the jobs market.

7. Support the creation of at least **58,000 jobs** between 2006 and 2026, particularly in high value sectors.

8. **Attract and grow knowledge based employment** in North Kent.

9. **Increase the rate of new business start-ups** to exceed the national average, matched by better than average business survival rates.

10. **Maximise the economic benefits of our universities** by strengthening the links with industry and retaining more graduates in North Kent.
These objectives are supported by a number of priorities which are set out within the *Thames Gateway Kent Partnership Growth Plan 2014-2020*, which is shown at appendix one to this document. An update on progress towards these objectives was produced by the partnership in November 2015 and is shown at appendix two.

Specifically in relation to the Gravesham Borough Council, these objectives support the council’s overall objective of a **Sustainable Gravesham** (corporate plan objective three). Specifically it links to the following commitments:

- Work to ensure relevant physical infrastructure is in place to improve our local, national and international connectivity.
- Allocate a ready supply of quality sites for economic development as identified through the Local Plan Core Strategy.
- Complete the regeneration of the town Charter Market, progress the Heritage Quarter project and ensure Gravesham’s interests are fully represented in the Ebbsfleet Garden City and Paramount projects.
- Improve the levels of inward investment to help provide a greater number, variety and quality of jobs.
- Encourage economic participation through the use of apprenticeship schemes and support for those looking to get back into work, and work with education and training providers to raise local skill levels.
- Develop a strong support package to enable businesses to sustain themselves and deliver local employment opportunities, through initiatives such as a ‘free’ Saturday parking offer.
- Actively support businesses through the planning process as part of our ‘pro-growth’ economic agenda.

### 3. Partnership governance arrangements

The TGKP Board is made up of representatives from both the public and private sector, and is chaired by a representative from the private sector:

**Chairman**
- Rob Bennett, Founding Partner, BBP Regeneration

**The Public Sector**
- Councillor Andrew Bowles, Leader, Swale Borough Council (Vice Chairman)
- Councillor John Cubitt, Leader, Gravesham Borough Council
- Councillor Rodney Chambers OBE, Cabinet Member for Inward Investment, Strategic Regeneration and Partnerships, Medway Council
- Councillor Jeremy Kite MBE, Leader, Dartford Borough Council
- Councillor Mark Dance, Cabinet Member for Economic Development, Kent County Council
- Paul Spooner, Interim Chief Executive (Ebbsfleet Development Corporation)

**The Private Sector (There are currently two Private Sector vacancies on the Board)**
- Kamal Aggarwal, Partner and Head of Thames Gateway Office, Thomson Snell and Passmore
- Alan Everard, Head of Estates, South Region, Tarmac
- Robert Goodman, General Manager of Bluewater (Land Securities Group plc)
The TGKP has a Constitution in place which sets out:

- Specific arrangements for the partnership in terms of membership of the Board, member obligations including declarations of interest and voting rights;
- Arrangements for the calculation and payment of subscriptions to the Board;
- Details of how a proposal for the termination of the partnership can be brought forward;
- Specific functions of the Board; and
- Secretariat arrangements for Board including details of the quorum, selection of the chairman and vice-chairman, minute-taking etc.

There are four meetings of the Board each year, with the Annual General Meeting held in December each year. Minutes of all of the meetings are held on the Thames Gateway Kent Partnership (http://www.tgkp.org/board-papers). The agenda and associated papers for the most recent meeting of the board are shown at appendix three.

In addition, the Chairman produces an annual report which is provided to the Board in December each year; the annual report from December 2016 is shown at appendix four.

The TGKP Board is supported by an officer group comprising the Chief Executives of Dartford Borough Council, Gravesham Borough Council, Medway Council, Swale Borough Council, together with representatives of Kent County Council, the Environment agency, Homes and Communities agency, Job Centre Plus, Ebbsfleet Development Corporation, North Kent College, the Department for Communities and Local Government, the Department for Business, Energy & Industrial Strategy together with the TGKP officers.

### 4. Performance of the partnership

Monthly ‘dashboards’ are produced which provide a summary of key economic indicators for the Thames Gateway area. These are used by the Partnership Board in monitoring economic activity. In addition, as set out in section two, an update report on progress against the overall objectives was prepared by the partnership and published in November 2015 (appendix two).
5. Financial management and value for money

The council makes an annual contribution to the partnership of £28,000. The council does not provide any specific assets to the Partnership as it is based in Medway in a building owned by Medway Council.

Medway Council lead on finance with reports to the Board for budget setting, year-end and as appropriate. Budget updates are provided at each of the meetings throughout the year, with a more detailed update provided at the AGM each December.

The Chairman’s Annual report, provided at the AGM each year, provides a summary of the Thames Gateway Kent budget. A copy of the latest Budget schedule, dated 06 December 2016, is shown at appendix five to this report.

6. Partnership Engagement and Feedback

It was originally intended for a review of the Thames Gateway Kent Partnership to be undertaken in the Autumn of 2015, as directed by the Officer Group supporting the Board. The Board discussed the proposal of the review and felt, that at this stage, there were more pressing issues that required the attention of the Board and as such, it would not be prudent to undertake a review at this time. The partners expressed views that they were content with the partnership, the staff and the way in which it was operating and as such a decision was taken to not proceed with the review.

The papers that were discussed by the board in respect of the TGKP proposed review along with the minutes from the appropriate meeting where the Board discussion took place shown at appendices six and seven (page seven of the minutes – relevant section highlighted).
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Foreword

As a part of the Thames Gateway, one of Europe’s biggest regeneration initiatives, North Kent is a priority area for growth. These are exciting times in Thames Gateway Kent. Ebbsfleet’s great potential has been boosted by the announcement of a new Garden City. On the Swanscombe Peninsula we look forward to the possibility of massive investment in a world-class leisure resort, bringing jobs and visitors boosting the North Kent economy.

As each month goes by, more businesses in North Kent are reporting a positive outlook, and many are being helped in their growth ambitions by interest-free loans from the TIGER programme set up by this Partnership.

We regularly review our own strategy to ensure we focus the Partnership’s energy on the areas and actions that will support sustainable economic growth to benefit residents and businesses in North Kent. This refresh of our strategy, last updated in 2012, highlights our priorities and proposals. As well as consulting the business community, we have worked closely with the South East Local Enterprise Partnership, to help shape the Growth Deal proposals negotiated with Government, and bring investment to support economic growth in North Kent.

I commend this Plan to you and at the same time invite any feedback, suggestions or proposals that will help deliver our vision – to make Thames Gateway Kent the place to be.

Rob Bennett
Chair of Thames Gateway Kent Partnership

June 2014
About the Thames Gateway Kent Partnership

The Thames Gateway Kent Partnership (TGKP) is a public-private partnership that helps deliver sustainable economic growth across North Kent.

It comprises senior representatives from across the North Kent business and higher/further education communities, local authorities, the Homes & Communities Agency (HCA), the Environment Agency, together with a North Kent Member of Parliament.

The main aims of the partnership are to:

- create the best conditions possible to attract investment and deliver sustainable, private sector-led economic growth across North Kent;

- promote and enable collaboration between private and public sectors to help achieve growth;

- work with partners in London and South Essex, on pan-Gateway activities, to ensure that the views of North Kent businesses are represented and that the Thames Gateway remains a key priority for Government and the Local Enterprise Partnership (LEP).
Our Vision

Our Vision for North Kent was agreed by the Partnership on its formation in 2001 and remains as relevant today as it was then.

North Kent will be recognised as:

- An area of exciting towns and cities complemented by an outstanding natural environment, providing an exemplar of urban regeneration.
- A thriving business centre attracting leading investors and businesses through its diverse and skilled workforce, high-quality commercial sites and local services, and accessibility to transport links and strategic routes to UK and continental markets.
- An area of strong, integrated communities with harmony between new and existing businesses and residents – where the benefits of development and investment are shared by the whole community.
- A vibrant cultural hub with a thriving social scene and civic pride – attracting a growing student population, bringing youth and vigour to the community.

Making Thames Gateway Kent the place to be.
Our economic objectives

To achieve our vision, the Partnership has set out 10 long-term economic objectives for North Kent.
1. **Improve the productivity of the North Kent economy.** Our long-term ambition is to raise Gross Value Added (GVA) in North Kent to the South East regional average by 2026, adding over £2 billion per year to the North Kent economy.

2. **Attract and retain investment in our priority employment locations,** ensuring the development of new employment sites and provision of high-quality, marketable business premises.

3. **Represent North Kent’s interests to Government and the Local Enterprise Partnership** to secure the necessary investment in transport and infrastructure to assist connectivity and sustainable economic growth.

4. **Support the delivery of at least 50,000 new homes** between 2006 and 2026.

5. Ensure that all new development is of the **highest possible quality.**

6. **Improve the skills** of North Kent’s workforce and tackle unemployment.

7. Support the creation of at least **58,000 jobs** between 2006 and 2026, particularly in high-value sectors.

8. **Attract and grow knowledge-based employment** in North Kent.

9. **Increase the rate of new business start-ups.**

10. Maximise the **economic benefits of our universities** by strengthening the links with industry and retaining more graduates in North Kent.
Achieving our economic objectives

Attracting new businesses and helping existing businesses to grow and prosper are crucial to the future of North Kent. Delivering new homes and re-shaping our town centres contribute both to the vitality of North Kent and help in supporting the growth of London as a global city. Our priorities include

1. Delivering growth in key locations

North Kent offers a wide range of development opportunities, including a new Garden City at Ebbsfleet, commercial and industrial sites in the Medway Superhub and mixed-use developments reviving our town centres. Enhancing connectivity across North Kent and its transport links to London, the rest of the UK and to Europe, is essential for sustainable economic growth, enabling the free flow of goods, information, services and people.

North Kent benefits from a number of valuable transport assets, including Ebbsfleet International Station, the A2/M2 and important seaports: capitalising on these existing resources is vital to help attract high-value businesses to the area. But further investment in transport and infrastructure, including digital infrastructure, continues to be a critical factor both to relieve local congestion and unlock the potential of new employment and residential sites.
Partner Actions

• Work with partners across the Thames Gateway, Kent & Medway Economic Partnership (KMEP), South East LEP and with Government to:
  - Identify and tackle barriers to housing and commercial development and develop innovative solutions to boost provision of new homes, including affordable homes, and jobs in North Kent.
  - Ensure that transport schemes supporting North Kent development sites receive high priority in the allocation of Local Growth Funding.
  - Secure investment in regeneration projects in North Kent through innovative financing mechanisms.
• Engage positively with the new development corporation leading the delivery of Ebbsfleet Garden City.
• Articulate the views of businesses and the partnership on national initiatives impacting upon North Kent.
• Continue lobbying Government for early delivery of investment in Highways Agency schemes such as the A2 Bean and Ebbsfleet Junctions and M2 Junction 5/5A.

More detail on some of the key development opportunities in North Kent appears on pages 16 to 21.
Our employment targets will not be delivered solely from growth in existing businesses. Attracting inward investment is fundamental to achieving our ambitions for North Kent.

One element of our approach is ensuring the supply of high-quality sites and premises that meet companies’ needs, from micro-businesses to multi-nationals. Another element is promoting North Kent’s offer to inward investors, promoting the opportunities for sector clustering, such as renewable energy (particularly offshore wind) in Medway and Swale, creative and cultural industries in Medway and around the proposed Paramount leisure resort at Swanscombe Peninsula, and life sciences at Kent Science Park.

Partner Actions

- **Work with UKTI and partners in Essex and London**, through the Thames Gateway Strategic Group (TGSG), to promote and market the Thames Gateway nationally and internationally.
- Work with Locate in Kent to **promote and co-ordinate inward investment opportunities**.
- Review Kent & Medway-wide **marketing**, with renewed emphasis on the North Kent area.
- Promote the **additional benefits for businesses** available in the Medway-Swale Arc Assisted Area.
3. Focusing on Quality

Improving the quality of life in North Kent is an integral part of our Vision. Creating high-quality buildings, enhancing the public realm and natural environment, and providing high-quality community and cultural facilities and public services are imperative if we are successfully to attract new people to the area and improve the lives of existing residents.

Partner Actions

• Ensure that development reflects community needs and complements and respects the natural environment.
• Promote best practice in accommodating change and growth through the delivery of high-quality architecture and design, public space and infrastructure, including green and blue infrastructure.
• Promote a solution-focused approach to resolving tensions between development and social, economic and conservation objectives.
• Work with all stakeholders to ensure that Ebbsfleet Garden City is an exemplar of sustainable and high quality development.
4. Supporting Businesses: Growth in Key Industry Sectors

The diversity of North Kent’s economy has helped its resilience during the economic downturn. But the most competitive economies tend to be those where clear specialisms or clusters of activities promote collaboration and competition and create high-value jobs. We want to support growth across the whole North Kent economy: promoting existing sector strengths (e.g. advanced manufacturing, ports and logistics, and sustainable construction); highlighting sectors where there are particular opportunities for growth due to North Kent’s locational advantages; and responding positively in areas where population growth and demographic change can be drivers for growth (such as in healthcare and retail).

Partner Actions
Shaping and complementing work undertaken through the LEP and KMEP to:

- Develop and implement measures to support the key growth industry sectors in North Kent (e.g. environmental technologies, business and financial services, creative and cultural industries, tourism and leisure, ICT and life sciences).
- Promote North Kent’s business-focused specialist training provision including sustainable construction (SusCon, Dartford), National Maritime Training Centre (Gravesend) and engineering and sustainable technologies (Swale Skills Centre, Sittingbourne).
- Encourage the supply of suitable business premises and work spaces to meet businesses’ requirements and respond to changing work patterns.
- Develop and implement proposals for effective engagement with businesses in North Kent, awareness-raising and other advice and support to expand export and other market opportunities.
5. Supporting Businesses: Increasing Innovation, Enterprise and Creativity

Fostering an entrepreneurial culture and helping businesses to exploit new ideas through innovation and creativity are critical for economic growth. More companies need to invest in research and development (R&D) and embed innovation and creativity into their everyday business activities to raise productivity; and we need to encourage and support more start-up companies, especially in knowledge-intensive industries.

Partner Actions

- Improve businesses’ access to finance by promoting the TIGER programme of interest-free loans to support business growth and job creation, and securing long-term programme arrangements beyond March 2015.
- Raise awareness of tax credits and other incentives to increase investment in R&D.
- Work with local universities and businesses to exploit and embed research, innovation and creativity including incubation of R&D towards market-readiness by strengthening existing relationships and building new links.
- Strengthen and extend the Kent Innovation Corridor, to maximise the benefit offered by the network of excellent new innovation centres across North and East Kent.
- Ensure access to appropriate sources of advice through a coherent and well signposted business support offer, involving public, private and third sector providers.
6. Improving Skills, Qualifications and Employability

A skilled workforce is a key driver of productivity and competitiveness and is vital to achieve sustainable economic growth. The skills across North Kent’s residents and workforce need to be raised further to ensure that companies remain competitive and local people can successfully fill newly created roles, especially in knowledge-intensive sectors. We need students coming through schools and colleges to have appropriate guidance about career choices; businesses need to attract and retain more graduates and offer high-quality apprenticeships; unemployed and economically inactive residents need training opportunities that will help them enter the jobs market; and employers need to invest in training to raise the skills of their existing workforce.

Partner Actions

• Encourage effective targeting of business engagement with schools and colleges.
• Work with strategic partners (e.g. Jobcentre Plus and Skills Funding Agency) to ensure programmes address North Kent priorities and that collaboration with providers and other sector partners is effective.
• Ensure effective mechanisms for engagement between businesses and training providers to secure employer-responsive skills training provision for North Kent residents and businesses.
• Develop proposals to strengthen support for SMEs to increase the offer and take-up of apprenticeships and other in-work training.
• Support efforts to extend FE provision in Swale.
Achievements to date

The last twenty years have seen enormous change and much has already been achieved across North Kent.

Some key examples are featured overleaf.
Ebbsfleet International Station offers journey times to Paris and Brussels of just over two hours. Domestic high speed rail services bring North Kent within easy reach of central London (Ebbsfleet 17 minutes, Gravesend 22 minutes, Strood 34 minutes).

Major transport infrastructure investments have contributed to a vast improvement in the area’s transport connectivity. These include: the Medway Tunnel, Sheppey Crossing, widening of the M2 and the new Medway Viaduct, Fastrack rapid transit system and widening and realignment of the A2 in Dartford and Gravesham, Sittingbourne Northern Relief Road and Rushenden Relief Road on the Isle of Sheppey.

