

SB09-01

## North Kent Enterprise Zone Strategic Board

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APPROVED Minutes of 8<sup>th</sup> meeting held on Tuesday 5<sup>th</sup> June 2018 in the Sunderland Room, Innovation Centre Medway.

### Board Members & Representatives Present

Bernard Spring (Chair)  
 Carole Barron, University of Kent (HE Rep)  
 Suzanne Bennett, Essex CC/SELEP  
 Gavin Cleary, LIK  
 Simon Cook, MidKent College (FE Rep)  
 William Cornall, Maidstone BC  
 Councillor Howard Doe, Medway Council  
 Ellie Dunnet, Maidstone BC (Accountable Body)  
 Chris Inwood, Gravesham BC  
 Tomasz Kozlowski, Medway Council  
 Richard Longman, TGKP  
 Matthew Norwell, TGKP  
 Ian Piper, Ebbsfleet Development Corporation  
 David Smith, KCC

### Apologies

BS Adam Bryan, SELEP (Suzanne Bennett deputising)  
 CB Alex Hicken, DHA Planning  
 SB Richard Hicks, Medway Council  
 GC David Hughes, Gravesham BC (Chris Inwood deputising)  
 SC Cllr Alan Jarrett, Medway Council (Cllr Doe deputising)  
 WC Cllr Rodney Chambers, Medway Council (Tomasz Kozlowski deputising)  
 HD  
 ED  
 CI  
 TK  
 RL  
 MN  
 IP  
 DS

### Actions

#### 1. Welcome & Introduction

- 1.1. The Chairman welcomed Gavin Cleary of Locate in Kent, following Paul Wookey's departure, and Cllr Doe, Tomasz Kozlowski and Chris Inwood who were all deputising for colleagues attending the Kent Leaders' and Chief Executives' Awayday.
- 1.2. There were no declarations of interest.
- 1.3. Board Members were reminded that any items that were confidential (commercially or otherwise) should be identified as such for exclusion from the published minutes.

#### 2. Minutes of last meeting and actions arising (SB08-01)

- 2.1. The minutes were agreed. On paragraph 6.1 (sector skills funding), SB confirmed that the NKEZ allocation had been approved and SELEP would be **sending funding agreement letters** to Maidstone and Medway as soon as possible (**Action: SB**).  
 RL queried whether Maidstone had yet invoiced scheme leads for Accountable Body costs; ED advised that clarification was needed on the purpose of the budget to determine VAT status. **Action: RL would discuss with ED.**
- 2.2. The suggestion of presenting NKEZ to Kent Ambassadors remains outstanding. **Action: Chair (BS) and RL to discuss further.**

SB

RL & ED

BS, RL

**3. Draft Revised Implementation Plan (Paper SB08-02)**

- 3.1. RL introduced the paper and draft Implementation Plan. The original plan (drafted September 2016) followed Cities & Local Growth Unit guidance. The revised draft was simplified, replacing several sections with the integrated progress and risk dashboard adopted by the Board. Some sections were still incomplete: it was work in progress. RL emphasised that the Plan needed to be ‘owned’ by partners: this was for our own purposes, not for external stakeholders. The Board was invited to comment and advise on handling the process of finalising the Plan.
- 3.2. Following discussion, it was agreed that the delivery plan section should remain a free-standing spreadsheet. It was important that this was a ‘warts and all’ exposition of the actions to be undertaken to deliver the sites and associated risk register. Although both KMC and IPM are close to having initial occupiers, for the most part we are still at site preparation stage and the focus of the plan should capture this more fully. It followed that marketing should be more geared to developers and investors than business occupiers at this stage. GC advised that the target market was probably domestic inward investors rather than international. DS and TK suggested that a summary of delivery targets might assist the Board. **Action: RL to discuss with DS and TK, then pursue through the Project Group.**
- 3.3. SC queried whether the sector focus had been revisited. The overall conclusion was that the sector ambitions, and development of clusters with the right kind of business eco-system around them seemed appropriate for KMC and IPM: the proposition for Ebbsfleet remained less clear. HD observed that digital was growing strongly but more traditional sectors were growing more slowly. The medical sector was fairly future-proof but others were less predictable. It was important to make the most of links to the universities as a ‘pull’ factor.
- 3.4. The Board agreed that the policy ambitions set out in chapter 2 of the draft Plan remained valid. Most of these related to the stage where sites are operational rather than pre-development, but they should shape decisions about resources and the support ‘eco-system’ in due course. CB commented that it would be important to clarify ownership of any obligations associated with delivery of these ambitions.
- 3.5. In conclusion, and subject to any further feedback electronically from Board Members, the Board agreed with the recommendation to remit completion of the Plan to the Project Group (PG). **Action: Any further comments to be sent to RL.**
- 3.6. RL showed the Board some illustrative projections of what outputs the NKEZ might theoretically deliver over the next 5 years, compared with both the original bid and the forecast 12 months ago. These used very broad assumptions and were unlikely to be at all accurate, but they illustrated the cost of implementation delays in terms of jobs, incentives foregone and business rates not collected. Colleagues would be well-seized of the passing of time, but part of the call to action was to ensure that the right level of resources was being deployed to keep site preparation moving at pace. **Action: RL was asked to circulate those projections for information.**

