

TERMS OF REFERENCE

Updated on 3 April 2025

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

1. Purpose

- 1.1 This document sets out the terms of reference for the Kent and Medway Economic Partnership (KMEP).

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

- 2.1 KMEP is the Local Economic Growth Board for Kent and Medway. It is a private-public sector unincorporated association.
- 2.2 Working collectively, the Partnership is responsible for:

Business Representation

- KMEP and its sub-group (the Kent and Medway Business Advisory Board (BAB)) provide business representation for the region.
- Businesses are consulted on emerging plans

Strategy:

- Shaping, defining, endorsing, signing-off and monitoring the strategic economic plans for Kent and Medway.
- Considering and developing responses to new economic opportunities and challenges in Kent and Medway.
- Driving forward the vision for economic growth in Kent and Medway.
- Developing evidence-based strategic economic strategies and action plans for the KMEP region. This includes (but is not limited to) the Kent & Medway Economic Framework and the Local Growth Plan, which identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across the area.

Allocation of Growing Place Funds for Kent:

- Openly and widely advertising the call for new project applications in Kent when new GPF funding rounds are announced.
- Considering the local strategic economic investment priorities that will drive forward economic growth in Kent.
- Publish arrangements for developing, prioritising, appraising and approving projects, with a view to ensuring that a wide range of delivery partners can be involved.
- Recommending a pipeline of projects seeking funding to the Kent County Council key decision-maker that has been prioritised on merit by KMEP in an open and transparent manner according to local strategic fit and the published arrangements.

- Overseeing KMEP investment programmes within the agreed local tolerance levels for spending and delivery.
- Monitoring, evaluating and reporting on the impacts of the project activities.

Co-ordination and Engagement:

- Using our convening power to bring together partners from Kent and Medway's private, public, higher education, further education, and third sectors, and utilising their knowledge and expertise to ensure prioritisation and strategy delivery to provide the greatest benefit in terms of achieving economic growth in the area (for example by co-ordinating responses to economic shocks).
- Actively, deliberately and constructively engage with wider stakeholders and other regeneration organisations, including national and local partners such as: Government Departments, sub-national bodies, all local authorities, other pan-regional economic planning organisations, third sector representatives, community interest groups, universities and research institutions in order to collect information which can be factored into decisions and recommendations.
- Championing the work of KMEP to local communities.
- Providing local engagement with, and feedback to, the general public about future strategy development and progress against delivery of the Local Industrial Strategy and Growth Deal (including key projects) via the KMEP website.
- Collaborating across boundaries with other economic partnerships, and being open to peer review.
- Ensuring ongoing local engagement with public and private sector partners to inform key decisions and set out how they will evidence effective engagement.

Advocacy:

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

3. Governance

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

4. Membership of the Partnership Board

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

- 4.2 From September 25, the Board shall consist of 27/28 members, as follows:

- Private-sector chairman (1)
- Private-sector vice-chairman (to also act a Thematic Lead) (*1)
- KMEF Thematic Leads (*5)
- LGP Sector Leads (3/4 – tbc dependent on sectors in emerging local growth plan)
- Representatives from private-sector membership or subscription organisations (2).
Specifically, from the:
 - Kent Invicta Chamber of Commerce (KICC)

- Federation of Small Business (FSB)
- Inward investment & promotion (2):
 - Locate in Kent
 - Visit Kent
- County & Unitary Leaders (2)
- District & Borough Leaders (12)
- Higher education & KMIP representative (1)
- Further education representative selected by KFE (1)

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

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

4.5 All KMEP co-opts can participate in KMEP board votes.

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

5. Other participants in KMEP board discussions

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

5.2 Civil servants working for the Ministry for Housing, Communities and Local Government (MHCLG) will be invited to attend all KMEP Board Meetings.

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

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

5.4 KMEP's agenda, papers and minutes shall be publicly accessible. The meetings however take place in closed session.

6. Quorum

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

6.2 Should a board meeting not be quorate, the Chairman may arrange a special meeting of the board to deal with outstanding business, or may allow business to adjourn to the following

ordinary board meeting, or may allow board members to convey their views electronically to all the other board members via the Secretariat.