New and improved railway stations have been completed at Dartford (2013), Gravesend (2014) and Gillingham (2011), together with the reinstatement of the railfreight link at Northfleet, completed in 2011/2012 and jointly funded by Crossrail, Network Rail and Lafarge.

Successful new developments are approaching completion at Ingress Park and Stone House Hospital in Dartford, together with initial phases of The Bridge and at Springhead Park in Gravesham. At Rochester Riverside the first affordable housing is complete and contracts let for the next phase of development. Since 2000/01, over 25,500 new homes have been delivered across North Kent.
Chatham Maritime has been transformed from a defunct naval dockyard into a thriving business, education, leisure and residential community. It is one of the top business locations in Kent, with 120,000 m² of office space, and is home to a community of around 7,000 residents on St. Mary’s Island, in an award-winning residential scheme.

Chatham Maritime also houses a major campus for the Universities at Medway, a partnership between the universities of Greenwich, Kent and Canterbury Christ Church and MidKent College and bringing together more than 10,000 students.

The opening of Bluewater in 1999 turned a derelict cement quarry into one of the most successful regional shopping and leisure centres in the UK with over 28 million visitors each year and further expansion underway.

A number of business parks have become well established across North Kent, including Crossways (M25/J1a), Gillingham Business Park, Kemsley Fields and Eurolink (both at Sittingbourne). New centres for innovative businesses include The Nucleus and The Base in Dartford, the Innovation Centre Medway and Joiners Shop in Chatham, and expansion of Kent Science Park near Sittingbourne.

Major investments in sports, leisure and heritage facilities include Dartford’s Princes Park football stadium, Gravesend’s Cyclo Park, Medway Park centre of sporting excellence, an 800 hectare green space development around Cobham Park and restoration of the Darnley Mausoleum, both in Gravesham, Ranscombe Farm Nature Reserve and the world-class Historic Dockyard at Chatham.
Key investment opportunities

Whilst much has already been achieved, further investment is required to achieve our Vision for North Kent and to seize the huge opportunities for local businesses and investors. The following pages highlight some of the major sites offering investment opportunities and driving economic growth in North Kent.

**Ebbsfleet Garden City** – The Government has announced its support for a new generation Garden City at Ebbsfleet, with a dedicated development corporation to lead delivery.

**Eastern Quarry** – a 260 hectare site (Land Securities) between Ebbsfleet International station and Bluewater, with scope for 6,250 new homes. The first phase at Castle Hill (Ward Homes) commenced in 2013.

**Ebbsfleet** – a 150 hectare site (Land Securities/Lafarge) which could deliver around 790,000 sq metres of mixed use development, including around 3,000 homes and commercial/retail development. Residential development and a Community Church have already been delivered at **Springhead Park** and further phases are underway.

**Swanscombe Peninsula** – a 353 hectare site identified as the location for a world-class leisure resort under the Paramount brand.
This huge development could generate up to 27,000 direct and indirect jobs. The main planning application is to be determined through the Nationally Significant Infrastructure Project process, with the scheme expected to start on site by 2016, opening 2019-20.

**Northfleet Embankment** – comprising two sites totalling around 70 hectares on the eastern edge of Gravesend Town Centre close to Ebbsfleet International Station, with extensive river frontage and deep water access to the Thames and scope both for linking to the rail network and creation of cruise liner facilities. The HCA-owned Northfleet Embankment East site is ideal for commercial development, while the Lafarge-owned Northfleet Embankment West site has the potential to deliver around 500 houses and 1,500 new jobs through a mixed use scheme.

**North West Sub-Station** – (National Grid Property), on the southern edge of Ebbsfleet Valley, with potential for nearly 1,000 homes in a mixed use development. The first phase (Redrow Homes) is expected to deliver the first new homes in 2015.
Dartford Northern Gateway – this mixed-use development will deliver 1,300 new homes, 1,200 new jobs and a range of supporting facilities including a primary school and a dedicated Fastrack rapid bus transit route.

Dartford Town Centre – Dartford Borough Council and the HCA are collaborating on proposals for the former Co-op site and redevelopment of the Station Mound (complementing the new station buildings opened in 2013), offering a mix of residential, retail, leisure and office development. Permission has been granted for a major redevelopment at Lowfield Street including 10,000 m² anchor retail.

The Bridge – a mixed development including 1,550 homes (over 400 already completed) together with commercial development and community facilities, and the location of a new University Technical College opening in September 2014.

Gravesend Town Centre – around 1,250 new homes and 1,500 new jobs will be created in and around Gravesend town centre, focusing on four major sites (Heritage Quarter, Canal Basin, North East Gravesend and Clifton Slipways) capitalising on the 22 minute High Speed train service to London and investment in public transport interchange in the Transport Quarter (including £19 million upgrade of the railway station).
Medway and Swale

**Medway:** a cluster of waterfront sites creating over 10,000 homes and around 335,000 m$^2$ of commercial, employment and retail development.

The major schemes include:

**Chatham Waterfront and Centre** – 2,250 new homes and 2,000 new jobs, enhancing the retail and leisure offer and the clustering of creative and cultural enterprises.

**Chatham Maritime** – Two outstanding development sites – one on St Mary’s Island and the second next to Chatham Historic Dockyard – will complete the regeneration of Chatham Maritime and deliver a further 1,400 new homes and 10,000 m$^2$ of commercial space.

**Chatham Waters** – this mixed-use scheme will provide around 950 new homes and 3,500 jobs in 180,000 m$^2$ of mixed commercial space including offices, education facilities, hotels and retail. The development includes the Medway University Technical College, opening in 2015, complementing the nearby learning cluster with MidKent College and the Universities at Medway.

**Rochester Riverside** – this site will deliver up to 1,500 new homes and 29,400 m$^2$ of commercial space and will be directly served by the relocated railway station opening in 2015 as part of £2.3 billion Network Rail investment in upgrading South Eastern rail networks.

**Gillingham Waterfront** – a private-sector led scheme delivering 775 homes and over 2,200 m$^2$ of commercial space.

**Strood** - the extensive waterfront area runs from the Temple Waterfront to Strood Riverside, linking to Strood town centre. These schemes have the potential for over 2,000 new homes and nearly 65,000 m$^2$ of mixed retail and employment development, supported by infrastructure investment including refurbishment of the railway station already served by 34 minute high speed services to London.
Rochester Airport – situated close to the M2, this strategic location is to be developed as a technology and knowledge-based cluster. The Masterplan was approved in late 2013. Rationalisation of the existing airport will create capacity for over 37,000m² of high-quality innovation and commercial space in two phases, providing up to 1,760 jobs.

Lodge Hill, Chattenden – Land Securities propose a mixed-use development on this 700 acre site delivering up to 5,000 new homes and 5,000 new jobs over a 15 to 20 year period, with 41,000 m² mixed commercial space and school, health, leisure and community facilities. Revised proposals include measures to mitigate and compensate for potential harm to the integrity of a SSSI which covers part of the site.

The Medway-Swale Arc – this horseshoe-shaped area has Assisted Area status (from 1 July 2014). It extends from Rochester Airport in the south west to Kent Science Park in the south east, covering some of the most concentrated areas of advanced manufacturing and innovation in South East England. The focus for the Arc is the ‘Medway Superhub’, a network of sites mainly on the Hoo Peninsula and Isle of Sheppey totalling over 340 hectares, with particular potential for growth in low carbon and renewable energy industries and forming part of one of Britain’s

Offshore wind farm, Thames Estuary
six Centres for Offshore Renewable Engineering (CORE). These include the Port of Sheerness, London Thamesport, Isle of Grain, Kingsnorth Commercial Park and Queenborough & Rushenden.

Eurolink – Phase 5 of this highly successful business estate will provide over 43,000m² of new industrial and logistics development with potential for a further 1,000 jobs.

Sittingbourne Town Centre – A package of developments proposed for the town centre include major schemes led by the Spirit of Sittingbourne consortium, the first phase of which – a new cultural quarter – is expected to commence in Spring 2015.

Queenborough & Rushenden – this site on the Isle of Sheppey will accommodate up to 1,100 new homes linking into the existing community, plus around 180,000m² of commercial space at Neats Court with potential for up to 2,000 jobs.

Kent Science Park – Expansion currently underway will provide 3,000m² of high-tech floorspace suitable for innovatory businesses. In the longer term there are plans for a further 100,000m² expansion, subject to securing improved transport links and access.
Summary - responding to the evidence

Our strategy for promoting economic growth is shaped by the evidence about opportunities and challenges affecting North Kent businesses and residents.

Opportunities

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<td>Both overall and working age population are growing faster than the national or regional average. Per capita GVA growth is back on an upward trend after dipping in 2007-9.</td>
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<td>The widening gap between working age and total population demands higher productivity to achieve economic growth. Productivity measures show wide disparity across North Kent Districts.</td>
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<td>• Create conditions for businesses to prosper, measures to tackle unemployment, attract higher value jobs, promote North Kent’s advantages as a destination for investment.</td>
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<td>• Unlock employment and commercial opportunities to promote growth.</td>
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<tr>
<th>Employment, economic activity and earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current employment is below the 2005 peak, but employment and unemployment rates are comparable with national and regional levels. Economic activity and the rate of economically inactive people wanting a job are also higher than average. Residents in work have seen average earnings increase by more than that experienced across Kent or the UK.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job losses during the recession make the target for 58,000 new jobs by 2026 challenging. The claimant rate for 18-24 year olds is double the overall rate, with wide district variation. Workplace earnings overall have stagnated and the disparity between districts has widened.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Work with strategic providers in shaping programmes to help unemployed people into work and training, with strong focus on tackling longer term youth unemployment.</td>
</tr>
<tr>
<td>• Utilize North Kent’s competitive price advantage, but also promote growth in higher value sectors.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skills, qualifications and occupations</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Kent performs well on GCSE level attainment and Apprenticeship enrolments. A high proportion of HE students in North Kent are studying subjects relevant to our priority sectors. The proportion of residents in professional occupations has increased whilst those in the lowest skilled occupations have decreased.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>The proportion of residents qualified to degree level is below national and regional rates, a higher than average proportion of residents has no qualifications and participation in post-16 education and training is relatively low. North Kent residents are comparatively under-represented in high value occupations and over-represented in skilled trades.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Attract and retain good students to North Kent HEIs, and retain graduates.</td>
</tr>
<tr>
<td>• Support partners in developing apprenticeship support for SMEs.</td>
</tr>
<tr>
<td>• Promote sectors with greatest potential for growth, particularly knowledge-intensive industries, and strengthen the links between businesses and HE/FE institutions.</td>
</tr>
</tbody>
</table>
### Opportunities

**Business health**
- **Start-up** Early years survival rates are higher than average, as is growth in high value manufacturing and knowledge intensive industries. North Kent companies out-compete other areas in investment in new-to-market innovations. Construction and manufacturing remain strong sectors.

**Housing, commercial development, investment**
- **14,250 new homes** built since 2006/7, land supply already identified for a further 32,000. **House prices** remain relatively affordable, though ratio of prices to earnings has risen sharply since 2011. Mixed-use and leisure development have grown, and North Kent continues to attract a positive share of **inward investment**, creating and retaining jobs.

**Quality of life**
- Communities are benefitting from the legacy of the Thames Gateway Parklands Programme and **continuing investment in the public realm**, especially town centre regeneration. A number of high-quality developments already delivered demonstrate what can be achieved.

### Challenges

- New business creation, investment in R&D and participation in European and global markets remain below average. North Kent lags behind national average on professional, scientific and technical services; the most prevalent businesses are in lower value sectors.

- **Rate of housebuilding** is below our planning trajectory. **Market confidence** is reviving but uneven across the area. There is a widening affordability gap for people on lower incomes. More state of the art commercial property is needed. Most inward investment activity comes from expansions and relocations within Kent.

- **Viability issues on development sites** have squeezed investment in community facilities. Green infrastructure initiatives rely heavily on EU funding: securing match funding will be increasingly competitive.

### Actions

- **Increase support** to promote exporting activity.
- **Continuation and expansion of TIGER-style access to finance programme** to promote entrepreneurial and jobs growth.
- **Encourage increased investment in R&D.**

- **Major schemes such as Ebbsfleet Garden City and Paramount London Resort** could provide a radical boost to delivery of housing and jobs.
- **Stronger marketing of North Kent** is needed to increase investment from outside the County and UK.

- **Maintain a strong commitment to quality** in new development.
- **Ensure that policies and proposals are socially inclusive,** reduce barriers to employment, and emphasise acquisition of skills that will enable people to enter the jobs market.
We welcome your comments and involvement

We would like to hear what you think of our plans for Thames Gateway Kent, and what you would like us to do to help your business.

If you would like to get involved with the Partnership or receive invitations to our business events, please contact us using the details below.

**David Liston-Jones**, Chief Executive, TGKP
david.listonjones@thamesgateway-kent.org.uk

**Dr Richard Longman**, Senior Policy Officer, TGKP
richard.longman@thamesgateway-kent.org.uk

www.tgkp.org

We would like to thank the following partners for providing images for this booklet:

- Dartford Borough Council
- Gravesham Borough Council
- Historic Dockyard Chatham
- Kent County Council
- Kent Science Park
- Locate in Kent
- Medway Council
- Medway Swale Estuary Partnership
- Swale Borough Council
- Visit Kent

TGKP’s Plan for Growth - Main Report and Evidence Review can be found at
www.tgkp.org/documents
TGKP’s Plan for Growth 2014-20 was launched at our Business Breakfast in June 2014. Since then we have seen political changes at both national and local levels, a renewed strategic focus on housing delivery and business growth, and continuing evolution in the business environment both in products and services driven by technical innovation and in the way business is conducted.

The 18 months since the Plan was published have seen progress on a number of priorities in the Plan:

Delivering growth in key locations
- Creation of the Ebbsfleet Development Corporation to lead delivery of Ebbsfleet Garden City.
- 1,860 new homes started and 1,470 completed between January 2014 and June 2015
- Successful lobbying of the Airports Commission against the short-listing of proposals for a Thames Estuary airport, following earlier lobbying of the Department of Transport to remove ‘Option B’ from the list of possible options for the Lower Thames Crossing so as to avoid compromising future development on the Swanscombe Peninsula.

Attracting and retaining investment
- Hosting visits to North Kent by successive Thames Gateway Ministers, Penny Mordaunt MP and the Rt Hon Mark Francois MP to promote the Thames Gateway Kent area as a national investment priority.
- Helping secure the allocation of £44million Local Growth Fund resources, through the South East LEP, for transport infrastructure schemes in North Kent.

Growth in key industry sectors
- Ongoing support and involvement in the South East Centre for Offshore Renewable Engineering
- Successful 6-monthly business breakfasts to share information on major policy initiatives and development schemes, and to gather feedback on matters of concern to businesses to shape future Partnership activity.

Increasing innovation, enterprise and creativity
- Submission to Government of a bid for a new Enterprise Zone – the North Kent Innovation Zone, including sites at Ebbsfleet Garden City, Rochester Airport Technology Park and Kent Medical Campus.
- Completion of the £20 million TIGER (Thames Gateway Innovation, Growth and Enterprise) programme, providing interest-free business loans to more than 70 companies and helping to create or safeguard more than 2,300 jobs in North and West Kent, Thurrock and East Sussex.

Improving skills, qualifications and employability
- Opening of two University Technical Colleges – the Leigh UTC in 2014 and Medway UTC in 2015.

Focusing on quality
- TGKP has become a member of Kent Design and is exploring with Design South East ways of supporting high quality design in new developments.

The months ahead will continue to be busy, including:
- Continuing to press the case for infrastructure investment in North Kent, including improvements to rail capacity and the possibility of extending Crossrail, and working with partners on a pan-Thames Gateway basis to promote the case for investment and accelerated delivery timetables for key infrastructure priorities such as the Lower Thames Crossing.
- Working with partners and the South East LEP to ensure priority schemes are well placed to compete for funding following the Government’s Spending Review and Autumn Statement.
- Exploring options for improving business support in North Kent to complement the emerging Growth Hub. A new access to finance programme is planned for the future as TIGER loans are repaid and recycled to support other businesses.
- Looking at ways to promote better engagement between businesses and schools and initiatives to help improve residents’ skills and employment opportunities.

The following pages provide an update on key investment opportunities, and a snapshot of key economic indicators in Thames Gateway Kent.
**Update on key investment opportunities**

The Plan for Growth lists a number of major sites offering investment opportunities. Here is a summary of progress on some of the key schemes across North Kent.