RL, DS,  
TK

All  
RL + PG

RL

#### 4. Scheme Updates

- 4.1. The Chairman invited scheme representatives to give verbal updates to amplify the summary highlights presented by RL (also part of the baseline in the revised Implementation Plan).
- 4.2. Kent Medical Campus. WC reported that Maidstone BC have Committee approval to invest in a 30,000 sq ft innovation centre. An application for ERDF funding towards the capital cost has cleared the first gateway, and the full business case is being developed for submission later in 2018. MBC are proceeding at risk on the assumption of the ERDF being approved. If all goes to plan the centre would be open in 2021. The Cygnet Hospital is nearing completion and would admit its first patients in September; recruitment of staff is underway. An operator has still not been announced for the Step-down facility so construction work on site has not yet commenced. Design and business case work on the NPIF-funded roundabout improvements and HGF (M20 J7) bid respectively are making good progress. An application to modify one of the conditions on the outline planning consent has yet to be determined.
- 4.3. Innovation Park Medway. TK reported that the development options study by Lichfields had been completed and recommendations would be going to Members for decision shortly. Work on the revised Masterplan and Local Development Orders was well underway: the intention was to consult on the draft Masterplan in September and LDO consultation would follow sequentially. A revised planning application for airport redevelopment is going through the system for determination as soon as reasonably possible. The SELEP Accountability Board would be deciding on a revised proposal for using the LGF2 funding allocation on 15 June. Responsibility for the works associated with this rested with Rochester Airport Ltd but the Council was working with them to ensure effective procurement and delivery.
- 4.4. Ebbsfleet Garden City. IP explained that a raft of land-related issues were constraining progress on Northfleet Rise and made delivery of premises ready for occupation before 2022 extremely challenging. A cross-Whitehall group had been convened to work with EDC to assist progress on Ebbsfleet Central (which includes Northfleet Rise). GVA have been appointed by EDC as commercial advisors and EDC are working up some propositions. The s.106 on Northfleet Embankment East northern site (Berkeley Modular) has been completed and pre-commencement activity is underway with a start on site expected imminently. Soft market-testing on NEE southern site has attracted interest and firmed up the brief for an invitation to tender expected to be put to the market in late June or July. On Northfleet Embankment West it looks likely that Tarmac will take up their option on the section of land adjoining their import terminal. EDC are working through the implications.
- 4.5. The Board NOTED the verbal updates.