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

- 7.1 The Board shall seek to ensure a balanced representation of business and industry leaders, reflecting Kent and Medway's geography, the diversity of its business base (by size, sector and scale), and the diversity of its business leaders (see section 24 'equality and diversity' for more details).
- 7.2 The appointment of business and industry leaders to the KMEP board is conducted through a competitive procedure which is open, transparent and non-discriminatory.
- 7.3 A Local Authority Leader's appointment to the Board is automatic following their election as Council Leader. Their term of office will run concurrently with his/her tenure as Leader of the Council.
- 7.4 A Local Authority Leader may choose to delegate his/her membership to a Cabinet Member/Portfolio Holder if he/she wishes.
- 7.5 Every year, the following organisations will be written to by the KMEP Secretariat, and asked to nominate their representative to sit on the KMEP Board:
- Kent Invicta Chamber of Commerce (KICC)
 - Federation of Small Business (FSB)
 - Locate in Kent
 - Visit Kent
 - County & Unitary Leaders (2)
 - District & Borough Leaders (12)
 - Higher education & KMIP representative (1)
 - Further education representative selected by KFE (1)
- 7.6 The recruitment process for the remaining 9/10 business and industry leaders is set out in appendix A of these terms of reference. The role specification for business members is set out in appendix B.
- 7.7 The term of office for the business leaders is two years, following which they may be reappointed for an additional successive term. All KMEP business leaders, who wish to reapply for another term, must follow the open-call procedure outlined in appendix A.
- 7.8 The recruitment process is staggered for business leaders, with five positions being advertised and recruited to in even years (i.e. 2026,2028 etc), and the remaining four/five positions in odd years (e.g. 2027, 2029 etc)¹. There is also the facility to recruit board members following a vacancy mid-term (please see appendix A for more details).
- 7.9 There is no maximum number of terms that can be served.

8. Termination of KMEP Membership

- 8.1 Members may resign from the Board by giving no fewer than 28 days' notice to the Chairman and Secretariat.

¹ An exception will be made for the KMEP recruitment for 2020, when all business member positions will be advertised as per Central Government's LEP Review requirement.

- 8.2 Continued KMEP membership is conditional on appropriate attendance, contribution, collaboration, constructive engagement, and compliance with KMEP policies. The KMEP Chairman may choose to review an individual's membership if they believe these conditions are not being met.
- 8.3 In the case of 8.2, where the Chairman believes a private sector representative is not meeting these conditions, the Chairman will convene a special meeting with the KMEP Vice-Chairman. The Chairman will give written notification to the KMEP member under review at least 28 days before the meeting, explaining in short why the review has been triggered and giving them the opportunity to respond in writing. The KMEP Chairman and Vice-Chairman will consider the case at their meeting, and a consensus must be achieved if the individual's membership is to be terminated. Where the KMEP Chairman and Vice-Chairmen choose to bring an individual's membership to an end through early cessation, the Chairman will write to the individual member officially terminating their membership.
- 8.4 In the case of 8.2, where the Chairman believes a public sector representative is not meeting these conditions, the Chairman will write to the Kent Leaders asking them to discuss the issue at their next Kent Leaders' meeting, so the local authorities can jointly decide the appropriate next steps.

9. Selection of the KMEP Chairman and Vice-Chairmen

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

10. Induction and Succession Planning

- 10.1 When a new Member joins the KMEP Board, a formal induction will take place. This comprises:
- A meeting with the KMEP Chairman, KMEP Vice-Chairman, and KMEP Manager, who shall collectively explain the role of the partnership and its sub-groups.
 - A written induction pack shall also be issued to the new Board Member.

- 10.2 The Chairman, Vice-Chairman and the KMEP Manager will meet on an annual basis to discuss succession planning. At this meeting, they will:
- Identify key roles for succession planning;
 - Define the competencies and motivational profile required to undertake those roles;
 - Devise a plan of action, with a view to ensuring potential individuals receive primarily the right set of experiences in advance of key roles becoming vacant;
 - Openly and broadly advertise the opportunities for business leaders to join the KMEP board on an annual basis as per the KMEP recruitment policy.