**Dartford and Gravesham**

The Ebbsfleet Development Corporation is now operational, including planning functions, and charged with leading delivery of the Ebbsfleet Garden City. Development is already under way at Castle Hill in Eastern Quarry, with the next phases going through detailed planning and a masterplan submitted for the first phase development at Ebbsfleet Green. The Corporation has bid for funds from central Government as part of the Spending Review process to support delivery of the Garden City. A cluster of commercial sites in Ebbsfleet Valley and Northfleet Embankment are included in the North Kent Innovation Zone bid for enterprise zone status. In the next few months the Corporation will be consulting on the new Masterplan for the whole Garden City.

Included within the boundary of Ebbsfleet Garden City, the Swanscombe Peninsula is earmarked for development of the London Paramount Entertainment Resort, an exciting and nationally significant infrastructure project expected to create 27,000 jobs and attracting an average 40,000 visitors per day. The company promoting the proposals, London Resort Company Holdings, is deferring submission of its Development Consent Order until mid-2016, to allow more time for carrying out transport and environmental studies in the local area, along with a comprehensive business and masterplan review. Provided the revised timetable goes to plan and the Order is approved by the Secretary of State, construction would begin in 2017 and the resort would open in 2021.

Rapid progress is being made on a number of sites in Dartford including the Northern Gateway (over 900 homes) and St Clements Way (around 190 homes) as well as continuing activity at sites such as Ingress Park and The Bridge. A lot of attention is focused on delivering improvements to Dartford town centre. Working with the HCA, the Council are selecting a preferred development partner for the former Co-op site; and the Lowfield Street Working Group is helping to shape a shared vision for redevelopment of the Lowfield Street area. A study on options for improving transport and accessibility is underway, which will help inform a new town centre masterplan. A Town Team, bringing together businesses, retailers and other stakeholders, has been created to lead “The Dartford High Street Revival” initiative.

In Gravesend, the prestigious Gravesend Heritage Quarter development is set to go ahead in 2016 following a High Court ruling upholding Gravesend Borough Council’s planning decision. Work on £1.6m regeneration of the Borough Market has commenced. Following the £19m upgrade of Gravesend railway station, the remodelling of the Rathmore Road link will commence in 2016, and approval has been given to a cycle hub development as another component of transport and accessibility improvements in the town centre. The Council has resolved to grant consent for 400 new homes off Coldharbour Road, subject to associated conditions and agreements.

**Medway**

The new Rochester railway station is approaching completion and scheduled to open in mid-December 2015, immediately adjacent to Rochester Riverside site. The council is procuring a development partner for this flagship scheme, delivering 1,400 homes and significant commercial floor space, and the preferred developer should be announced by the end of the year. At Chatham Waters, the new Medway University Technical College opened in September with its first intake of nearly 200 students. The Asda supermarket has also opened with the creation of over 250 FTE jobs, and housing development is continuing apace. Development at Gillingham Waterfront (Victory Pier) is almost complete with a new hotel delivered as part of the scheme. At Strood, improved flood defences are being commissioned, benefitting the Riverside and Town Centre. A new development of 24 units of modular business space is being created at Watermill Wharf.

The final phase of development on Chatham Maritime’s St Mary’s Island is underway: called Azure, it will deliver 339 properties including 62 within an extra care block for older residents, as well as local amenities and recreational space. A healthy pipeline of development schemes in Chatham have been either recently completed or are progressing to their next phase, including the 40 waterfront apartments at Empire Reach development by Golding Homes, MHS Homes’ scheme at The Brook and the Countryside development at Horsted Park. Medway is also benefitting from over £22m investment in improvements to the highways network to improve accessibility in Strood (including the new station), connectivity to the Medway City Estate and the A289 Four Elms Roundabout to Medway Tunnel to ease congestion and increase capacity.

**Swale**

The £46m phase 1 regeneration of Sittingbourne town centre is coming soon, with a major mixed-use scheme introducing a new cinema, retail, restaurants and residential units being delivered by Swale Borough Council’s development partner, the Spirit of Sittingbourne. Work is expected to commence in spring 2016.

At Queenborough and Rushenden the first two phases of commercial retail-led development at Neats Court are complete and occupied, creating around 400 new jobs; site clearance and remedial works are continuing for the residential element, aiming to have a development partner in place by early 2016. The owners of Kent Science Park are currently consulting on a 20-year growth plan which it hopes will create 4,150 jobs through additional high specification business space, complemented by new housing for staff employed at the Park. At the Port of Sheerness, Peel Ports have presented a 20 year masterplan to support the continued growth of the Port, including plans for new rail and road access and additional land holdings becoming part of the operational Port. In the east of the borough, Dane Park is a new mixed development in Faversham, close to Junction 7 of the M2, comprising 196 houses and a new business park.
**Thames Gateway Kent Economic Snapshot – October 2015**

**Demography**

<table>
<thead>
<tr>
<th>Total Population</th>
<th>1994</th>
<th>535,400</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 Projections (2012-based):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2024</td>
<td>672,800</td>
<td></td>
</tr>
<tr>
<td>2034</td>
<td>726,600</td>
<td></td>
</tr>
</tbody>
</table>

**Gross Value Added (GVA)**

Total GVA for TGK = £10.9bn (2013)

Largest components of GVA:
- Manufacturing - 20%
- Retail & Wholesale - 17%
- Construction - 16%
- Professional, Scientific & Technical Services - 10%

GVA per head = £18,805 (England £24,091)

**Business & Enterprise**

- Employment: 80% private, 20% public
- Business Count (2015): 18,795 + 9.4% (GB + 8.4%)
- Active enterprises per 1,000 working population = 49.1 (GB = 60.2)
- Cumulative growth (2004-2013) = 11.3% (GB = 13.6%)
- Growth in new enterprises 2011-14 = 11.6% (GB 9.1%)

**Jobs**

- Business Survival Rate (to 2013):
  - 5 years 39.4% (GB 41.4%)
  - 3 years 58.5% (GB 57.1%)
- Target 2006-2026 = 58,000 net additional jobs
- Delivery 2006-13 (net):
  - Actual 4,175
  - Trajectory +7.1% (GB +11.6%)
  - Variance +3,700

**Workforce**

**Earnings**

- Median Total Weekly Earnings (2014) = £395 (GB £419)
- Full time £515 (GB £520)
- Part time £158 (GB £161)

**Economic Activity (June 2015)**

- 76.5% (GB 77.5%)

**Employment (June 2015)**

- 71.1% (GB 73.1%)

**Unemployment (Claimants, Sept 2015)**

- 4,175 = 2.1% (GB 2.0%)
- Reduction of 1,005 (-19.4%) since Sept 2014 (GB -31%)
- Unemployment Rate 7.2% (GB 5.8%)

**Skills**

Residents aged 16-64:

<table>
<thead>
<tr>
<th>Qualification Level (2014)</th>
<th>North Kent</th>
<th>GB</th>
</tr>
</thead>
<tbody>
<tr>
<td>NVQ4+</td>
<td>29.0%</td>
<td>36.0%</td>
</tr>
<tr>
<td>Change since 2013</td>
<td>+2.1%</td>
<td>+0.9%</td>
</tr>
<tr>
<td>NVQ3+</td>
<td>50.8%</td>
<td>56.7%</td>
</tr>
<tr>
<td>Change since 2013</td>
<td>+2.1%</td>
<td>+1.0%</td>
</tr>
<tr>
<td>NVQ2+</td>
<td>70.7%</td>
<td>73.3%</td>
</tr>
<tr>
<td>NVQ1+</td>
<td>87.3%</td>
<td>85.0%</td>
</tr>
<tr>
<td>None</td>
<td>7.8%</td>
<td>8.8%</td>
</tr>
</tbody>
</table>

**Housing**

**New Homes**

Target 2006-2026 = 51,659

**House prices**

Average = £225,929 (South East £318,261), Q2 2015

**Housing Stock**

(1 April 2014)

<table>
<thead>
<tr>
<th>Tenure</th>
<th>No.</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Authority</td>
<td>13,050</td>
<td>5.1</td>
</tr>
<tr>
<td>Registered Providers</td>
<td>16,190</td>
<td>6.3</td>
</tr>
<tr>
<td>Other Public Sector</td>
<td>450</td>
<td>0.2</td>
</tr>
<tr>
<td>Private Sector</td>
<td>226,460</td>
<td>88.4</td>
</tr>
<tr>
<td>Total</td>
<td>256,160</td>
<td>100</td>
</tr>
</tbody>
</table>

**Homelessness**

(Latest Q2 2015; * = Q2 2014)

<table>
<thead>
<tr>
<th>Total Decisions</th>
<th>507</th>
<th>*495</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accepted as homeless</td>
<td>183 (36%)</td>
<td>*238 (48%)</td>
</tr>
<tr>
<td>Acceptances per 1,000 households</td>
<td>0.7</td>
<td>(England 0.6)</td>
</tr>
<tr>
<td>In Temporary Accommodation</td>
<td>405</td>
<td>*361</td>
</tr>
<tr>
<td>Households in TA per 1,000 households</td>
<td>1.6</td>
<td>(England 2.92)</td>
</tr>
</tbody>
</table>

**Commercial Land (Estimates)**

**Net change in North Kent, 2008/9 to 2013/14 (m²)**

| Retail etc (A1-5) | 45,694 |
| Offices (B1) | 8,854 |
| Industrial (B2) | (63,751) |
| Warehousing (B8) | 84,908 |
| Non-residential (D1) | 27,451 |
| Assembly & Leisure (D2) | 19,090 |
| Sui Generis | 37,550 |
| Other | 27,622 |
### Occupational Structure

#### Occupational Structure – Thames Gateway Kent / GB comparison

**January-December 2014**

**Percentage of all in employment who are:**

<table>
<thead>
<tr>
<th></th>
<th>GB</th>
<th>TGK</th>
<th>GB</th>
<th>TGK</th>
<th>GB</th>
<th>TGK</th>
</tr>
</thead>
<tbody>
<tr>
<td>1: Managers, Directors and Senior Officials</td>
<td>9.7</td>
<td>9.7</td>
<td>10.2</td>
<td>11.9</td>
<td>0.5</td>
<td>2.2</td>
</tr>
<tr>
<td>2: Professional Occupations</td>
<td>16.9</td>
<td>12.8</td>
<td>19.7</td>
<td>16.6</td>
<td>2.8</td>
<td>3.8</td>
</tr>
<tr>
<td>3: Associate Prof &amp; Tech Occupations</td>
<td>12.9</td>
<td>12.9</td>
<td>14.1</td>
<td>13.0</td>
<td>1.2</td>
<td>0.1</td>
</tr>
<tr>
<td>4: Administrative and Secretarial Occupations</td>
<td>13.0</td>
<td>13.9</td>
<td>10.7</td>
<td>13.0</td>
<td>-2.3</td>
<td>-0.9</td>
</tr>
<tr>
<td>5: Skilled Trades Occupations</td>
<td>11.9</td>
<td>12.3</td>
<td>10.7</td>
<td>11.8</td>
<td>-1.2</td>
<td>-0.5</td>
</tr>
<tr>
<td>6: Caring, Leisure and Other Service Occupations</td>
<td>7.8</td>
<td>8.6</td>
<td>9.2</td>
<td>10.6</td>
<td>1.4</td>
<td>2.0</td>
</tr>
<tr>
<td>7: Sales And Customer Service Occupations</td>
<td>8.4</td>
<td>8.4</td>
<td>7.8</td>
<td>7.7</td>
<td>-0.6</td>
<td>-0.7</td>
</tr>
<tr>
<td>8: Process, Plant and Machine Operatives</td>
<td>7.6</td>
<td>8.7</td>
<td>6.3</td>
<td>7.2</td>
<td>-1.3</td>
<td>-1.5</td>
</tr>
<tr>
<td>9: Elementary Occupations</td>
<td>11.2</td>
<td>12.4</td>
<td>10.8</td>
<td>7.9</td>
<td>-0.4</td>
<td>-4.5</td>
</tr>
</tbody>
</table>

**Source:** Annual Population Survey

### Industrial Profile

**Industrial Profile of North Kent 2013 - All Employment (%)**

Sources: NOMIS, APS, BRES, KCC Research & Evaluation, Cambridgeshire Insight / Oxford Economics, DCLG

Prepared by TGKP, Revised October 2015

www.tgkp.org
THAMES GATEWAY KENT PARTNERSHIP
BOARD MEETING

MEETING TO BE HELD
4.30pm TO 6.30pm on 21 February 2017
Darwin Room, Innovation Centre Medway,
Maidstone Road, Chatham, Kent ME5 9FD

A G E N D A

1. Welcome and Introductions

2. Minutes of AGM and Board Meeting on 6 December 2016 and Matters Arising


4. Thames Estuary Growth Commission and Thames Gateway Strategic Group – paper TGSG(17)2

5. Driverless vehicles – impact on our future infrastructure plans? - discussion

6. North Kent Enterprise Zone – paper TGKP(16)3

7. Budget Report – paper TGKP(17)4

8. Updates on current issues, including verbal updates from members


10. Kent and Medway Business Fund and Tiger update – Jacqui Ward, Kent County Council (draft minutes of 12 September 2016 Tiger Strategic Board attached)

11. Date of Next Meeting – Tuesday, 16 May at 2pm

12. AOB
Minutes of the 16th Thames Gateway Kent Partnership Annual General Meeting held in Darwin Room, Innovation Centre Medway, 2.30pm on Tuesday 6 December 2016.

Present:
Board members and observers
Kamal Aggarwal, Thomson, Snell and Passmore
Rob Bennett, BBP Regeneration (Chair)
Cllr Andrew Bowles, Leader, Swale Borough Council
Cllr Rodney Chambers, Medway Council
Cllr Mark Dance, Kent County Council
Robert Goodman, Bluewater, Land Securities
Ann Komzolik, North Kent College
Paul Spooner, Ebbsfleet Development Corporation

Also present:
Jan Challis, Highways England
Neil Davies, Medway Council
Graham Harris, Dartford Borough Council
David Hughes, Gravesham Borough Council
Abdool Kara, Swale Borough Council
David Liston-Jones, Thames Gateway Kent Partnership
Richard Longman, Thames Gateway Kent Partnership
Linda Searle, Thames Gateway Kent Partnership
David Smith, Kent County Council
Silvia To, LTC Cascade

Apologies:
Rehman Chishti, Member of Parliament
Cllr John Cubitt, Leader, Gravesham Borough Council
Alan Everard, Tarmac
Julie Foley, Environment Agency
Terry Fuller, Homes and Communities Agency
Cllr Jeremy Kite, Leader, Dartford Borough Council
Professor Alan Reed, University of Greenwich
Item 1: Welcome, Apologies and Matters Arising from the Minutes of the 15th Annual General Meeting held on 3 December 2015

1. The Chairman welcomed the Board to the 16th AGM. An ordinary Board meeting would follow-on from this AGM.

2. The Chairman welcomed: Jan Challis, Stakeholder Engagement/Communications Manager, Highways England, and Silvia To, Stakeholder Engagement Manager, LTC Cascade, who were attending for Item 3 on the Board Agenda ‘Update on the Lower Thames Crossing’.

3. The Chairman informed the Board of apologies received (see list above).

4. The Chairman advised this would be Abdool Kara’s last Board meeting as he would be leaving Swale Borough Council in February 2017 to take up a senior post at the National Audit Office. The Chairman thanked Abdool on behalf of the whole Board for the tremendous contribution he had made to the Partnership’s work, both at Board meetings and in the Officers’ Group, over more than seven years.

5. The Minutes of the AGM held on 3 December 2015 had been previously agreed at the Board meeting held on 23 February 2016.

6. Matters arising:

   Paragraph 24: The Chair reported that, as agreed, the scope for rearranging timings of 2016 Board meetings had been explored and, as a result, the 12 September meeting had been moved to a later time of 4.30-6.30pm. Canvassing for availability for 2017 Board meetings had led to three out of four meetings next year being arranged for the later 4.30-6.30pm time slot.

Item 2: Chairman’s Report 2016 - paper TGKP(16)18

7. The Chairman introduced his Annual Report and began by thanking all Board members, observers and their advisers for their positive and constructive contributions to the Partnership’s work over the year.

8. The Chairman noted that in his Report he had described 2016 as a ‘tumultuous year’ in terms of national/international events, not least the EU referendum in June. However, the policy and organisational landscape in which the Partnership operated had been more settled this year than in the recent past. There had been changes, of course. A new Government Ministerial team had been appointed in the Summer, and that included a change in Ministerial responsibility for the Thames Gateway with Gavin Barwell MP taking over from Mark Francois MP.
9. An important new initiative to impact on the Partnership’s work had been the setting up of the Thames Estuary 2050 Growth Commission headed by Lord Heseltine. The Chairman said he welcomed the establishment of the Commission; he felt it was a recognition by Government of the continued importance of the Thames Gateway. The Partnership had been heavily engaged with the Commission and its officials from the outset. He saw this as an opportunity to raise our sights above the more immediate challenges we faced, and to think through some of the longer-term, strategic issues that were vital to the future success of the area.