#### 5. Marketing Update

- 5.1. RL gave a verbal update on **marketing**. The marketing plan was being reviewed to align with the pace of delivery. The Marketing Sub-group would be meeting in June [26<sup>th</sup>] to discuss the detail. The first e-Newsletter had been published: LIK were keen to grow the database of contacts for future editions. There were some potential marketing opportunities on the horizon, e.g. the Official launch of

Innovation Park Medway (August?), completion (July) and opening (September) of Cygnet Hospital, ground-breaking at Northfleet Embankment East (Berkeley Modular). There might be scope to invite a Ministerial visit, though past experience suggests this would need to be focused on one scheme rather than cover the whole territory. Maidstone BC were understood to be planning to exhibit at MIPIM UK 2018: there might be scope for a shared presence. Other possible actions included a suite of short case-study videos highlighting opportunities at each scheme. The sub-group will develop a revised plan which will be brought to the next meeting (or circulated electronically) for approval – **Action: LIK to lead.** In discussion, the Board emphasised that marketing of NKEZ should be linked to place-making initiatives in each of the areas, for instance Medway One could be a vehicle for marketing IPM to investors on the back of the Making Medway initiative.

LIK

## 6. First year progress report (SB08-03)

6.1. Time constraints prevented detailed discussion of this item. RL suggested that Board Members send any comments on the paper and draft report to him for collation and discussion with the Project Group and Marketing Sub-group.

**Action: Board Members to send any comments to RL by 22 June.**

All, RL

## 7. Kent & Medway Medical School - Presentation

7.1. The Chair welcomed Dr Peter Nichols (University of Kent) and Prof Debra Teasdale (Canterbury Christ Church University) who joined the meeting to give a presentation about the proposed Kent & Medway Medical School (KMMS). This emphasised the following points:

- Though a joint initiative between UoK and CCCU, KMMS would have a distinctive identity in its own right and the student experience would be shaped around this. Similarly, KMMS would have bespoke governance arrangements.
- Initially KMMS will be undergraduate entry offering B.Med; they hope to offer graduate/postgraduate entry at a later stage.
- The bid to Department of Health/NHS was for additional student numbers (100 per annum) with a vision for training doctors in person-centred medical care. There is a strong emphasis on widening participation (but not compromising standards), on the principle of “train local, stay local”.
- There is no capital associated with the bid, hence the two universities will need to be smart about the use of their own assets and investments and also access support from other partners (notably those in receipt of the Government tariff attached to medical students).
- Student entry will be for September 2020, for which the application process closes in October 2019, hence a challenging timetable to get the details of the offering sorted.
- Years 1 and 2 of course will be campus-based, including early clinical placements in primary care and community settings; then subsequent years will be on clinical placements (mainly secondary acute care). The control arrangements for placements are under development but are expected to follow a hub (e.g. GP practice) and spoke (other clinical service providers)

model. At all stages placements will be across Kent & Medway and designed to help students gain a better understanding of the patient journey and of any systemic barriers which they can help to address.

- KMMS will be partnered with Brighton & Sussex Medical School for the first five years, though it is hoped the relationship will continue beyond the initial 'parent' association. UoK and CCCU are also cultivating a positive relationship with Kings College to plan student placements in Kent.
- KMMS will be a discrete School spanning both institutions, with a Joint Management Board and Stakeholder Advisory Board. The process of recruiting a founding Dean is underway (he or she will report to both Debra and David Nightingale, Deputy Vice-Chancellor at UoK).
- A lot of work is therefore underway on recruitment, project design, setting up the Project Management Office, stakeholder engagement and twelve work streams to be ready in time for the delivery phase.

7.2. In the following discussion, Board Members asked what the main risks were to the process of establishing the KMMS and what help they needed. A key requirement was going to be around accommodation for students during their clinical placements (not so much an issue during their years on campus). Any capital funding streams that might be accessed would be welcomed to bridge potential funding gaps. In terms of relationship to the NKEZ, it was hoped that some teaching accommodation might be established for instance in the innovation hub at KMC. KMMS would be keen to nurture 'translational' research with a strong element of innovation. NKEZ partners were keen that the dialogue should continue with KMMS to ensure collaborative opportunities are realised.

7.3. The Chair thanked Peter and Debra for their presentation, and it was agreed this could be circulated electronically, restricted to Board Members and representatives only at this stage. **Action: RL to circulate the presentation.**

**RL**

## **8. AOB**

8.1. There was no other business. The meeting finished at 1.05pm.

## **9. Future meetings:**

18 September, 4 December: all 11am to 1pm.

Richard Longman, TGKP

13 June 2018