11. Conflicts of interests

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

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

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

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

11.4 Board Members shall review their individual register of interest before each board meeting. They must declare any relevant interest(s) at the start of each board meeting. The declaration of interest, and the actions undertaken by KMEP resulting from the declaration, will be recorded in the minutes of the Board meeting.

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

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

- (a) disclose the interest to the meeting and not take part in any consideration or discussion of the matter, or vote in any questions with respect to it, or discharge any function relating to the matter; and
- (b) unless the meeting invites him/her to remain, withdraw from the meeting.

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

- 11.7 However, the rule in 15.6 above does not apply where the interest concerned relates primarily to the general interest of any public-sector Member in his/her area of geographical responsibility, or to the interests of Kent and Medway as a whole.
- 11.8 These rules also apply to any Non-Voting Participant or alternate.
- 11.9 The conflicts of interest policy shall apply to Board Members regardless of whether there is a formal meeting.
- 11.10 Board Members are encouraged to seek advice from the KMEP Secretariat if they have queries on the process to complete the Register of Interests.

12. Secretariat, minutes and agenda-setting

- 12.1 The Secretariat of the Board and the Partnership shall be carried out by Kent County Council.
- 12.2 The agenda for the Board meeting shall be agreed by the Chairman prior to circulation, following consultation with the Leaders of Kent County Council and Medway Council, or their designated representative. An email will be sent by the KMEP Secretariat to Board Members calling for suggested agenda items at least a month before the meeting.
- 12.3 The meeting agenda and papers for the Board meetings shall be circulated to the Board and published online by the Secretariat five working days before each Board meeting.
- 12.4 Draft minutes of meetings of the Board shall be prepared by the Secretariat. The draft minutes will be approved at the next meeting of the Board. The final minutes of Board meetings will be published within 10 clear working days of being approved at the next Board meeting.

13. Making recommendations

- 13.1 The Board does not have delegated authority to make decisions regarding the use of public funds. However, the Board may provide a strategic partnership view on priorities for, or the use of, public funds and may make recommendations to local and central government and their agents. This includes recommending a pipeline of projects seeking funding to the KCC key decision-maker that has been prioritised on merit by KMEP in an open and transparent manner according to local strategic fit and the published arrangements.
- 13.2 In considering priorities and performance and in making recommendations, the Board shall at all times aim to reach consensus. Where consensus is not possible, the Board may set out majority and minority opinions.

14. Voting

- 14.1 The KMEP Board may vote on the following matters:
- a) Variation to the Terms of Reference of KMEP;
 - b) Termination of KMEP.
- 14.2 Determination of these matters shall require the support of at least 75% of Board members present at the meeting.

14.3 KMEP has the right to take an electronic vote on the matters listed in 14.1. Decisions taken by electronic procedure shall be recorded and published in the action tracker of the next set of KMEP board papers.

15. Sub-groups

15.1 KMEP is supported by three sub-groups currently:

- Kent and Medway Business Advisory Board (BAB)
- Kent & Medway Innovation Partnership (KMIP)
- KMEP Life-Science Cluster

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

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

16. Transparency, Processing Personal Data, and Local Engagement

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

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

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

- (a) Its terms of reference
- (b) Membership
- (c) The calendar of future meetings will be listed on the last page of each KMEP's Board papers
- (d) All board papers and minutes (with the exception of any exempt items according to Schedule 12A of the Local Government Act 1972); and
- (e) The KMEP Register of interests
- (f) Contact details for KMEP
- (g) The terms of reference and membership of any KMEP sub-groups.
- (h) A published rolling schedule of projects funded, giving a brief description, names of the key recipients of funds/contractors, and the amounts by year.

16.4 When a funding opportunity is announced (such as the Growing Places Fund), KMEP will publish details on its publicly-accessible website, including how to submit a bid, and the prioritisation and appraisal criteria, with a view to ensuring that a wide range of delivery partners can be involved. A press notice on the new funding call will also be made, and each local authority will be asked to advertise the opportunity on their own local authority websites, and via the Councils' social media presence.

16.5 As well as openly announcing the funding opportunity, the KMEP Secretariat will consult and engage with the Business Advisory Board, and associated private-sector networks. This action will ensure the private sector has a strong role in developing and prioritising projects.