10. The Chairman said we had a strong and established partnership, which had continued to work closely with SELEP at the overall LEP level, and with the Kent and Medway Economic Partnership at the federal level. He was pleased that partnership working with our neighbouring areas had broadened further during the year, for example with the London Borough of Bexley on building the business case for the Crossrail extension, with Maidstone Borough Council on the North Kent Enterprise Zone, and with Thanet and Canterbury Councils on the Thames Estuary Growth Commission.

11. The Chairman drew attention to a number of highlights this year:

- The TGKP team had devoted a significant proportion of its time to getting ready for the (now renamed) North Kent Enterprise Zone (NKEZ) coming into force on 1 April 2017. The newly established NKEZ Strategic Board had met twice this year to consider the arrangements, including the Memorandum of Understanding and the draft Implementation Plan. The three locations that made up the NKEZ - Ebbsfleet Garden City, Rochester Airport and Kent Medical Campus – had been busy drawing up the plans for their specific sites. The Chairman thanked all colleagues for their continued hard work in preparing for the EZ and, in particular, Richard Longman for his work as project group coordinator.
- In March the Partnership had agreed and submitted a detailed and comprehensive response to Highways England’s consultation on the route of the Lower Thames Crossing, despite the differing views held within the Partnership on the preferred location for the new crossing. A decision by Government on the preferred route was still awaited; this issue was to be discussed at the Board meeting following the AGM.
- As previously mentioned, TGKP had been working closely with the Thames Estuary Growth Commission, both directly through our response to the ‘Call for Ideas’, and indirectly, with our Essex and London partners, through the Thames Gateway Strategic Group (TGSG). This work was important, not least because, as the Commission included Ministers in its membership, its recommendations could be expected to carry weight with Government.
- We had again been active in supporting the work of TGSG during the year, for example in responding to the then Thames Gateway Minister’s challenge to identify priority transport infrastructure projects. TGKP, working with Kent County Council (KCC), had led on the development of a Thames Gateway Transport Prospectus.
setting out the ‘Top Ten’ transport investments needed to unlock the potential growth in the Gateway. The Prospectus had been well received and endorsed by TGSG.

- One of the ‘Top Ten’ investment priorities identified in the Prospectus was the extension of Crossrail from Abbey Wood to Ebbsfleet and Gravesend. TGKP, KCC, Dartford and Gravesham Borough Councils, and the Ebbsfleet Development Corporation had been working closely with London partners to develop the outline business case. £20,000 of TGKP’s budget had been committed to the work, and TGKP had played a useful role in facilitating senior-level discussions on the strategic issues that needed to be considered alongside the technical preparation of the business case. The Chairman said he was grateful to Dartford Council for hosting a meeting with Bexley Council in October.

- TGKP had again sponsored, exhibited and hosted a seminar at this year’s North Kent B2B event in June at Buckmore Park. Also, as part of our efforts to support key sectors in North Kent, working with Kent County Council, TGKP had hosted two meetings of the Construction Guild at the Innovation Centre, and were actively involved in the development of the Advanced Manufacturing and Engineering Guild.

- Finally, as ever there had been a number of interesting and stimulating presentations at our Board meetings; for example from Paul Spooner, in May, on the exciting plans and progress being made to create Ebbsfleet Garden City, and from Robert Goodman and Neil Carron, in September, on the plans for expansion and evolution of Bluewater.

13. The Chairman advised that there had been several changes in Board membership and representation since the last AGM:

- Alan Everard had replaced David Simms as Tarmac’s representative on the Board;
- Paul Spooner had taken over as Chief Executive of Ebbsfleet Development Corporation, and hence become the Corporation’s representative on the Board;
- Professor Alan Reed, University of Greenwich, had taken Martin Davies’ place as the HE representative; and
- Julie Foley had replaced Andrew Pearce as the Environment Agency’s representative.

14. The Chairman said TGKP’s income for 2016/2017 was forecast to be £235,368. A budget has been set for the year of £267,725. Actual expenditure for the year would depend largely on how much of the discretionary activities budget was utilised, but the current forecast was for an outturn of £272,271. The excess of expenditure over in-year income could be accommodated through utilising some of the Partnership’s accumulated reserve.

15. The Chairman said he was very grateful to the five local authorities, and to Ebbsfleet Development Corporation, for their financial support for the Partnership and to Medway Council for providing the financial services.
16. The Chairman also thanked Medway Council for continuing to provide legal services and Swale Borough Council for providing HR services to the Partnership.

17. There had been no changes to the TGKP team in 2016 and the Chairman thanked David, Richard, and Linda for their continued hard work and commitment.

18. The Chairman asked the Board to note that, although this was not David’s last Board meeting, it would be his last AGM, as he was retiring in April 2017. He therefore wanted to record his gratitude and thanks to David for his contribution over the last eleven years.

19. Looking forward to 2017, the Chairman said some of the key priorities for 2016/2017 were already becoming clear:

- We should continue to engage actively with the Thames Estuary Growth Commission and be ready to respond creatively and constructively to their interim report in March and final report next Autumn.
- We must make renewed efforts to press the case with Government for the investment needed in infrastructure. The inadequacy of the infrastructure, notably transport infrastructure, was the single biggest impediment to sustainable economic growth.
- Whatever the Government’s decision was on the preferred route for the Lower Thames Crossing route, the Chairman said he wanted the Partnership to come together to agree an approach that recognised the need to get the Crossing delivered as quickly as possible, whilst minimising and mitigating environmental impacts to the greatest possible extent, and that also recognised the need to tackle the wider transport infrastructure needs on the routes to the Crossing from the Channel Ports.
- Another key priority would be the successful implementation of the Enterprise Zone. This would be the single most important action we could take to support key industry sectors in North Kent. However, the Chairman said he would also want to focus on the needs of businesses in our key sectors more generally, so that we could reflect their concerns in our plans and actions.
- In that context we needed to ensure that new access to finance regime being launched early next year, using recycled Tiger funds, met the requirements of North Kent businesses.

20. The Chairman said it had been a great privilege to serve as TGKP’s Chairman in 2016, and he thanked everyone for the help and support they had given to him over the year. Furthermore, he said he looked forward to working with everyone over the next year, which he felt sure would bring new and interesting challenges.

21. Cllr Andrew Bowles, as Vice Chairman, thanked Rob Bennett on behalf of the whole Board for the continued dedication and commitment he had shown as Chairman.
throughout the year.

**Item 3: Board Elections** – paper by the Chief Executive TGKP(16)19

22. David Liston-Jones introduced the Board Elections paper and explained the requirement to elect a Chairman and Vice-Chairman for the Board.

23. **Chairman:** Cllr Andrew Bowles nominated Rob Bennett to be Chairman. This was seconded by Cllr Mark Dance. Rob Bennett was duly re-elected as Chairman of the Board.

24. **Vice Chairman:** Cllr Rodney Chambers nominated Cllr Andrew Bowles to be Vice Chairman. This was seconded by Mark Dance. Cllr Andrew Bowles was duly re-elected as Vice Chairman of the Board.

25. David Liston-Jones went on to explain, as laid out in the Constitution, that it was also necessary to confirm the lead bodies for HR services, financial services and legal services and to approve the timetable for Board meetings for the next 12 months.

26. **Lead Body for Employment of Staff:** Cllr Andrew Bowles confirmed Swale Borough Council was content to continue to act as Employment Lead Body providing HR services for the Partnership. Swale Borough Council was duly reappointed as Lead Body for Employment of Staff.

27. **Lead Body for Financial Services:** Cllr Rodney Chambers confirmed that Medway Council was content to continue to provide the financial, accountable body, and ICT services for the Partnership. Medway Council was duly reappointed as Lead Body for Financial Services. He also confirmed Medway Council was happy to continue to provide Legal Services to the Board and Medway Council was duly reappointed as **Lead Body for Legal Services.**

28. The Chairman reported that a timetable for future meetings of the Board had been scheduled for 2017 as below. All meetings would be held at the Innovation Centre Medway, Maidstone Road, Chatham:

   - Tuesday 21 February 4.30-6.30pm
   - Tuesday 16 May 2.00-4.00pm
   - Thursday 21 September 4.30-6.30pm
   - Thursday 14 December 4.30-6.30pm

**Item 4: Any other Business**

29. There were no items of other business.
Minutes of the Thames Gateway Kent Partnership Board Meeting held in Darwin Room, Innovation Centre Medway, at 3.00pm-4.30pm, on 6 December 2016.

Present:

Board members and observers
Kamal Aggarwal, Thomson, Snell and Passmore
Rob Bennett, BBP Regeneration (Chair)
Cllr Andrew Bowles, Leader, Swale Borough Council
Cllr Rodney Chambers, Medway Council
Mark Dance, Kent County Council
Robert Goodman, Bluewater, Land Securities
Ann Komzolik, North Kent College
Paul Spooner, Ebbsfleet Development Corporation

Also present:
Jan Challis, Highways England
Neil Davies, Medway Council
Graham Harris, Dartford Borough Council
David Hughes, Gravesham Borough Council
Abdool Kara, Swale Borough Council
David Liston-Jones, Thames Gateway Kent Partnership
Richard Longman, Thames Gateway Kent Partnership
Linda Searle, Thames Gateway Kent Partnership
David Smith, Kent County Council
Silvia To, LTC Cascade

Apologies:
Rehman Chishti, Member of Parliament
Cllr John Cubitt, Leader, Gravesham Borough Council
Alan Everard, Tarmac
Julie Foley, Environment Agency
Terry Fuller, Homes and Communities Agency
Cllr Jeremy Kite, Leader, Dartford Borough Council
Professor Alan Reed, University of Greenwich
1. **Item 1: Welcome and Introductions**

   1.1. The Chairman welcomed attendees to the Board meeting, apologies were the same as for the AGM and noted above.

2. **Item 2: Minutes of TGKP Board Meeting on 12 September 2016 and Matters Arising**

   2.1. The draft minutes of the 12 September 2016 Board meeting were agreed as a true record. The Chairman advised that the short TIGER Strategic Board meeting, which had taken place in the middle of the last meeting, had been minuted separately. **On matters arising:**

   - **Paragraph 1.2:** Actioned. The Chairman confirmed he had written to Ross Gill to thank him, on behalf of the whole board, for his work in support of the Partnership.

   - **Paragraph 2.1 (paragraph 7.5):** David Liston-Jones stated that he had met with Chris Moore and Rob Moore of HCA last week to discuss a number of issues, including the historically low take-up of HCA programmes in North Kent. HCA reported that there had been an increase in take-up recently. David said that HCA had also briefed him on their current restructuring exercise. A new operating model was being introduced, with streamlined management tiers. As a result there was no HCA representative able to attend today’s meeting; a new HCA representative to sit on the TGKP Board would be confirmed in due course. In discussion it was reported that Paul Kitson was to be the new General Manager for East and South East, and it was proposed that Paul be invited to attend the Board meetings. **ACTION: David Liston-Jones to contact Paul Kitson to invite him to represent HCA at TGKP Board meetings.**

   - The Chairman commented that the Partnership should do more to explore the opportunities for working with HCA on taking forward key developments, particularly its investment activity. In discussion it was argued that there was considerable flexibility in the types of assistance that HCA could now offer. It was suggested that Paul Kitson, and also Sir Edward Lister, as the new HCA Chairman, should be invited to visit North Kent to see some of the development sites. The Kent and Medway Growth and Infrastructure Framework would be a good place to start in identifying the key projects. **ACTION: TGKP team to explore scope for further joint working with HCA on the Partnership’s priorities.**

   - **Paragraph 5.5:** Actioned. TGKP’s response to the Thames Estuary Growth Commission’s ‘Call for Ideas’ had been submitted. An update on the work of the Growth Commission was included in the Chief Executive’s report.

   - **Paragraph 7.5:** David Liston-Jones advised that the process for recruiting his successor had been actioned as agreed. An update on the process was included in the Chief Executive’s report.

   - **Paragraph 7.6:** Invitation to the new Thames Gateway Minister, Gavin Barwell MP, to visit North Kent. David Liston-Jones said he had explored with BEIS/DCLG the possibility of the Minister attending the next Board meeting in February, but the Minister would not be available on that date. In discussion it was agreed that a proposal for a visit should be built around an appropriate event - for
example an opening or completion, or other key milestone - on one of the major housing developments. **ACTION: Board members to forward suggestions to David Liston-Jones.**

- **Paragraph 8.2:** Actioned. David Liston-Jones said he had contacted Professor Reed and had met with him to brief him on the Partnership’s work.

3. **ITEM 3: Update on the Lower Thames Crossing**

3.1. The Chairman began by welcoming Jan Challis and Sylvia To from Highways England to the meeting. He explained to Board members that this item had originally been scheduled for this meeting in the hope, and expectation, that there would have been an announcement by the Government on the preferred route by now. Unfortunately no announcement had yet been made. However, Jan Challis and Sylvia To had agreed to attend to update the Board and answer members’ questions.

3.2. Jan Challis advised that Martin Potts, who had represented HE at previous Board meetings, had moved on to a new post within Highways England. Jan said that 47,000 responses had been received to the route consultation. This was the biggest response to a consultation in roads history in the UK. He said that an announcement on the preferred route would be made by the Government in due course. He appreciated that this was not the message members wished to hear but he would do his best to answer any questions that members had.

3.3. In discussion a number of points were made, including:

- members expressed bitter disappointment that the Government had not yet made the announcement, and expressed grave concern that there could be further delay. It was essential that the Partnership and members kept up the pressure on Government to reach an early decision. This was a critical national infrastructure issue. Traffic levels were increasing year on year, and the existing crossing and road network could not cope. Local communities were badly affected, unable to move about freely and local businesses were unable to operate effectively. Air quality around the existing crossing was poor and failing national regulations;

- even if a decision was made now, it would take ten years before the new Crossing was operational. Members asked what measures were planned for the next five years, and for the five years after that, to minimize the problems, including delays and poor air quality, whilst we waited for the new crossing. Jan Challis replied that Highways England was looking at short term as well as long term measures;

- members offered to assist Highways England if any further work or information was needed to support the business case, possibly by setting up a task team involving TGKP and the LEP. Jan Challis thanked Board members for the offer, and said he would take that back to colleagues and let the Board know if any assistance was required. **Action: TGKP to formalise the offer of assistance from partners. Jan Challis to let TGKP know if it wished to take up the Partnership’s offer of assistance;**

- members asked whether the delay in making an announcement meant that the
planned 2025 date for completion of the new crossing was at risk. Jan Challis responded by saying they were still working to the 2025 date for completion and had no plans to change the timescale;

- members commented that the Crossing should not be considered as being in competition for funding with other infrastructure requirements elsewhere in the country as it was widely recognised that, with tolling, the crossing would be self financing.

3.4. The Chairman thanked Jan and Sylvia for attending the meeting and for briefing members on the latest position. The Board agreed that, assuming no announcement was made by the end of the calendar year, the Chairman should write to the Secretary of State for Transport, copied to the Thames Estuary Growth Commission, expressing the Partnership’s grave concern over the delay. Action: TGKP team to prepare draft letter for Chairman to approve.


4.1. David Liston-Jones briefed the Board on two possible candidates to be invited to become Board members. Following discussion, the Board decided not to proceed with one of the invitations as there was not a consensus amongst all Board members. However, the Board agreed unanimously that Paul Jackson, CEO of Dovetail Games, be invited to join the Board (Dovetail Games to become the member with Paul Jackson as the company’s representative on the Board). ACTION: David Liston-Jones to notify both candidates of the Board’s decisions, and the Chairman to write formally to Paul Jackson to invite him to join the Board.


5.1. David Liston-Jones introduced his and Ajit Kaur’s report which updated the Board on income and expenditure for 2016/17 and sought the Board’s agreement to the level of funding contributions to be requested from local authorities for 2017/2018.

5.2. David said that the Ebbsfleet Development Corporation had agreed to make a contribution of £5,000 for this financial year and for the next financial year. Furthermore Maidstone Borough Council had agreed to make a contribution of £11,368 in recognition of Richard Longman’s work on the implementation of the Enterprise Zone. David said that he expected the final outturn for 2016/2017 to be close to the agreed budget figure of £267,725. Forecast expenditure on consultants/activities had been reduced, but this was offset by expenditure on recruitment for the Chief executive post, which had not been included in the original budget for the year. The Board noted the position on income and expenditure for 2016/2017.

