

SB10-01

North Kent Enterprise Zone Strategic Board

Minutes of 9th meeting held on Tuesday 18th September 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
 Cllr Rodney Chambers, Medway Council
 Gavin Cleary, LIK
 William Cornall, Maidstone BC
 Alex Hicken, DHA Planning
 Chris Inwood, Gravesham BC
 Cllr Alan Jarrett, Medway Council
 Richard Longman, TGKP
 Matthew Norwell, TGKP
 John Owen, Maidstone BC (Accountable Body)
 Ian Piper, Ebbsfleet Development Corporation
 David Smith, KCC

Apologies

BS Adam Bryan, SELEP (Suzanne Bennett deputising)
 CB
 SBe Ellie Dunnet (John Owen deputising)
 RC David Hughes, Gravesham BC (Chris Inwood deputising)
 GC
 WC Simon Cook, MidKent College (FE Rep)
 AH
 CI

Also Attending:

AJ Sunny Ee, Medway Council (SE, deputising for Richard Hicks)
 RL
 MN Tony Collins, Kent Medical Campus (TC)
 JO Sarah Bittorf, Locate in Kent (SBi)
 IP
 DS

Actions

1. Welcome & Introduction

- 1.1. The Chairman welcomed Board members and others attending, including Tony Collins who explained his role as Chairman of the various internal working groups under the landowner's 'umbrella' at Kent Medical Campus.
- 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 (SB09-01)

- 2.1. The minutes were agreed. On action points not on the agenda:
 - SBe confirmed that SELEP have now sent funding agreement letters to Maidstone and Medway and these have been agreed.
 - RL has corresponded with Ellie Dunnet about partner contributions and VAT issues for Accountable Body costs. JO confirmed that these have now been resolved and Maidstone will imminently be invoicing contributing partners for contributions to the Accountable Body's reserve (**Action: MBC – ED/JO**).
 - 2.2 BS has spoken to the Chair of Kent Ambassadors to raise the possibility of a presentation on NKEZ at a future meeting. He suggested this should wait until there was more visible progress across the sites: timing to be reviewed in a few months.

ED/JO
BS, RL

3. Ebbsfleet Garden City - Presentation

- 3.1. The Chair invited Ian Piper (IP) to give an update on progress at Ebbsfleet Garden City. Ian explained how Ebbsfleet differed from previous generations of garden cities and new towns, being located across scarred brownfield sites rather than untouched

greenfield. Also unlike earlier new town development corporations, the EDC had no direct land ownership and many of the sites were already covered by extant planning consents. Ian described the ownership and status of each of the EZ sites within the Garden City and the direction of travel on possible interventions by the EDC to accelerate progress. Across the rest of the Garden City, housing delivery was accelerating and associated community and other infrastructure was taking shape. The EDC was devoting a lot of attention to forward-funding key infrastructure to drive momentum, green infrastructure and other measures to raise the bar on quality, and place-shaping activity to 'curate civic life' (e.g. "Edible Ebbsfleet"). There remained many challenges, not least securing the public investment needed for the Central Area, how to address the uncertainties relating to the future of the Swanscombe Peninsula (London Resort proposals), and putting in place a suitable legacy vehicle for ongoing management and enhancement of community assets. The outcome of Spending Review 2019, and specifically the settlement for MHCLG, would be critical.

3.2. In response to questions from the Board, the following points were made:

- Public Transport (particularly Bus Rapid Transit, i.e. Fastrack) and active modes (walking, cycling) were vital ingredients of the Garden City's vision. EDC now had more flexibility over its own investment to fund or pump-prime relevant initiatives; but much of its existing capital funding from central Government was subject to a 75% recovery target which operated through a variety of mechanisms depending on the type of spend (e.g. transport infrastructure, utilities).
- Feedback from housebuilders was that there was no market saturation issue to contend with, but EDC's leverage to drive the pace of delivery was mainly confined to dealing positively with identified development hurdles.
- Land values were rising significantly (e.g. in Eastern Quarry) but they were still playing catch-up with the wider market.
- EDC were well-seized of the horizon for Government-funded incentives in the enterprise zone sites. More drastic forms of intervention such as CPO would be a last resort.
- Ebbsfleet Central could be a strong contender for shared workspace provision as part of the development mix; but delivery of the Central Area depended more immediately on unlocking a bundle of issues including future parking provision (for HS1).
- The vision for Ebbsfleet as a significant hub for local health and wellbeing provision remained strong, and discussions were continuing with partners such as Darent Valley Hospital, Kings College and Canterbury Christ Church University on the components and scale of potential provision. This was quite different in focus and the nature of the offer at Kent Medical Campus: they should be complementary rather than in competition.