16.6 The Freedom of Information Act 2000 shall apply to Board papers and to records of the Board's discussions.

- 16.7 KMEP acts in accordance with the Data Protection Act and the General Data Protection Regulations when processing data. All Board Members, and local stakeholders that engage with KMEP, are asked to sign the KMEP privacy notice to show their consent to their data being used. The privacy notice sets out what personal data is held, how KMEP collects the data, how KMEP uses and may share information.
- 16.8 On branding, KMEP will ask its partners delivering capital projects to comply with the government's branding guidelines, and also show the KMEP logo.

17. Definition of Confidential and Exempt Information

- 17.1 'Confidential' and 'Exempt' information will not be included in the publicly-accessible board papers. The following definitions will be used: -
- 17.2 Confidential information means information given to the Board by the Government on terms which forbid its public disclosure or information which cannot be publicly disclosed by virtue of a Court Order.
- 17.3 Where the whole or any part of a report for the KMEP meeting is not available for inspection by the public:
- (a) every copy of the whole report or the part of the report, as the case may be, must be marked "not for publication"; and
 - (b) there must be stated on every copy of the whole or the part of the report:
 - (i) that it contains confidential information;
 - (ii) by reference to the description in Schedule 12A to the 1972 Act, the description of exempt information by virtue of which the decision-making body discharging the executive function are likely to exclude the public during the item to which the report relates.
- 17.4 The categories of exempt information are as follows:
- (a) Information relating to any individual.
 - (b) Information which is likely to reveal the identity of an individual.
 - (c) Information relating to the financial or business affairs of any particular person (including the authority holding that information), unless it is required that the information be registered under the Companies, Friendly Societies, Industrial and Provident Societies, Building Societies or Charities Acts.
 - (d) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority of a Minister of the Crown and employees of, or office holders under, the authority.
 - (e) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
 - (f) Information which reveals that the authority proposes:
 - (i) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (ii) to make an order or direction under any enactment.
 - (g) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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

18. Frequency of Board meetings

18.1 The Partnership Board shall meet at least 3 times per year. It may meet more frequently if business needs dictate, at the discretion of the Chairman.

19. Termination of KMEP

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

20. Indemnity

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

21. Variation to & annual approval of the Terms of Reference

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

22. Equality and Diversity

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

- (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the act;
- (ii) advance equality of opportunity between people from different equality groups;
- and
- (iii) foster good relations between people from different equality groups.

22.2 KMEP will advertise all board vacancies for the business leaders openly and transparently to best represent the diverse communities and businesses served. (Please see [appendix A](#) for more details).

22.3 KMEP operates an open, transparent and non-discriminatory recruitment process for selecting business leaders to the board. Private-sector board members positions are open to all business leaders from all backgrounds to apply to. KMEP is committed to recruiting the very best candidates that most closely display the attributes and skills described in the role specification shown in [appendix B](#).

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

23. The Principles of Public Life

23.1 KMEP board members are required to maintain high standards in the way they undertake their duties. As a member they are a representative of the KMEP, and therefore their actions

can have both a positive and negative impact on the way in which the KMEP is viewed by the public.

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

24. Code of Conduct

24.1 The Board Members and KMEP Secretariat will abide by the KMEP Code of Conduct, available at: www.kmep.org.uk

25. Confidential Reporting of Complaints

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

26. Whistleblowing Policy

26.1 The Board Members and KMEP Secretariat, by endorsing these terms of reference, agree to abide by the KMEP Whistleblowing Policy, which is available at: www.kmep.org.uk

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

37. Gifts, Hospitality and Subsistence

37.1 The Board Members and KMEP Secretariat, by endorsing these terms of reference, agree to abide by the KMEP Subsistence and Hospitality Policy, which is available at: www.kmep.org.uk

37.2 KMEP and its sub-groups are funded or supported through public funds and everyone's conduct is expected to be of the highest standard. It is essential that all individuals are seen to be open and honest in any dealings with outside individuals and organisations.

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

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

37.3 In the interest of openness and transparency, all offers of hospitality over £100 in value made to a member, acting in his/her KMEP role, should be declared to the KMEP Secretariat, indicating whether it has been declined or accepted, within 28 days of receipt of the offer. The declaration form is available at: www.kmep.org.uk

Recruitment of business leaders to the KMEP Board

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

Where the vacancies be advertised?