5.3. Turning to 2017/2018 David said that the paper set out the likely position in terms of forecast income and expenditure. Keeping local authority contributions at the same level in cash terms as for the current year would enable the Partnership to continue its operations as now. There would be a shortfall between income and expenditure but this could be accommodated through utilizing the accumulated reserve.

5.4. David reported that the Officers’ Group had considered funding for next year at its meeting on 23 November. The Group’s recommendation to the Board was that local authorities should agree to maintain contributions to TGKP at current levels in cash
terms for 2017/2018 ie Kent County Council £90,000, Medway Council £45,000 and Dartford, Gravesham and Swale Borough Councils £28,000 each.

5.5. In discussion the following points were made:

- Medway Council said that, even though it was forecast there would be a shortfall between income and expenditure next year, the Council could not increase its contribution beyond the current level of £45,000;

- Kent County Council stated that it was their intention, whilst maintaining the level their overall contribution at £90,000, to reduce the amount funded from their revenue budget to £45,000 and to fund the remaining £45,000 through the business rate pooling mechanism. A variety of views were expressed on the use of the business rate pool mechanism for making contributions to the Partnership, including on whether it would be feasible and/or appropriate for the district councils to use this mechanism to fund a proportion of their own contributions to TGKP.

5.6. The Board agreed that the funding contributions requested from local authorities for 2017/2018 should remain at the same level in cash terms as for 2016/2017. It would be for local authorities to determine how those contributions were funded and sourced. In that context Kent County Council agreed to put a proposal to the other local authorities on how the business rate pooling mechanism could be utilised. 

**Action:** David Smith to put a proposal on use of the business rate pooling mechanism to local authority members for consideration.

5.7. Later in the meeting, under AOB, local authority members expressed the wish that any proposals for changes in the way their contributions were sourced be agreed as quickly as possible, as local authority budgets would be finalised early in the New Year.

6. **ITEM 6 – Crossrail C2G Project Update – paper TGKP(16)21**

6.1. Richard Longman introduced his paper which updated the Board on the C2G project, the anticipated work programme and milestones to complete a full Strategic Outline Business Case. It also invited the Board’s views on the future governance of this initiative in order for it to achieve maximum traction with Government and other stakeholders.

6.2. There followed a brief discussion on how the outline business case could be developed and strengthened: this was another area where HCA involvement could be worth exploring, given the primary purpose was sustainable growth as opposed to purely transport outcomes. Members spoke in favour of setting up some specific task-force style governance for the project so as to ensure political engagement and direction for officers.

6.3. The Chairman thanked Richard for his paper. The Board noted the update, and agreed that governance options be explored.

7. **Item 7 – Chief Executive’s Report – paper TGKP(16)22**

7.1. David Liston-Jones advised his Chief Executive’s report included updates on Local Growth Fund Round 3, on the Thames Gateway Strategic Group and Thames Estuary Growth Commission, and on the process for recruiting his successor.
7.2. On the TGKP CE recruitment process David said a sub-group of the Officers’ Group had been taking forward the arrangements. SOLACE had been appointed by Swale Borough Council to run the recruitment campaign. Since his report was written the dates for the assessment centre/final interviews had been fixed for 18th and 19th of January. On the 18th of January there would be a stakeholder panel and also a stakeholder lunch, when Board members could meet the candidates. Any Board members or observers wishing to attend the lunch, or to take part in the stakeholder panel, should contact Emma Wiggins, Interim Regeneration Director at Swale Borough Council.

7.3. The Chairman thanked David for his report. He also thanked Emma Wiggins, on behalf of the Board, for her excellent work in coordinating the arrangements for the CE recruitment.

8. Item 8 – Updates on current issues from members

8.1. There were no further updates from members.

8.2. Richard Longman tabled a paper - TGKP(16)23 - which provided a brief progress report on the establishment of the North Kent Enterprise Zone. The Strategic Board had held its second meeting on 29 November 2016 with Paul Wookey acting as interim Chair for this second meeting, pending a permanent Chairman being appointed. The paper highlighted the added risk to enterprise zone delivery from delays on the announcement of LGF3 project allocations. The Board noted Richard’s report.

9. Item 9 – Date of Next Meeting

9.1. The next Board meeting would be held on Tuesday 21 February at the later time of 4.30-6.30pm.

10. Item 10 – AOB

10.1. No other business the meeting closed at 4.20pm.

Thames Gateway Kent Partnership

December 2016
TGKP(17)2: Next steps on Thames Gateway Strategic Group and Thames Estuary 2050 Growth Commission – paper by David Liston-Jones, TGKP

1. This paper updates the Board on the meetings of the Thames Gateway Strategic Group and the Thames Estuary Growth Commission.

TGSG

2. The next meeting of TGSG is taking place on 7 March. On the agenda will be a report back from the Task and Finish Group which TGSG agreed to set up at its last meeting (see below). Lord Heseltine will be attending the meeting, and this will be an opportunity for TGSG to put its views to Lord Heseltine in advance of the publication of the Growth Commission’s interim report. The agenda is also likely to include a progress report on the Crossrail C2G project and an item on future chairing arrangements for TGSG.

Task and Finish Group

3. The Task and Finish Group was set up, following the responses to the Commission’s ‘Call for Ideas’, to take a Thames estuary-wide perspective and look for areas of synergy and where greater ambition could be shown. The Group has been discussing a draft shared Vision for the Thames Estuary and also examining how we can help develop the estuary’s key industry sectors/clusters, including:
   - Ports/logistics/transport
   - Creative industries and culture
   - Health/medical/life sciences
   - Advanced manufacturing and engineering.

4. TGSG said the Task and Finish Group should have an enhanced business representation. So, in addition to two of TGSG’s private sector members – Rob Bennett and Kate Willard, Chair of Opportunity South Essex - the Group decided to seek additional business representatives from the key industry sectors. I was tasked with seeking business representatives from Kent from the advanced manufacturing and engineering sector and from the health/medical/life sciences sectors. After consulting partners, I am pleased to report that Paul Winter (Chairman of Wire Belt Company based in Sittingbourne and Chair of the Kent and Medway Skills Commission) and Jane Ollis (VP Sales and Marketing, Quvium, based at Discovery Park and Chair of Kent IoD) agreed to take part. Both are KMEP members and will be valuable additions to the Task and Finish Group. I attach a list of the current membership of the Task and Finish Group.

5. The Group was informed of work going on in relation to the Creative industries and culture sector – see note on the Thames Estuary Production Corridor in my Chief Executive’s Report.

6. Ross Gill, in his new role with SQW, offered some of his time – without charge - to assist the Task and Finish Group. Ross prepared a well-received paper which set out three possible ‘Visions’ for the Thames Estuary for the Group to consider:
• Vision 1: market-driven change, essentially ‘business as usual’.
• Vision 2: delivering housing growth, a strategy focused on unlocking major housing sites.
• Vision 3: delivering greater economic value, focusing on developing the economic potential of the estuary.

7. The Task and Finish Group favoured Vision 3, whilst recognising that the visions were not mutually exclusive. The focus must be on economy/jobs/skills, but housing was clearly an important part of the mix.

8. The next meeting of the Task and Finish Group is on 16 February, and at that meeting the Group will need to agree on the terms of its report back to the full TGSG on 7 March. I will report back verbally on that meeting at the Board meeting.

Chairmanship of TGSG

9. The future chairmanship of TGSG remains to be determined. The previous Chairman was Sir Edward Lister who, following the London Mayoral Elections last year, is no longer a member of TGSG. Paul Carter, who stood in for Sir Edward on occasions in the past, chaired the last meeting in October. TGSG needs to agree on the chairing arrangements, at least for the next few meetings until the Growth Commission has reported.

10. TGSG’s current Terms of Reference state that the Chairmanship should be agreed a year at a time:

“There will not be a permanent Chair for the Group. The Chair will be a member of the Group, and will be agreed for a year at a time. The Group will review the Chairmanship at the end of each calendar year.”

11. This issue was discussed by the Officers’ Group at its meeting on 9 February. It was felt the most appropriate arrangement for the next few meetings would be to rotate the chairmanship between Kent, Essex and London. The Thames Estuary Growth Commission is due to have issued its final report by the end of the calendar year, and the issue of chairmanship for next year can be considered alongside the future arrangements for TGSG more generally.

Thames Estuary Growth Commission

12. The Thames Estuary Growth Commission held its most recent meeting on 8 February, and we understand that the Commission plans to publish its interim report in the near future, possibly in late March, although the precise timing of its publication is not yet known.

Recommendation

13. The Board is invited:

• to note the latest position on the work of TGSG and the Growth Commission, and
• to confirm that it is content with the Officers’ Group proposal that the chairmanship of TGSG be rotated for the next few meetings between Kent, Essex
and London. If so this proposal will be fed into the agenda planning for the next TGSG meeting on 7 March.

David Liston-Jones

Thames Gateway Kent Partnership

15 February 2017
Annex: Current membership of TGSG Task and Finish Group

Kate Willard, Stobart Group and Chair of Opportunity South Essex

Rob Bennett, BBP Regeneration and Chairman of TGKP Board

Bill Williams, Centre for Engineering and Manufacturing Excellence (CEME)

Chenie Bhathena, Culture and Creative Industries, GLA

Jane Ollis, Quvium and Kent IoD

Peter Ward, Port of Tilbury

Paul Winter Wire Belt Company

Brian Horton – strategic housing advisor, SELEP

Robert Singh, University of Essex

Jack Stevens, Iain McNab, Thames Estuary Growth Commission secretariat

Darren Richards, Patrick Dubeck, GLA

Gloria Ighodaro, Opportunity South Essex

David Liston-Jones, TGKP

Amy Beckett – South East LEP
TGKP(17)3: North Kent Enterprise Zone – Update paper by Richard Longman, TGKP

1. This paper updates the Board on the North Kent Enterprise Zone (NKEZ).

Recent developments

Branding

2. The media agency ZEST has been commissioned by Locate In Kent (and funded by them), on behalf of NKEZ, to prepare branding and website for the enterprise zone. Following workshops and consultation with colleagues the branding has been agreed and the website is in preparation. Subject to final adjustments it is intended to go live at the end of February. A sub-group has been formed to coordinate marketing activity.

Planning

3. Progress has been made in land-use planning on several sites:
   a. Outline planning consent was granted in January for Northfleet West, including 46,000 m² of commercial space in the enterprise zone to support up to 1500 new jobs. EDC will be engaging with the landowners on the detailed proposals.
   b. EDC/GBC conducted a fruitful public consultation on the proposals for Northfleet East, and a planning application is expected to be taken to Planning Committee in May. The Joint Venture structure between EDC and GBC, under which they will acquire the site from HCA and develop it, currently awaits HM Treasury approval.
   c. The first phase (1a) planning application for Rochester Airport was submitted in December and is due to be determined by Medway’s Planning Committee on 15 March. Preparations for the next phase (1b), including completion of an Environmental Impact Assessment, are currently underway.
   d. The outline planning consent for Kent Medical Campus was renewed for a 10 year period in January.

Site developments and funding

4. The main progress on the ground has been at Kent Medical Campus, where the internal access road was completed before Christmas and construction works have commenced on the Cygnet Mental Health facility (the first EZ site).

5. The South East LEP’s Growth Deal, announced on 1 February, includes a £3.7m allocation for the Phase 2 enabling infrastructure at Rochester Airport. The bid from Maidstone BC relating to highways improvements around Junction 7 of the M20, required to support the full build-out of Kent Medical Campus and other developments in Maidstone, did not secure an allocation in the Growth Deal. This is likely to be the focus for continued lobbying and seeking other funding avenues.
6. NKEZ successfully applied for a grant from DCLG for commercial consultancy advice, to assist Medway Council (£18k, £10k match) with commercial market appraisal and exemplification of development and disposal options for Rochester Airport, and to carry out an investment and funding appraisal of the development of an innovation hub at Kent Medical Campus, for Maidstone BC (£9k, £5k match). The councils are preparing tenders to procure these contracts.

**Strategic Board**

7. A Chair-designate has been found for the NKEZ Strategic Board in the person of Bernard Spring. Bernard was formerly Managing Director of RHF Frozen Foods (based in Gillingham) and is Chair of Kent & Medway Young Enterprise, a member of the KMEP Business Advisory Board and a Kent Ambassador. Members of the Board have been consulted and endorsed the proposal in principle; Bernard will be proposed for election as Chair at the 2 March meeting.

**Next steps**

8. The regulations giving effect to the enterprise zone benefits (business rates discounts for occupiers, business rates retention by local authorities) come into effect on 1 April. Discounts will be available for businesses taking up occupation before 31 March 2022; local authorities will retain 100% of business rates uplift until 31 March 2042.

9. Ahead of 1 April we are finalising the implementation plan for 2017-2020. It is proposed to take a near-final draft of the plan to the NKEZ Strategic Board on 2 March; in parallel, a short paper will be going to the SELEP Accountability Board (24 February) and SELEP Strategic Board (3 March) primarily seeking agreement to sign-off arrangements for the plan.

10. An indication has been given that SELEP may provide some financial support towards the NKEZ, including part of the cost of preparing Local Development Orders for Rochester Airport Technology Park. SELEP have suggested packaging up any potential financial asks to be considered holistically. This will be assembled over the next few weeks to take to a future Accountability Board.

11. Notwithstanding the progress made, the timetable for delivering the enterprise zone sites and generating new business investment and jobs growth remains very challenging, particularly because of planning delays at Rochester Airport and complexities attaching to the site at Northfleet Rise. TGKP’s coordinating role is likely to continue at its present level (40% of Head of Policy time) for the next few months, but increasingly the local delivery machinery needs to drive and, where possible, accelerate action.

**Recommendation**

12. The Board is invited to note this report.

Richard Longman

Thames Gateway Kent Partnership

15 February 2017
TGKP(17)4: Budget Report – paper by David Liston-Jones, TGKP and Ajit Kaur, Management Accountant, Medway Council

Income and expenditure in 2016/17

1. The latest position on income and expenditure, and on commitments, for the current financial year is shown in the attached schedule.

2. A surplus of £343,685 was carried forward into 2016/2017. New income for 2016/2017 is £235,368, made up of contributions from local authorities and the Ebbsfleet Development Corporation.

3. An initial budget for the year of £267,725 was agreed at the May 2016 Board meeting (Column 2). Forecast outturn for the year is £258,413 (Column 3). The forecast spend on activities/consultancies is, at £15,000, significantly less than the £50,000 budgeted for, but this is largely offset by recruitment expenses and additional salary costs that were not in the original budget. If the forecast outturn turns out to be accurate we will need to draw just over £23,000 from the accumulated reserve.

4. The Board is invited to note the position on income and expenditure for 2016/2017.

2017/18

5. The Board agreed at its last meeting that funding contributions requested from TGKP local authorities for next year should remain at the same level as for 2016/2017. Income from TGKP local authorities for 2017/2018 is therefore forecast to be £219,000. In addition there is forecast income of £5,000 from the Ebbsfleet Development Corporation, and a further contribution from Maidstone Borough Council in recognition of Richard Longman’s work on the implementation of the North Kent Enterprise Zone. The size of Maidstone’s contribution will depend on the extent of the call on the TGKP team’s time for work on the Enterprise Zone beyond 1 April. A budget will be submitted for approval at the May Board meeting.

6. The Board is invited to note the budget position for the next financial year and that a budget will be submitted for approval at the May Board meeting.