3.3. The Chairman thanked Ian for his presentation. More detail about the status of the EZ sites is recorded under item 4 below.

4. Scheme Updates and Implementation Plan Monitoring and Risk Dashboard (Paper SB09-02)

4.1. IP, AH and AJ gave the following scheme updates:

- **Ebbsfleet.** Berkeley Homes are on site constructing the modular homes factory at Northfleet Embankment East (north parcel). The south parcel is about to be marketed by Homes England. Northfleet Embankment West has been put to the market in two lots (employment and residential). It transpires that Tarmac’s ‘first option’ on the land adjoining their holding would arise only if the land might be sold to a competitor. On Northfleet Rise, EDC are continuing to work closely with landowners EIGP and other stakeholders on potential delivery solutions. EDC would be interested in gaining control over a number of sites, subject to negotiations.
- **Kent Medical Campus.** The Cygnet hospital is complete and opening to patients at the beginning of October. Construction has started on the step-down facility. Negotiations are continuing on a site for the Innovation Centre, but the planning application is expected before the end of 2018. The ERDF bid towards the Innovation Centre costs has been submitted: now awaiting a decision. A bid has also been made to SELEP for contribution towards design costs. KMC/DHA are in discussion with two other neuro-care providers, the details are still confidential. They have been working with LIK on a visit by Chinese potential investors.
- **Innovation Park Medway.** The official launch was to take place following this meeting. This was coinciding with start of consultation on the draft Masterplan for the site. The revised planning application for airport reconfiguration had been received and was due to be determined this autumn (this did not involve works in land within Tonbridge & Malling’s boundary). Loan funding from SELEP had been confirmed for enabling infrastructure on the southern part of IPM and initial works were due to start later this year/early 2019.

4.2. The Board NOTED the verbal updates.

4.3. RL introduced the paper and **revised Implementation Plan**. The delivery schedule was now a free-standing spreadsheet: this was intended to be used as a monitoring tool by the individual schemes and by the Project Group. Local project management processes might use a different format but this was designed to enable cut-and-paste so far as possible, and provide a consistent platform across all schemes. RC observed that this was very similar to material prepared for SELEP so should be straightforward to keep up to date. The Board NOTED the revised Plan.

4.4. In discussion about the front-end summary, Board Members endorsed the general approach but suggested that a broader range of metrics might be covered including private sector investment leveraged and qualitative information relating to jobs. It might also be useful to have a column focusing on key elements of action or response, which might include asks (e.g. of SELEP or Central Government). **Action: DS offered to develop a revised structure in discussion with RL.**

DS, RL

5. Marketing Strategy and Activation Plan (SB09-03)

5.1. Sarah Bittorf joined the meeting for this item and talked through the revised draft marketing strategy. This focused on three key phases in scheme development – site preparation, plot sales and occupation – which had different target audiences and messaging. The next stage of the campaign would be promoting the location through production of a short video including a mixture of aerial (drone) footage, site-based filming and face-to-camera interviews with key individuals. The video would be hosted on the NKEZ website but extracts could also be used across other platforms. It was intended to use social media (notably LinkedIn) and trade journals to promote the video and help convert ‘hits’ into enquiries. The available budget this year was £24.5k (£10k

from LIK and £14.5k from SELEP). It was estimated the video and other collateral would cost around £7k.

5.2. There was a potential pipeline of PR opportunities through the autumn and first quarter of 2019. This was best initiated at scheme level but LIK could then amplify coverage through their channels.

5.3. The Board NOTED the report and ENDORSED the approach proposed. **Action: SB/LIK to take forward the video etc as proposed.** **SB**

6. AOB

6.1. 1st year progress report. RL reported that this had now been produced in NKEZ branding and would appear on the Resources area of the NKEZ website.

6.2. CI raised concern that the marketing literature for Northfleet Embankment West failed to acknowledge its EZ status. **Action: RL offered to contact Savills.** **RL**

6.3. Tony Collins drew attention to the importance of KIMS as an asset to draw companies and investment onto Kent Medical Campus. RL acknowledged the importance of KIMS but explained that although part of KMC it was not in the enterprise zone and therefore not directly under this Board's purview.

6.4. CB suggested we should do some stakeholder mapping to ensure our communications were effectively targeted.

6.5. The meeting finished at 11.25am.

7. Future meetings:

4 December, 11am to 1pm. Suggested 2019 meeting dates to be circulated with Agenda Pack.

Richard Longman, TGKP

17 October 2018