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

- The KMEP website (www.kmep.org.uk), where the role specification, application form, and application guidance will be hosted.

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

- The 14 local authorities
- The Kent and Medway Business Advisory Board
- The Chamber of Commerce
- The Federation of Small Businesses, and
- The Institute of Directors

The KMEP Secretariat will seek to advertise the opportunities at business forums, events or in specialist publications specifically aimed at candidates with protected characteristics.

When the vacancies be advertised?

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

Who will select the candidates and how?

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

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

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

- 1 x KMEP Chairman
- 1 x KMEP Vice-Chairman
- 1 x Kent Invicta Chamber of Commerce representation
- 1 x KCC Director of Growth and Communities / 1 x KCC Head of Economy
- 1 x MC Director of Place
- 1 x KMEP Manager

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

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

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

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

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

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

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

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

Re-advertising a vacancy

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

Prior to re-advertising, the KMEP Secretariat shall ask all current KMEP board members and BAB board members to recommend appropriate business contacts from their networks who they feel

may be suitable for a position on the KMEP Board. The KMEP Secretariat shall contact the recommended individuals to encourage them to apply.

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

Recruiting KMEP business board members mid-term

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

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

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

Kent and Medway Business Advisory Board (BAB)

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

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

KMEP Board Member Specification for business & industry leaders

Being a Business Member

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

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

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

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

We seek a balanced representation of business leaders on the KMEP board, who can reflect the diversity of Kent and Medway's business sectors (particularly from the key sectors²), and the scale of local businesses (from large multi-nationals to SMEs, freelancers, and third sector businesses). We also seek business leaders to reflect the different geographical areas within Kent and Medway, and the different backgrounds that business leaders may have (e.g. young entrepreneurs of new start-ups to business leaders with years of experience).

Desired Experience, Knowledge, Qualities and Skills

- A confident and articulate business leader, who either owns or manages a business in Kent and/or Medway. Company Chairmen, Owners, Chief Executives, Senior Officers, Directors or Partners are welcome to apply.
- A business leader who can take a strategic view in understanding and influencing the economic growth agenda. You should be able to communicate your views clearly to help influence strategy in the best interest of the Kent and Medway residents.
- It is desirable for you to have an established reputation and public profile/network of contacts within the Kent and/or Medway area which directly relate to the ambitions of the region.
- Enthusiasm for driving forward economic growth in Kent and Medway & a strong desire to make a positive contribution.

² The key sectors in Kent and Medway according to Locate in Kent in 2019 are: Creative & Digital, Food & Drink/Agri-tech, Manufacturing, and Life Sciences/Healthcare. The sector evidence-base is being updated currently to create a new sectoral Local Growth Plan.

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

Responsibilities of Business Members

- Support and influence the economic growth agenda in and around Kent and Medway.
- Actively contribute to the development of working groups and networks to ensure engagement of the wider business community.
- Act as an ambassador, promote and champion the work of the KMEP from the perspective of business.
- Contribute knowledge and expertise to illuminate the business issues facing the area, the strengths and opportunities and the initiatives which could be taken to drive business growth.
- Actively participate in Board meetings (these meetings are typically 2.5 hours in duration, and usually occur three or four times per year). During board meetings, members will input into discussions from a business perspective, offer advice and assist in overall strategic planning for the Kent and Medway economy.
- Engage with the secretariat between meetings to offer advice, drive activity and progress the ambitions of the Board.
- Vote on key decisions, including matters where the board makes a recommendation or adopt an approach.

- Take an active role in the KMEP's sub-group entitled the Kent and Medway Business Advisory Board (BAB), including attendance at its bi-monthly meetings (which last typically 2.5 hours). [For reference, the Business Advisory Board (BAB) is a business-led forum which provides a 'sounding board' with the business community to review and reflect on economic strategy. The BAB is made up of 50 representatives from key sectors of the local economy. It meets bi-monthly and each meeting provides an insight from the business community in Kent and Medway on current trading conditions and experience of the local economy, on a sector by sector basis.]
- In-between KMEP board members, to support the KMEP Secretariat in implementing the Kent & Medway Economic Framework, and its forthcoming Local Growth Plan.