David Liston-Jones
Chief Executive, Thames Gateway Kent Partnership

Ajit Kaur
Management Accountant, Medway Council
15 February 2017
## REVENUE BUDGETS

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<tr>
<th></th>
<th>Outturn 2015/16</th>
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<th>Forecast Outturn 2016/17</th>
<th>* Total Actuals And Commitments For 2016/17</th>
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### Contributions from Partners

- Dartford Borough Council: (28,000) (28,000) (28,000) (28,000)
- Graveshamborough Council: (28,000) (28,000) (28,000) (28,000)
- Medway Council: (45,000) (45,000) (45,000) (45,000)
- Swale Borough Council: (28,000) (28,000) (28,000) (28,000)
- Kent County Council: (90,000) (90,000) (90,000) (90,000)
- Ebbsfleet Development Corporation: 0 0 (5,000) (5,000)
- Maidstone Borough Council: 0 0 (11,368) (11,368)

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### Expenditure

- Project Staff plus on costs: 181,048 183,565 194,750 140,780
- Staff Training: 929 1,500 0 0
- Relief and Temporary Staff: 0 0 0 0
- Recruitment Expenses: 0 0 23,300 23,085
- Accommodation Expenses: 8,609 8,781 8,781 6,586
- External Room Hire: 1,020 1,500 1,000 0
- Contract Cleaning: 467 550 550 550
- Vehicle Hire: 280 750 0 0
- Travel and other Expenses: 827 900 900 792
- Activity Budget, including Consultants Fees: 5,000 50,000 15,000 15,000
- Conference Expenses: 3,327 4,000 3,000 2,000
- Printing, Stationery and General Office: 2,720 3,000 1,600 1,506
- Mobiles: 304 264 436 0
- Refreshments at Meetings: 2,153 2,500 1,500 804
- Computer Hardware: 0 1,500 1,000 926
- Computer Software: 425 600 300 139
- Publicity/Website: 1,082 3,000 1,000 500
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- ICT, Finance SLA (recurring), Legal: 2,500 5,000 5,000 70

### GROSS EXPENDITURE

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* 'Actuals and Commitments', as recorded to-date on Medway Council's finance database. There will be additional expenditure items such as salaries/travel, CEO recruitment, accommodation, external room hire, conference, stationery, mobiles, refreshments at meetings, computer hardware/software, publicity/website, and ICT/Finance SLA, which are in practice commitments, but not yet invoiced so not recorded as commitments on the system.
1. This report covers a number of items, for information, not covered elsewhere on the agenda:
   - Housing White Paper
   - Lower Thames Crossing
   - Crossrail to Gravesend (C2G) Project
   - Thames Estuary Production Corridor
   - Accelerated Construction

**Housing White Paper**

2. Board members will have seen that the Government published a Housing White Paper on 7 February entitled ‘Fixing our broken housing market’. The White Paper states that “The proposals in this White Paper set out how the Government intends to boost housing supply and, over the long term, create a more efficient housing market whose outcomes more closely match the needs and aspirations of all households and which supports wider economic prosperity”.

3. The White Paper sets out a wide range of proposals under four headings:
   - ‘Planning for the right homes in the right places’;
   - 'Building homes faster’;
   - ‘Diversifying the market’;
   - and, because these three sets of proposals will take time to have an effect,
   - ‘Helping people now’ eg through investing in affordable housing, banning unfair letting fees and preventing homelessness.

4. The full White Paper can be found at the following DCLG link:
   

5. Although published as a White Paper, the Government is also consulting on a range of specific planning proposals needed, it says, to implement the Vision set out in the paper. There is a 12-week consultation period and the closing date for responses is 2 May 2017. The Officers’ Group will be considering the White Paper at its March meeting. I think it likely that it will conclude that we should submit a TGKP response and, assuming we do, a draft response will be circulated to Board members for comment/approval in advance.
6. The Board is invited to note the publication of the Housing White Paper and the proposal for TGKP to respond to the consultation elements of the Paper.

Lower Thames Crossing

7. At our last Board meeting in December it was agreed that, should there be no Government announcement on the preferred route for the Lower Thames Crossing by the end of the year, the Chairman should write to the Secretary of State for Transport to express the Board’s grave concern.

8. As no announcement had been made by the end of the year, Rob Bennett wrote to the Secretary of State on 20 January. That letter has already been circulated to members, but I attach a copy at the end of this report for convenience. At the time of writing no reply has yet been received, nor has any announcement been made.

9. The Board is invited to note the letter that the Chairman has sent to the Secretary of State for Transport.

Crossrail to Gravesend (C2G) project

10. The C2G Project Group (officers from GLA, TfL, LB Bexley, Dartford and Gravesham BCs, Ebbsfleet DC, Kent CC and TGKP) is progressing a number of work streams to contribute towards a strategic outline business case. These include:

- Putting the finishing touches to a further submission to the Thames Estuary Commission: it is proposed that this will be included on the agenda for the Thames Gateway Strategic Group meeting on 7 March, which Lord Heseltine is attending.
- TfL are continuing technical work on some of the options modelled during Stage 2 of the project: at present this is being done internally and not as part of a consultancy contract.
- North Kent partners and LB Bexley are undertaking an exercise in ‘propositional planning’ to explore the potential for additional development and acceleration of delivery that might be enabled by C2G: the first meeting in that process, which will proceed over the next four or five months, is on 10 March.
- An expression of interest, endorsed by the Leaders of Bexley, Dartford, Gravesham, Kent and the EDC Chair and TGKP, has been submitted to HM Treasury regarding an opportunity to bid into the National Productivity Investment Fund for development funding to progress the design of the scheme to powers and subsequent implementation.

11. The C2G proposals were due to be included in a presentation to the GLA Deputy Mayors’ Growth Board on 22 February, but this has been postponed. The Growth Board’s engagement will be important in shaping the future work programme. In the meantime, a group of Chief Executives and Directors has been formed to provide a strategic steer for ongoing work: this may evolve, with a broadening of membership, into a more formalised arrangement subject to the outcome of
lobbying activity with Thames Estuary Commission and Whitehall Departments.

12. The forthcoming consultations on the Kent Route Study (Network Rail) and South Eastern Franchise (DfT) will be vitally important in shaping operational and infrastructure improvements on the North Kent rail network over the next decade or so. These in turn will influence the refinement of options in the C2G strategic outline business case. Responding to the consultations will be a priority for the C2G partnership – and Kent & Medway partners more generally – to make the case for the rail infrastructure and capacity North Kent needs to support growth.

13. The Board is invited to note progress on the Crossrail C2G project.

Thames Estuary Production Corridor

14. On 13 February the Mayor of London and the Chairman of South East LEP launched a vision for a Thames Estuary Production Corridor. A vision document has been prepared by the GLA, working with the South East LEP’s South East Creative Economy Network (SECEN – the LEP’s Creative Industries working group) and has been submitted to Lord Heseltine’s Growth Commission.

15. The creative industries are the UK’s biggest growth sector, with 1.3 million people working in the creative economy across London and South East. The UK Commission for Employment and Skills predicts 1.2 million new workers are needed in the sector over the next decade.

16. However, rising land values, rents, business rates, the lack of large scale, cutting-edge production space and artists’ studios and a skills shortage threaten the sector’s future growth and competitiveness.

17. Building on the manufacturing legacy of East London and the Thames Estuary, the letter to Lord Heseltine outlined a future where the Thames Estuary becomes an internationally-renowned centre for major creative production facilities for building, innovating and testing new ideas – supporting growth, championing a low carbon economy, providing job opportunities and investing in a skilled workforce.

18. More details can be found on SELEP’s website, see link below.


19. The Board is invited to note the work done on preparing a vision for the Thames Estuary Production Corridor.

Accelerated Construction

20. In January the Homes and Communities Agency (HCA) issued a call for ‘Expressions of Interest’ to local authorities under its Accelerated Construction initiative. The
HCA is offering to work with local authorities to help bring forward and develop authorities’ surplus land in order to deliver new homes.

21. HCA’s “Expressions of Interest” document states it will seek to “develop bespoke packages of support reflecting local circumstances and the land opportunities you have. The support is likely to range from the HCA carrying out Accelerated Construction on LA land to the HCA offering direct support and expertise.” It goes on to say “There are a number of funding streams which, subject to eligibility, could be open to those we work with to secure priority access. These include the Home Building Fund, the new Housing Infrastructure Fund and the Starter Homes Land Fund”.

22. Individual local authorities have been approached directly by the HCA. The deadline for expressions of interest to be sent to AcceleratedConstruction@hca.gsi.gov.uk is 28 February 2017.

My last Chief Executive’s Report

23. For those Board members determined enough to have read right through to the end of this report, this is to say that, as this will be the last Board meeting before I retire, this is also my last Chief Executive’s Report!

David Liston-Jones
Thames Gateway Kent Partnership

16 February 2017
20 January 2017

Rt Hon Chris Grayling MP
Secretary of State for Transport
Great Minster House
33 Horseferry Road
London SW1P 4DR

By email to: chris.grayling.mp@parliament.uk

Dear Secretary of State

Lower Thames Crossing

I am writing, as Chairman of the Thames Gateway Kent Partnership, to express my Board’s bitter disappointment, and grave concern, that the Government has not yet made an announcement about the preferred route for the Lower Thames Crossing, despite numerous statements that it expected to do so before the end of 2016.

Highways England representatives attended our December Board meeting to update us on the latest position. However, when asked about when an announcement would be made, they could only say that a decision was expected in due course.

I know that Christian Brodie, Chairman of the South East LEP (14 December) and Geoff Miles, Chairman of the Kent and Medway Economic Partnership (2 December), have written to Ministers in similar terms. I have seen the reply from John Hayes to Geoff Miles dated 4 January 2017, in which he again simply states that the Government “will take a decision on the location, route and type of Crossing in due course”.

“In due course” in no way reflects the urgency of the need for a decision. I want to emphasise directly to you the key points my Board members made forcefully to Highways England representatives at the Board meeting:

- You will know better than us that the Lower Thames Crossing is a national infrastructure project of critical importance to the UK economy. Traffic levels are increasing year on year and there is daily congestion and disruption at the existing Dartford Crossing. That crossing, and the associated road network, simply cannot cope. This is imposing huge costs on business. As well as impacting negatively on the national economy it is discouraging new inward investment into the Thames Gateway, a vital growth area for UK as a whole.
• Moreover, members argued that local communities are being badly affected - residents are unable to move about freely and are suffering poor air quality. The congestion, and the uncertainty that causes for journey times, hampers the operations and the effective decision-making of local businesses.

• Even if a decision is made quickly it will take many years before a new Crossing is completed and in use. In the meantime, measures are needed now, and over the next few years, to minimise and mitigate the problems, including tackling congestion and poor air quality, whilst we wait for the new crossing to be completed.

• There is no reason for the decision to be delayed on the basis of the Crossing being in competition for funding with other infrastructure projects elsewhere in the country. Members argued that, with tolling, the crossing should be self-funding.

• Members offered to work in partnership with Highways England to provide any further assistance or information that may be needed to enable an early decision to be reached.

I would be grateful if you could give greater clarity on exactly when the Government will make its decision known on the preferred route for the new Crossing, and on what short term measures it is intending to put in place to tackle the congestion at the existing crossing. I would also seek your assurance that the delay in making the announcement has not already put the anticipated completion date of 2025 at risk.

I am copying this letter to Lord Heseltine, Chairman of the Thames Estuary Growth Commission, Philip Hammond, Chancellor of the Exchequer, Gavin Barwell, Minister with responsibility for the Thames Gateway, Christian Brodie, Geoff Miles, and TGKP Board members.

I look forward to receiving your response.

Yours sincerely

Rob Bennett, Chairman, Thames Gateway Kent Partnership
DRAFT Minutes of the TIGER Strategic Board Meeting held in the Darwin Room, Innovation Centre Medway, on 12 September 2016

Note: This short meeting was convened during the TGKP Board meeting on 12 September.

Present:

Board members and observers:
Rob Bennett, BBP Regeneration (Chair)
Cllr Rodney Chambers, Medway Council
Cllr Mike Cosgrove, Swale Borough Council
Cllr Mark Dance, Kent County Council
Alan Everard, Tarmac
Robert Goodman, Bluewater, Land Securities
David Hughes, Gravesham Borough Council
Cllr Alan Jarrett, Medway Council
Ann Komzolik, North Kent College
Paul Spooner, Ebbsfleet Development Corporation

Also present:
Neil Carron, Land Securities
Neil Davies, Medway Council
Graham Harris, Dartford Borough Council
David Liston-Jones, Thames Gateway Kent Partnership
Richard Longman, Thames Gateway Kent Partnership
Iain McNab, Cities and Local Growth unit, BIS/DCLG
Chris Moore, Homes and Communities Agency
Sarah Nurden, Kent and Medway Economic Partnership
Richard Penn, Environment Agency
Linda Searle, Thames Gateway Kent Partnership
David Smith, Kent County Council
Ed Uden, Environment Agency
Jacqui Ward, Kent County Council
Emma Wiggins, Swale Borough Council

Apologies:
Kamal Aggarwal, Thomson, Snell and Passmore
Cllr Andrew Bowles, Swale Borough Council
Rehman Chishti, Member of Parliament
Cllr John Cubitt, Gravesham Borough Council
Martin Davies, University of Greenwich
Terry Fuller, Homes and Communities Agency
Ross Gill, Kent County Council
Abdool Kara, Swale Borough Council
Cllr Jeremy Kite, Dartford Borough Council
Andrew Pearce, Environment Agency
1.1. The Chair advised the TIGER Strategic Board would be convened at this point in proceedings.

**Item 1 – Welcome and Introductions and Declaration of Interests**

1.2. The Chair stated the attendees were the same as the TGKP Board. He asked members whether there were any Declarations of Interests. There were none.

**Item 2 – Minutes of the TIGER Strategic Board meeting on 29 October 2015, and Matters Arising**

1.3. The draft minutes of the TIGER Strategic Board meeting on 29 October 2015 meeting were agreed as a true record. On matters arising, actions where appropriate had been carried out and/or would be covered in the agenda.

**Item 3 – Update on TIGER and other RGF Programmes – verbal update by Jacqui Ward, Kent County Council**

1.4. Jacqui Ward updated the Board on the current position on the TIGER programme. The programme closed for new applications last year. £14.4m had been defrayed. The job creation figures were good – 1,000 jobs: 500 jobs had been created and 500 jobs safeguarded. The loan repayments were now coming in with 97% repayment, totalling £2m. Bad debts were running at 3.3%. Jacqui described the arrangements for monitoring companies’ repayments, and for supporting those companies that may be facing difficulties.

1.5. David Smith and Jacqui Ward then described the broad outline of the new loan scheme that would be introduced to handle the recycling of loan repayments. There would be a single Kent and Medway wide programme, covering all three of the former Expansion East Kent, TIGER and Escalate programmes. Thurrock would not be part of the new programme.

1.6. Even though there would be a single Kent and Medway programme, Jacqui confirmed that all repayments from each of the three areas would be recycled in those areas. So all TIGER repayments would be recycled in the TIGER area (excluding Thurrock). Also, although there would only be one investment panel considering loan applications, in order to ensure that we did not lose local knowledge, the membership of that panel would be varied depending on where the applications originated from. So local authority representation could be matched to the area from which the applications came.

1.7. There followed a brief discussion on the likely form of the new programme, after which the Chairman asked the Board whether it was necessary for the TIGER Strategic Board to continue in being. **It was agreed that the TIGER Strategic Board should be terminated, and that any future work in relation to the monitoring of TIGER, recycling of TIGER loan repayments and the new Kent and Medway access to finance programme should be dealt with by the TGKP Board.** [Note: the TIGER Strategic Board Terms of Reference (para 15.1) state that “the Board shall terminate its activities when the operation of TIGER ceases”].

1.8. In follow-up discussion the question was raised of whether the TGKP Constitution would need to be amended to enable the TGKP Board to carry out any responsibilities in relation to any residual TIGER activity or in relation to North Kent aspects of the new access to finance programme. **Action: David Liston-Jones to consider whether any changes to the TGKP Constitution would be needed, and to bring any proposals for amendments to the Constitution back to the TGKP Board for consideration at the appropriate time.**
CHAIRMAN’S REPORT 2016 - Paper TGKP(16)18

Introduction

1. I am pleased to report on the activities of the Thames Gateway Kent Partnership over the last 12 months.

2. I would like to again express my thanks to all Board Members, Observers and their advisers, for their time, commitment and positive contributions to the Partnership’s work over the year. This has taken place not just in the TGKP Board meetings but also in the TGK Officers’ Group, in the Thames Gateway Strategic Group and in many other ad hoc meetings and events.

Background and Context

3. 2016 has undoubtedly been a tumultuous year in terms of national and international events, not least the EU referendum vote in June. Perhaps surprisingly therefore, as we near the end of the year, my impression is that the policy and organisational landscape in which the Partnership operates has been more settled this year than in the recent past. There have of course been changes. A new Government Ministerial team was appointed in the Summer and that included a change in Ministerial responsibility for the Thames Gateway with Gavin Barwell MP taking over from Mark Francois MP.

4. One important new initiative to impact on the Partnership’s work has been the setting up of the Thames Estuary 2050 Growth Commission headed by Lord Heseltine. As outlined in the ‘Partnership Highlights’ below, we have been heavily engaged with the Commission and its officials from the outset. I welcome establishment of the Commission – it is a recognition by Government of the continued importance of the Thames Gateway. But I also see it as an opportunity to raise our sights above the more immediate challenges we face and to think through some of the longer-term, strategic issues that are vital to the future success of the area.

5. We already have a strong and established partnership and we continue to work closely and constructively with the South East LEP, both at the overall LEP level and at the federal Kent and Medway Economic Partnership level. I am pleased to report that the extent of TGKP’s collaborative partnership working has, if anything, broadened still further over the year. We have been working more closely than before with our immediate neighbours – for example, with the
London Borough of Bexley on building the case for the extension of Crossrail, with Maidstone Borough Council on the North Kent Enterprise Zone and with Thanet and Canterbury Councils on the Thames Estuary Growth Commission.

Partnership Highlights

6. In terms of the Partnership’s work there have been a number of highlights this year. For example:

- at the time of last year’s AGM we had just learned that our bid for a new Enterprise Zone had been successful. This year a significant proportion of the TGKP team’s time has been devoted to getting ready for the EZ, now named the North Kent Enterprise Zone, coming into force on 1 April next year. This has involved setting up the new NKEZ Strategic Board, which has already met twice, preparing and agreeing the Memorandum of Understanding and drafting the EZ’s Implementation Plan. In addition, the three locations which make up the NKEZ—Ebbsfleet Garden City, Rochester Airport and Kent Medical Campus have each been busy drawing up the plans for their specific sites. I am very grateful to all colleagues for the hard work done so far to prepare for the Enterprise Zone and, in particular, to Richard Longman for his work as coordinator of the project group.

- in March the Partnership submitted a comprehensive and detailed response to Highways England’s consultation on the route of the Lower Thames Crossing. In last year’s Chairman’s Report I said that, despite the differences of view held within the Partnership on the preferred location, it was important that we submitted a ‘robust, considered and well argued response’, and I believe that is exactly what we did. We now await a decision on the preferred route by Government, hopefully before the end of the year;

- as I said we have been working closely with Thames Estuary Growth Commission both directly, for example in our response to the ‘Call for Ideas’, and indirectly, with our partners in Essex and London, through the Thames Gateway Strategic Group. It is important that we do so. The Commission is not independent of Government; it includes Government Ministers in its membership and its recommendations will carry weight as a result;

- we have again been active this year in supporting the work of the Thames Gateway Strategic Group. In the early part of the year, in response to a challenge from the then Thames Gateway Minister to identify the priority transport infrastructure projects, TGKP, working with Kent County Council (KCC), led on the development of a Thames Gateway Transport Prospectus which set out the ‘Top Ten’ transport investments needed to unlock the potential growth in the Gateway. That prospectus was well received and endorsed by TGSG. With the setting up of the Growth Commission TGSG’s primary role is now moving towards providing a responsive stakeholder forum to support and advise the Commission in its work;

- one of the ‘Top Ten’ investment priorities endorsed by TGSG is the extension of Crossrail from Abbey Wood to Ebbsfleet and Gravesend. TGKP, along with
KCC, Dartford and Gravesham Borough Councils and the Ebbsfleet Development Corporation, has been working to develop the outline business case, together with partners in London. We have committed £20,000 of the Partnership’s budget to this work. I am pleased that TGKP has also been able to play a useful role in facilitating senior level discussions on the strategic issues that need to be considered alongside the technical preparation of the business case, and in that context I am grateful to Dartford Council for hosting the meeting with Bexley Council in October;

- **Business events** – no TGKP business breakfasts have been held this year, but in June we again sponsored, exhibited and ran a seminar at the North Kent B2B event, held for the first time at Buckmore Park. In addition, as part of our effort to support the key industry sectors in North Kent, TGKP has been working with KCC and the Kent and Medway Skills Commission to support the development of Guilds. We have hosted two meetings of the Construction Guild at the Innovation Centre, and been actively involved in the development of the Advanced manufacturing and engineering Guild

- finally, as in previous years, we have been fortunate to have heard a number of interesting and stimulating presentations at our Board meetings, including one from Paul Spooner at the May Board meeting on the exciting plans and progress being made to create Ebbsfleet Garden City, and a presentation at our September meeting given by Robert Goodman and Neil Carron on the plans for expansion and evolution of Bluewater to ensure it stays ahead of the ever changing requirements of the retail sector.

**TGKP Board Membership**

7. There have been several changes in Board membership and representation since the last AGM:
- Alan Everard has replaced David Simms as Tarmac’s representative on the Board.
- Paul Spooner took over from Robin Cooper as Chief Executive of Ebbsfleet Development Corporation, and hence as the Corporation’s representative on the Board;
- Professor Alan Reed, University of Greenwich, has taken Martin Davies’ place as the HE representative; and
- Julie Foley has replaced Andrew Pearce as the Environment Agency’s representative;

8. I would like to welcome all our new Board representatives and again thank all those who have moved on for their support and contribution.

**TGKP Budget**

9. TGKP’s income for 2016/2017 is forecast to be £235,368. A budget has been set for the year of £267,725. Actual expenditure for the year will depend largely on how much of the discretionary activities budget is utilised, but the current
The forecast is for an outturn of £272,271. The excess of expenditure over in-year income can be accommodated through utilising some of the Partnership’s accumulated reserve.

10. I am very grateful to the five local authorities and to Ebbsfleet Development Corporation for their financial support for the Partnership.

11. The Board has received regular budget monitoring reports and I am grateful to Medway Council for providing the financial services.

Legal and Human Resources Support

12. I would also like to thank Medway Council for continuing to provide legal services and Swale Borough Council for providing HR support to the Partnership.

TGKP Executive Team

13. There have been no changes to the TGKP team during the year. I would like to thank the three members of the team – David, Richard, and Linda - for their continued hard work and commitment.

Looking forward to 2017

14. In an increasingly unpredictable world it would be unwise for me to attempt to set in stone what the Partnership should focus its attention on next year. However, some of the key priorities for 2016/2017 are already pretty clear:

- we must continue to engage with the Thames Estuary Growth Commission and be ready to respond creatively and constructively to their interim report in March and their final report next Autumn;
- it has become increasingly clear that the single biggest impediment to sustainable economic growth is the inadequacy of the infrastructure needed to support that growth, notably transport infrastructure. We must make renewed efforts to press the case with Government, with well-evidenced argument, for the necessary investment;
- we should, at last, have a Government decision on the preferred route for the Lower Thames Crossing. Whatever the decision is I hope that, as a Partnership, we can come together to agree an approach that recognises the need to get the Crossing delivered as quickly as possible, in a way that minimises and mitigates the environmental impacts to the greatest possible extent and which recognises the need to tackle the wider transport infrastructure needs on the routes to the Crossing from the Channel Ports;
- working to ensure a successful implementation of the North Kent Enterprise Zone will continue be a top priority for 2017. Whilst implementation of the Enterprise Zone is the single most important
action that we can take as a partnership to support our key industry sectors, I also want us to do more to focus on the needs of our key sectors in North Kent more generally, to understand better their concerns and seek to reflect these in our plans and actions. That includes continuing to work with KCC and others on the development of the sector based Guilds; and

- working with KCC and partners we must ensure that the new access to finance regime being launched early next year, offering interest free loans using recycled Tiger funds, supports the needs of North Kent businesses;

15. It has been a great privilege to serve as TGKP’s Chairman in 2016, and I would like to take this opportunity to thank you all for the help and support you have given to me over the last year. I look forward to working with you over the next year, one which I am sure will again bring new and interesting challenges for us all.

Rob Bennett
Chairman, Thames Gateway Kent Partnership

30 November 2016
## Schedule to Budget Report - TGKP(16)20

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### Expenditure

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**GROSS EXPENDITURE**

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<th>Forecast Outturn 2016/17</th>
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**(SURPLUS)/DEFICIT CARRIED FORWARD**

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TGKP Review - Paper TGKP(15)15

1. At its meeting on 17 June, the Board agreed to defer the TGKP review until the Autumn. An extract from the draft minutes, summing up the Board’s conclusions, is shown below.

**Extract from draft minutes of 17 June 2015 TGKP Board meeting**

“Summing up the Board’s discussion the Chairman said that the Board agreed:

- the scope of the review, as set out in Annex 1, was on broadly the right lines;
- the review should be deferred until the Autumn when the wider strategic institutional issues were clearer, especially the future of the South East LEP;
- further work needed to be done on the most appropriate process for the review, though it was agreed that a self-assessment should be undertaken; and
- we needed to obtain the views of the private sector Board members.

**Action:** The Officers’ Group to do further work on the options for conducting the review and come back to the Board with proposals in the Autumn. In the meantime the Group should set in motion a self-assessment process. The Chairman undertook to consult with the private sector Board members to seek their views.”

Even though the position on some of the wider strategic issues, including on the future of the LEP, remains uncertain, there is a case for pressing ahead soon. Ideally, the review should be concluded in time to inform decisions on next year’s funding for the Partnership (normally taken around December time each year). That means carrying out the review over the next couple of months with the outcome put to the Board meeting on 3 December.

2. At the last Board discussion a range of views was expressed on how the review should be undertaken. There was a desire to keep the process simple and a reluctance on the part of some Board members to commission an expensive exercise using consultants. On the other hand, members also argued that the review must be rigorous, and that there should be some outside challenge and input to ensure that we draw on best practice and experience from elsewhere.
3. Whilst the Board did not reach a firm conclusion on the best approach for carrying out the review, members agreed the broad scope of the review and that the first step should be a self assessment.

4. The Officers’ Group has looked again at the options for taking forward the review and recommends to the Board the following approach which seeks a balance between having a simple, straightforward process, but one which nevertheless ensures that a robust review is carried out with some external challenge.

5. The proposal is for a staged approach:

   - **Issue Self Assessment questionnaire (late September):** A questionnaire, based on the agreed scope of the review, would be issued to each member of the Partnership’s Board and Officers’ Group. It would be in the form of a mix of multiple-choice and more open questions to allow space for views to be expressed. Recipients would be offered the chance to give their answers in writing or via interview if that was easier. An outline of the sort of questions to be included is attached.

   - **Discussion with private-sector Board members (October):** In addition to the questionnaire, Rob Bennett would host a meeting with private-sector Board members to gather their views.

   - **Issue Stakeholder questionnaire (early October):** A shorter questionnaire would be issued to those external stakeholders that the Partnership engages with, and which are not represented on the Board or Officers’ Group. Examples would be Kent Invicta Chamber, FSB, Locate in Kent, and neighbouring local authorities such as Bexley, Thurrock, and Maidstone.

   - **Assessment of Responses (late October):** The responses to the first three stages would need to be analysed and pulled together into a report/presentation. The analysis and compilation could be done by the TGKP team and then, if a more independent approach is thought desirable, assessed and reviewed by an independent expert (see below).

   - **Externally Facilitated workshop (November):** The analysis and assessment would be used as the basis for a facilitated workshop for Board and Officers’ Group members. This is the stage where some external challenge and expertise would be introduced and where there would be a cost. A senior-level expert in the field would be appointed to lead the workshop and, if required, present relevant information on best practice elsewhere.

   - **Final Report (late November):** Following the workshop, a final report would be prepared summarising the conclusions from both the workshop and the consultations, and making recommendations. This report could be prepared by the external facilitator, by the TGKP team, or by a nominated local authority officer(s).

   - **Decisions at 3 December Board meeting:** The report and its recommendations would be put to the Board for decision. At the same
meeting, proposals would be submitted on the funding of the Partnership for 2016/2017.

6. The Board’s views are invited on these proposals. In particular, does the Board agree:

- that this Autumn is the appropriate time to carry out the review?
- with the broad approach for carrying out the review set out in paragraph 5 above?
- for questionnaires to be finalised based on the questions in the attached annex, and for these to be issued?
- that an external expert should be commissioned to provide independent challenge and expertise, both to assess the outcome from the surveys and to facilitate a workshop for the Board and Officers’ Group? If so, is the Board content to delegate the decision on the appointment of the external facilitator to the Chairs of the Board and Officers’ Group?

David Liston-Jones
Thames Gateway Kent Partnership

17 September 2015
TGKP Review – possible questions to be included in Self Assessment Questionnaire

**Purpose: What is the Partnership for?**

Q. Is the Partnership’s Vision still fit for purpose? If not, what changes should be made?

Q. What changes, if any, are needed to the Partnership’s 10 objectives?

[Vision and Objectives to be attached to questionnaire]

**Strategic Context: How Does TGKP fit into the bigger picture?**

Q. Do you think that changes in national Government policies and legislation over recent years, and proposals for the future, eg on economic development, housing, etc mean that TGKP’s role needs to change and, if so, how?

Q. In what ways could the Government’s devolution agenda impact on the Partnership’s role, if at all?

Q. Do you think that possible changes to wider partnership and institutional arrangements may mean that TGKP’s role needs to change and, if so, how?

**Boundaries: does the Partnership cover the right area?**

Q. Is the Thames Gateway Kent Partnership area – Dartford, Gravesham, Medway and Swale – a coherent economic geography, and still the right area for the Partnership to cover? If not which other areas should be considered?

Q. Should the Partnership anyway establish closer links with neighbouring areas/authorities?

**Functions and powers: what might the Partnership do?**

Q. The Partnership should only act where it can bring added value to what partners can achieve individually. Are there new functions or services, themes or issues, that you think could usefully be taken on by the Partnership?

Q. Similarly, are there activities that the Partnership is currently engaged in that you think it should stop doing?

**Governance: how might the Partnership be run?**

Q. Do you think the Partnership’s current governance status as an informal partnership that operates through agreement, with no formal legal status, is the right one for the future?

Q. If not, what alternative arrangements do you think should be considered? Should these be stronger and more formal (eg Joint Committee, combined authority, company limited by guarantee, others), or more informal, with a lighter touch?

**Performance**

Q. In what ways could the performance, effectiveness and impact of the Partnership be improved (both the Partnership as a whole and the Partnership team), to ensure that it ‘punches its weight’ eg with Government?
Resources and capacity

Q. In the light of your answers to the previous questions, is there a continued need for a dedicated core team to support the Partnership? If not what alternative arrangements might be put in place? If there is, does the team’s role/composition need to change?

Q. What other resources are needed for the Partnership to function effectively?

Funding

Q. How do you think the partnership should be funded? Should this continue to be through core funding with contributions from local authority/public sector members?

Q. Do you think the Partnership should:
   - seek funding from other external sources?
   - seek project funding? and/or
   - provide revenue-raising services?

Overall

Q. Which of the following three propositions best summarises your views on TGKP’s future?
   - Continuing broadly as now, but rigorously seeking improvements in impact, effectiveness and efficiency.
   - Moving to an enhanced and/or significantly different role with substantive changes to functions and governance.
   - Cutting back to a reduced role, with a narrower focus, lighter touch governance and slimmer resource.

TGKP
September 2015
Minutes of the Thames Gateway Kent Partnership Board Meeting held in Darwin Room, Innovation Centre Medway, 2.30-4.30pm, Monday 21 September 2015

Board Members and Observers Present:
Kamal Aggarwal – Thomson, Snell and Passmore
Rob Bennett – BBP Regeneration (Chair)
Cllr Andrew Bowles – Swale Borough Council
Cllr John Cubitt – Gravesham Borough Council
Cllr Mark Dance – Kent County Council
Martin Davies – University of Greenwich
Cllr Jeremy Kite – Dartford Borough Council
Andrew Pearce – Environment Agency
Naisha Polaine – Homes and Communities Agency

Also Present:
Cllr Jane Chitty – Medway Council
Robin Cooper – Ebbsfleet Development Corporation
The Rt Hon Mark Francois MP – Minister for the Thames Gateway
Ross Gill – Kent County Council
Graham Harris – Dartford Borough Council
Richard Hicks – Medway Council
David Hughes – Gravesham Borough Council
David Godfrey – South East Local Enterprise Partnership
Mike Goulding – Homes and Communities Agency
Abdool Kara – Swale Borough Council
Ajit Kaur – Medway Council
Tom Kinsey – Department for Communities and Local Government
David Liston-Jones – Thames Gateway Kent Partnership
Richard Longman – Thames Gateway Kent Partnership
Iain McNab – Department for Business, Innovation and Skills
Linda Searle – Thames Gateway Kent Partnership
David Smith – Kent County Council

Apologies:
Cllr Rodney Chambers – Medway Council
Rehman Chishti – Member of Parliament
Neil Davies – Medway Council
Cllr Alan Jarrett – Medway Council
Robert Goodman – Bluewater
Ann Komzolik – North West Kent College
James Speck – Kent Science Park
Paul Whittlesea – Department for Communities and Local Government
1. **Items 1 and 2: Introductions, Welcome to the Rt Hon Mark Francois MP, Minister for the Thames Gateway, and Discussion on Opportunities and Challenges in North Kent:**

   1.1. The Chairman welcomed attendees, in particular the Rt Hon Mark Francois MP, new Minister for the Thames Gateway. He also welcomed:

   - Martin Davies, University of Greenwich. Martin had taken over from Professor Tom Barnes as the University’s representative and was attending his first Board meeting;
   - Cllr Jane Chitty, representing Cllr Rodney Chambers;
   - Robin Cooper, attending his first meeting as a Board member representing the Ebbsfleet Development Corporation;
   - Richard Hicks, who had taken over Robin Cooper’s post at Medway Council;
   - Mike Goulding, Homes and Communities Agency, giving a presentation at Item 6 on the Agenda;
   - David Godfrey, South East Local Enterprise Partnership and;
   - Ajit Kaur, Senior Accountant, Medway Council. Ajit is the senior accountant dealing with TGKP in Medway Council’s finance department and was attending to brief herself on the work of the Partnership.