Remuneration

- The post is not remunerated.

Appendix C – Chairman’s Recruitment Process

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

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

Specifically, the recruitment process is:

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

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

About the Board

The Kent and Medway Economic Partnership (KMEP) has a vital role to play in influencing and driving a visionary and forward-thinking economy.

The board represents the following local authority areas: Ashford, Canterbury, Dartford, Dover, Folkestone & Hythe, Gravesham, Maidstone, Medway, Sevenoaks, Swale, Thanet, Tonbridge & Malling, Tunbridge Wells.

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

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

Typical Responsibilities of the Chair

The Chair will be responsible for:

- Chairing the KMEP board meetings. (these meetings are typically 2.5 hours in duration, and usually occur four or five times per year).
- Chairing the BAB board meetings. (these meetings are typically 2.5 hours in duration, and usually occur four or five times per year).
- Advising the KMEP Secretariat on the meeting agendas.
- Working closely with the secretariat to progress the work of the board, oversee the work of the Business Advisory Board sub-group, and generally ensure the progress of the board’s work between meetings; this will require additional meetings³.
- Developing a solution focused attitude at the board and fostering positive working relationships amongst Board members exemplifying Board member behaviour and input.
- Contributing relevant knowledge and expertise to illuminate the business issues facing the area, the strengths and opportunities and the initiatives which could be taken to drive business growth.
- Supporting the KMEP board to act in accordance with the rules specified in KMEP’s terms of reference.
- Championing KMEP amongst the local business community and encouraging participation by other businesses in KMEP’s activity (as appropriate).

About the Person

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

³ BAB meets bi-monthly and meetings typically last 2.5 hours. The agenda setting meetings occur before every KMEP board meeting, and typically last 1 hour. Other meetings may be arranged on an ad-hoc basis with the Secretariat, as the workload dictates.

Experience and Abilities

In addition to having the *desired experience, knowledge, qualities and skills* required of all KMEP business leaders⁴, KMEP seeks a Chairman that has:

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

Skills and Characteristics

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

Remuneration

The post is not remunerated.

⁴ These are listed in the Business Board Member Role Specification

A-C

- ACE – **Arts Council England** - Arts Council England is the national development agency for creativity and culture, investing public money from the Government and The National Lottery to support artists and organizations in delivering high-quality cultural experiences
- (Kent) ACRE – (Kent) **Action for Communities in Rural England** - Action with Communities in Rural Kent is a charity dedicated to improving the quality of life in rural communities by providing support, advice, and resources to help them thrive.
- AONB – **Area of Outstanding National Beauty** – An Area of Outstanding Natural Beauty is a designated region in England, Wales, or Northern Ireland recognized for its significant landscape value, protected to conserve and enhance its natural beauty.
- BAB – **Business Advisory Board** – A forum of private-sector business leaders that act as an economic sounding board for KCC and KMEP, sharing market intelligence on opportunities and challenges.
- BBEG – **Bring Back Eurostar Group** – A group of local authority, business and inward investment/tourism leaders and officers that are focussed on securing the resumption of Eurostar stopping services at Ebbsfleet and Ashford.
- BCR - The **Benefit-Bost Ratio** - BCR is a financial metric used in cost-benefit analysis to compare the present value of a project's benefits to its costs, indicating whether the benefits outweigh the costs and thus the project's overall value for money.
- BID – **Business Improvement Districts** – A Business Improvement District is a defined area where businesses pay an additional fee to fund projects and services that enhance the local commercial environment
- C2W – **Connect to Work** – Connect to Work is a supported employment programme in England and Wales designed to help disabled individuals, those with health conditions, and people facing complex barriers to employment find and sustain work
- CCCU – **Canterbury Christ Church University** - Canterbury Christ Church University (CCCU) specializes in a variety of fields including education, health and social care, arts and humanities, business, law, and science. They are partners in KMIP and lead on the life science sector work.
- CIL – **Community Infrastructure Levy** - The Community Infrastructure Levy (CIL) is a charge levied by local authorities on new developments to fund infrastructure projects that support the growth and sustainability of the community.
- CM – **Cabinet Member** – A member of KCC’s Cabinet
- CNR - **Council of Nations and Regions** – The Council of the Nations and Regions is a quasi-intergovernmental body that brings together the Prime Minister, First Ministers of Scotland, Wales, and Northern Ireland, and all English Mayors to collaborate on cross-cutting national issues.
- COF – **Community Ownership Fund** – The Community Ownership Fund is a multi-million pound initiative in the UK that supports community groups to take ownership of local assets and amenities at risk of being lost.
- COZ – **Creative Opportunity Zone** – A Creative Opportunity Zone (COZ) is a designated area aimed at fostering inclusive growth and sustainable culture-led regeneration by prioritizing investment in creative industries and cultural infrastructure