   1.2. The Chairman introduced the item on ‘Opportunities and Challenges’ by telling the Minister about the role and purpose of the Partnership, including some of its key achievements, and about how, with partners, the partnership worked to help deliver economic growth in North Kent. He highlighted progress that had been made, and referred to the new facilities that had been provided such as the Universities at Medway campus and the Medway University Technical College, which the Minister had visited earlier in the day. He also drew attention to some of the key opportunities, including London Paramount and the Ebbsfleet Garden City, as well as some of the challenges such as the pressures on transport infrastructure and the need to continue to raise skills levels.

   1.3. The Minister responded by thanking the Partnership for inviting him to North Kent. As an Essex MP he already had a good knowledge of the issues in the Essex part of the Gateway, and was keen to increase his understanding of the issues facing North Kent. He recognised the importance of transport infrastructure in order to deliver the housing we needed. He also had a particular interest in education and skills. He had been keen, therefore, to tour the Medway UTC, which he thought was excellent, and had been very impressed by the students he had met at the College. His focus was very much on delivery and, in his role as Thames Gateway Minister, he would help wherever he could, in particular to help make connections within Government.

   1.4. The Chairman opened up the discussion to Board members. A wide-ranging debate was held covering issues such as the need for FE provision in Swale and FE funding more generally, the importance of an early Government decision on the Lower Thames Crossing following consultation, the support of partners for the North Kent Enterprise Zone bid, the scope for extension of Crossrail to Ebbsfleet and Gravesend, the
importance the local community attached to the Government keeping its promises on support for the Ebbsfleet Garden City, including timely delivery of infrastructure such as A2 junction improvements, the need to strengthen links between colleges and business, and the importance of delivering high quality as well as greater numbers in new housing. Environmental issues such as waste water treatment needed to be dealt with and managed properly. It was argued that the rationale for the Thames Gateway remained valid and there was a great deal of life left in the Gateway concept.

1.5. The Minister responded by referring to the fact that there would be a consultation on route options for the Lower Thames Crossing early in the New Year. On transport infrastructure eg the need for new junctions, he said that the CSR was inevitably going to be tight and, as he had said at the recent TGSG meeting, there was a need to avoid long ‘wish lists’ and for some real prioritisation to be done. On skills, he commented that there were very similar issues in South Essex. He felt there was a need to raise skills and aspirations significantly. On the need for quality, he said it was important to work with local communities, and for local people to see that what was happening was for their benefit. As the area grew it was important that the growth happened in an environmentally sustainable way.

1.6. The Chairman thanked the Minister and Board members for their contributions to what had been a useful discussion.

2. ITEM 3 – Enterprise Zone bid - North Kent Innovation Zone – presentation by Richard Longman, TGKP.

2.1. Richard Longman confirmed that the North Kent Enterprise Zone bid had been submitted to Government by the South East LEP the previous Friday (18 September). The bid had been selected by the KMEP as the number one priority bid for Kent and Medway. Richard explained that the bid would enhance and strengthen the Kent Innovation Corridor. It was a multi-site bid focusing on three areas – sites in the Ebbsfleet Garden City, the Kent Medical Campus at Maidstone and Rochester Airport Technology Park.

2.2. Richard said that the sites covered an area of 64 hectares and would create 230,000m$^2$ of development floor space for start-ups and SME expansion. The bid would build on existing specialisms such as life-sciences and advanced manufacturing, and new opportunities for shaping a 21st Century ‘smart city’. It was estimated that 9,900 jobs would be created by 2027. The bid would now be assessed within Government, and an announcement was expected in November. In the meantime Richard said a project team had been established to refine governance and delivery arrangements, and to respond to information requests.

2.3. In discussion, it was emphasised that whilst a number of bids had come forward in Kent and Medway, it had been unanimously agreed by local authorities and businesses at the Kent and Medway Economic Partnership that the North Kent Innovation Zone bid should be the number one priority for Kent and Medway. Furthermore Kent had a proven track record in making Enterprise Zones work successfully, such as at Discovery Park. Members were urged to ensure that local MPs were fully briefed on the bid.

2.4. The Chairman thanked Richard Longman for his helpful presentation.
3. **Item 4 – Progress on Ebbsfleet Garden City** - update by Robin Cooper, Chief Executive, Ebbsfleet Development Corporation (EDC).

3.1. Robin Cooper updated the Board on progress, now that the Corporation had been established and the EDC Board was in place. The Corporation itself did not own much of the land. The majority of the land was owned by Land Securities and Lafarge/Holcim. The intention was to deliver 15,000 new homes. Robin said that the proposed site for London Paramount came within the Corporation’s area. London Paramount would be the fourth largest entertainment complex in the World. There were clearly significant infrastructure issues that needed to be addressed. Robin referred to the aspiration for Crossrail to be extended to Ebbsfleet and Gravesend. As well as the key issue of the Lower Thames Crossing, there was also the need for improvements to the two key junctions on the A2 at Bean and Ebbsfleet. A bid had been submitted to Government for support for infrastructure costs, including for land remediation and sewerage works.

3.2. As well as being part of the North Kent bid for EZ status already discussed, the Corporation was also applying to get ‘Healthy New Town’ status. Robin went on to say that a key issue for the Corporation was the commercial space around the international station; they were looking at the provision of innovation space and a skills centre to lead the way. Finally Robin said that discussions had been taking place with Government on the delivery of starter homes.

3.3. In discussion, the following points were made:

- it was important that the existing local communities outside the Garden City were able to share in the benefits. If the EDC was a success it would unlock the potential of sites outside the Corporation’s boundaries.
- although Dartford and Gravesham were the key local areas affected, given the scale of what was proposed it needed to be seen in the context of the wider Thames Gateway. If we got this right the implications for supply chains, for growth and for jobs would be felt right across the Gateway.

3.4. **The Chair thanked Robin for his update.** He commented that filling 27,000 jobs would be an enormous ask, and a huge opportunity. As well as the many jobs in the hospitality sector, London Paramount would bring opportunities for new high-value jobs in, for example, IT, media, and communications. This was therefore a crucial issue for the Partnership to focus its efforts on over the coming period.

4. **ITEM 6: Kent and Medway Economic Assets Programme Update** – Paper TGKP(15)14 and presentation by Naisha Polaine/Mike Goulding, HCA.

4.1. Naisha advised that the paper and presentation provided an update on the de-risking of sites to maximize value and bring forward development, and on the disposal of sites. Good progress was being made. These 6-monthly updates to the TGKP Board now replaced the separate Stewardship meetings that had previously been held. Separate meetings were held with Dover and Ashford Councils in relation to their sites.

4.2. Mike Goulding (HCA) introduced his presentation on the Kent and Medway Stewardship Model, and thanked the local authorities for their help in putting
plans together for the sites. Mike set out the latest overall position on investment and receipts. For investment the figures were £6.0m 2012-13, £6.6m 2013-14, £6.0m 2014-15, £3.8m 2015-16) and for receipts £3.5m 2013-14, £16.4m 2014-15, £2.0m 2015-16 (projected), £9.3m 2016-17 (projected), and a further £46m projected for the future.

4.3. Mike then updated the Board on progress in each area:

- **Dartford** – The Northern Gateway sites and the Base Innovation Centre had been sold; marketing of the Unwins backland would commence after EA published their flood risk appraisal, due in December 2015. Marketing of Station Mound/Co-op sites had commenced, it was expected the preferred developer for mixed-use use development would be identified by the end of the year.

- **Northfleet Embankment** – All HCA-led site works had now been completed. The Burch Road site had been sold and construction of 12 housing units was underway, for completion this financial year. The Invitation to Tender for the housing delivery element of the site had been issued by HCA in September seeking a developer partner to deliver circa 500 units.

- **Queenborough and Rushenden (Q and R)** – A review of the Master Plan had resulted in a reduction in overall housing numbers to 1,100 homes. Demolition, remediation and land-raising for the second phase of the site works was underway. Marketing of the first phase, of between 100-125 homes, had commenced. Construction of non-food retail phase of employment development at Neat’s Court had been completed and units let, creating 150 new jobs. Aldi had planning consent for a 600,000ft$^2$ distribution centre, with the potential for 400 jobs. Construction had commenced with completion expected by end of 2016.

- **Chatham Maritime**
  - **St Mary’s Island** – Countryside Maritime Ltd had commenced construction of Sector 13, comprising 65 units.
  - **Interface Land** – HCA had appointed consultants to assess opportunities and constraints for the remaining 13 acres of developable land to progress disposal 2016-17.
  - **South of Basins** – Transfers of residual freeholds and public realm were continuing with the Chatham Maritime Trust.
  - **Pumphouse** – A preferred development partner had been selected and planning application had been approved to use the building as a gin distillery.

- **Rochester Riverside** – the new Rochester railway station was under construction and was due to open in December 2015. Medway Council had adopted the new Rochester Riverside master plan and design guides for the site. Medway and HCA had commenced marketing of the whole Rochester Riverside site, and selection of a preferred developer was planned by March 2016.

4.4. Mike Goulding concluded by drawing the Board’s attention to the potential risks to delivery of the overall programme. These included planning delays, market appetite for large schemes, market activity slowing, and off-site highway junction improvements in relation to Q and R.
4.5. **The Chairman thanked Mike Goulding** for his helpful and comprehensive presentation.

4.6. **The Minister left the meeting at this point, and the Chairman thanked him for his support and for participating in the Board’s discussions.**

5. **ITEM 5: Minutes of TGKP Board Meeting on 17 June 2015 and Matters Arising**

5.1. Apologies were recorded.

5.2. The draft minutes of the 17 June Board meeting 2015 **were agreed.** On matters arising:

Para 2.1.1, Ross Gill advised that the AECOM study would be going to the Kent Leaders’ meeting the next day and, once the final version had become available, would be circulated to the Board. **ACTION: Ross Gill to circulate the AECOM study once it became available.**

Para 2.1.6, Actioned – the draft letter from the TGSG Chairman to the Thames Gateway Minister had been sent, and had formed the basis of discussions at the 15 September TGSG meeting.

Para 4.5, Actioned – comments had been fed through to Ross Gill regarding the future of the SELEP. No formal Government response had been received to the proposal for a Kent and Medway LEP. Papers for the next SELEP meeting had been circulated and contained a recommendation for the appointment of a new Chair etc. It was agreed that it would be helpful for the SELEP papers to be circulated to Board members. **ACTION: TGKP to circulate SELEP papers to the Board.**

Para 5.3, Actioned – the Chair had written to the Secretary of State at the Department for Transport as agreed.

Para 5.4, Actioned – a meeting had been held with Transport for London.

Para 6.7, - A paper on the review of TGKP was on the Agenda.

Para 6.8. - **Board membership**

- David Liston-Jones said he had been in dialogue with Robin Cooper following the Board’s decision to invite the Ebbsfleet Development Corporation to become a Board member, on the basis set out in the minutes. David and Robin confirmed the current position was that the EDC was content to become a full member of the TGKP Board and, in principle, to make a financial contribution to the costs of the Partnership along with the other public sector members, ie the local authorities. The level of any contribution would need to be agreed later in the year, in the light of the outcome of the TGKP review, when all funding contributions for the next financial year would be considered.

- David reported that the Chairman had written to Professor Tom Barnes, and to David Simms, to put on record the Board’s thanks for their work for TGKP. David said, as reported earlier, it was now confirmed Martin Davies was Tom Barnes’ replacement on the Board, representing the University of Greenwich. In terms of David Simms’ replacement, David said he had approached Lafarge Holcim to establish whether the company wished to remain as a Board member, but had not yet received
any response. **It was agreed** should no response be received in the near future a new private sector member should be sought. **ACTION:** David Liston-Jones to continue to seek a response from Lafarge Holcim.

- **MP representation:** David reported that Neil Davies had spoken to Rehman Chishti, and Rehman had indicated he was content to continue as a Board member. He was happy to assist TGKP in any way he could, but his parliamentary responsibilities meant it would be difficult for him to attend Board meetings on a regular basis. There followed a brief discussion on how best to engage with MPs more generally. It was suggested that perhaps now was the time to press for a ‘Westminster Hall’ debate in Parliament on the Thames Gateway. On the other hand, it was argued that it was likely to be more productive to engage MPs, and seek their support, on a case-by-case basis.

Para 10.1, Actioned - an EoI and application for the TASC initiative (Adaptation Support for Councils on Climate Change) had been submitted. However, David Liston-Jones advised he had subsequently been informed that TGKP’s application had not been selected.

5.3. Following on from the previous item on engagement with MPs, there was a brief discussion about getting renewed momentum into the wider debate on infrastructure in the Thames Gateway, and the role of Thames Gateway Strategic Group. Some argued for a more active push at the Thames Gateway level, others said that we should focus our efforts at the North Kent level. **Summing up the discussion, the Chairman said** what was agreed was that we needed to be clear about our infrastructure and broader strategic priorities. In the context of the exercise on transport infrastructure priorities commissioned at the last TGSG meeting, the draft priorities for North Kent should be brought to the December Board meeting for approval. **ACTION:** TGKP team to bring paper on transport priorities for approval to the December Board meeting, prior to discussion at TGSG.

6. **ITEM 7: Partnership matters** - Papers TGKP(15)15 and TGKP(15)16

**Review of TGKP** - TGKP(15)15

6.1. David Liston-Jones introduced his paper. At its last meeting in June, the Board had agreed to defer the review until the Autumn, when the position on some of the wider strategic issues would be clearer. There had been mixed views at the June meeting on how the review should be carried out. David said the Officers’ Group had looked again at the options for taking forward the review, and this paper now proposed a staged approach which sought to strike a balance between having a simple straightforward process, but one which nevertheless ensured a robust review was carried out with some external challenge. The Board’s views were sought on these proposals.

6.2. In discussion the following points were made:

- there were many more important issues at the moment that required the Partnership’s full attention; it would be wrong to get diverted and devote scarce time and resources to a review;
• a number of members said they were content with the Partnership, its staff and the way it was operating. The view was expressed that TGKP was an impressive partnership – other parts of the country were trying to establish the kind of partnership that we already had in North Kent. The need was for TGKP to focus its efforts on the major issues such as London Paramount, the work going on at KMEP and SELEP, including the exciting new ideas for a Skills Commission, the wider debate on infrastructure priorities in the Thames Gateway, the devolution agenda and the relationship with London;
• even if the review did not go ahead there was value in getting the views of the private sector members as proposed in the paper; and strengthening the business/private sector voice on the TGKP Board; and also in learning more about best practice elsewhere through, for example, inviting those with experience from other parts of the country to come and present to the Board.

6.3. Summing up the discussion, the Chairman said it was the clear decision of the Board that the review should not proceed. This was a positive re-endorsement of the Partnership. However, it was also agreed that the Chairman should hold a meeting with private sector members to gather their views on the Partnership and that opportunities should be sought to learn lessons from elsewhere. ACTION: Rob Bennett to hold a meeting with Private-Sector Board members to gather their views. TGKP team and members to look for opportunities to bring examples to the Board of best practice in partnership working from other parts of the country.

Work Plan - TGKP(15)16

6.4. David Liston-Jones introduced the draft Work Plan, which was in a similar format to those produced in previous years. David invited comments on the Work Plan either at the meeting, or by email afterwards. The draft Work Plan was agreed subject to any detailed comments. ACTION: Board members to email David Liston-Jones with any detailed comments.

7. Item 8: Updates on current issues from members, including HCA update – paper TGKP(15)17.

7.1. The Chairman referred the Board to the HCA Update paper which was for information. Paper TGKP(15)17 was noted.

7.2. There were no general updates from members.

8. Item 9: Budget Report – Paper TGKP(15)18

8.1. David Liston-Jones introduced the Budget Report, which was by way of information. There would be a substantive discussion of the Partnership’s budget and funding at the December Board meeting. The Budget Report was noted.

9. Item 10: AOB

9.1. There being no other business, the meeting finished at 16:50.

Thames Gateway Kent Partnership
October 2015