- **CPO – Compulsory Purchase Order** – A Compulsory Purchase Order (CPO) is a legal mechanism that allows certain public bodies to acquire land or property without the owner's consent for public benefit projects
- **CSE or CK – Create South East or Create Kent** – Create South East and Create Kent are consortiums of businesses, agencies, and local government bodies that collaborate to support creative businesses through tailored programmes aimed at fostering growth and securing investment. Create South East operates in Kent, Medway, Essex, and Sussex. Create Kent operates in Kent and Medway.

D-F

- **DPP – Devolution Priority Programme** – The Government's programme for fast-track devolution.
- **EES – Entry-Exit System** – The Entry-Exit System (EES) is an automated IT system being introduced by the European Union to register non-EU nationals' border crossings, enhancing security and efficiency at external borders
- **EMSA – Established Mayoral Strategic Authority** – These are mayoral strategic authorities that have been operating for at least 18 months, and have a trusted track record of delivery with the Government. EMSAs receive integrated settlements. They also can raise a mayoral precept.
- **ETCC - Environment & Transport Cabinet Committee** – One of KCC's oversight committees.
- **ETF – Employment Task Force** – The Employment Task Force is the primary forum to discuss skills issues. The forum brings together various skills providers, local authority and government representatives.
- **ETIAS - European Travel Information and Authorisation System** - ETIAS is a new electronic system that requires visa-exempt travellers to obtain authorization before entering the Schengen Area and other participating European countries.
- **FE – Further Education** – Education between 16 and 18 at colleges
- **FFG – Fresh Food Group** – A group of growers that meets together on Friday mornings to discuss sector issues.
- **FOI – Freedom of Information** – Freedom of Information refers to the public's right to access information held by public authorities, promoting transparency and accountability
- **FPN – Fixed Penalty Notice** – A Fixed Penalty Notice is a notice issued by authorities in the UK for minor offences, offering the recipient the option to pay a fine instead of facing prosecution.
- **FSA – Foundation Strategic Authority** - These are strategic authorities that have rejected the concept of having a mayor.
- **FSB – Federation of Small Businesses** - FSB is a UK-based organization that provides support, advice, and resources to small businesses and the self-employed.

G-J

- **GBF – Get Building Fund** – The Get Building Fund was a UK government capital initiative that provides funding for shovel-ready infrastructure projects to stimulate economic recovery and create jobs. GBF funding was allocated by LEPs.
- **GBR – Great British Railways** – Great British Railways (GBR) is a planned state-owned public body that will oversee rail transport in Great Britain, taking over most functions from Network Rail and other entities to manage railway infrastructure and services, excluding Transport for London, Merseytravel, light rail, and tram service.

- **GBW – Get Britain Working** – Get Britain Working is a UK government initiative aimed at reducing economic inactivity by addressing barriers to employment, such as long-term sickness and lack of skills, through targeted support and investment. The White Paper was published in late 2024.
- **GEDC CC – Growth, Economic Development and Communities Cabinet Committee** – One of KCC’s oversight committees.
- **GG – Growing Green** – Growing Green Kent is a sustainability training program for horticultural and plant-based food and drink businesses in Kent and Medway, providing support, assessments, and grants to help them achieve net-zero carbon emissions.
- **GH – Growth Hub** - A Growth Hub is a service, funded by Government, that provides businesses with access to support, advice, and resources to help them start, grow, and scale-up.
- **GKM – Growing Kent and Medway** – Growing Kent and Medway is a research, innovation, and enterprise cluster that supports horticultural and plant-based food and drink businesses in Kent and Medway through grant funding, business support, and access to research expertise and facilities. It is overseen by NIAB in East Malling.
- **GKMWP (or LGBWP) – Get Kent and Medway Working Plan** (other name = **Local Get Britain Working Plan**) – The forthcoming plan that are designed to reduce economic inactivity by addressing barriers to employment, such as long-term sickness and lack of skills, through targeted support and investment tailored to the needs of local communities.
- **GPF – Growing Places Fund** – A recyclable capital loan scheme that is available to both public and private sector applicants. It is managed day-to-day by KCC Economy Team. KMEP acts as the advisory body giving KCC recommendations on GPF use.
- **GSEEH - The Greater South East Energy Hub** – This is one of five regional hubs in England dedicated to attracting investment and developing local, low-carbon energy infrastructure projects, supporting local authorities in the region.
- **HA – Housing Association** – A housing association is a private, non-profit organization that provides low-cost social housing for people in need, using any surplus funds to maintain existing homes and finance new one
- **HE(I) – Higher Education (Institutions)** – Another term for institutions that provide education for 18+ yr olds (e.g. universities).
- **HS1 – High Speed 1** – High Speed 1 is the high-speed railway line connecting London to the Channel Tunnel, facilitating fast travel between the UK and continental Europe.
- **IAB – Investment Advisory Board** – The Investment Advisory Board is a body that provides advice, monitors, and reviews the investment strategy for the Kent and Medway Business Fund, making recommendations on funding applications and ensuring the effective use of allocated funds.
- **ICB – Integrated Care Board** – ICB is an NHS organization responsible for planning and funding health services within a specific area, working with local providers to improve population health and reduce inequalities.
- **ICP – Integrated Care Partnership** – An Integrated Care Partnership (ICP) is a statutory committee within an Integrated Care System (ICS) that brings together a broad alliance of partners, including NHS organizations, local authorities, and the voluntary sector, to develop a health and care strategy aimed at improving local health, care, and wellbeing.
- **IMP – Infrastructure Mapping Platform** – IMP is a digital tool that consolidates and publishes key local infrastructure data to coordinate the planning and delivery of sustainable growth across Kent and Medway.

- IOD – **Institute of Directors** - a UK-based organization that supports, represents, and sets standards for business leaders.
- JCP – **Job Centre Plus** – a UK government-funded agency that helps job seekers find employment and provides support to individuals who are out of work due to illness or disability, operating under the Department for Work and Pension.
- JTB – **Joint Transportation Board** - Joint Transportation Boards (JTBs) are collaborative forums established between Kent County Council (KCC) and the District/Borough Councils to facilitate discussion and cooperation on local highway and transportation issues.

K

- KA – **Kent Ambassadors** – Kent Ambassadors are a group of highly successful and experienced individuals who live or work in Kent and voluntarily collaborate to promote and support various aspects of life in the county
- KDG – **Kent Developers' Group** – This is a collective of major developers in Kent and Medway that collaborates with public, private, and regulatory bodies to stimulate economic activity, maximize investment in infrastructure, and create employment opportunities.
- KEDOG – **Kent & Medway Economic Development Officers Group** – This is a forum for local authority economic development officers.
- KFE – **Kent Further Education** – This is a partnership of further education colleges in Kent and Medway that collaborates to promote and enhance the quality of education, skills training, and economic development in the region
- KFP – **Kent Food Partnership** – The Kent Food Partnership is a regional network that aims to create a diverse and inclusive environment where all citizens and visitors can access healthy, affordable, and sustainably produced food, while boosting the local economy, improving public health, and protecting the environment.
- KICC – **Kent Invicta Chamber of Commerce** – KICC is an accredited business support organization for the Kent and Medway region, offering membership services, business advice, international trade support, and networking opportunities to enhance, protect, and connect local businesses.
- KMBF – **Kent and Medway Business Fund** – KMBF provides 0% interest loans to small and medium-sized businesses in Kent and Medway to support capital investment and business growth. It is managed day-to-day by KCC Economy Team. IAB acts as the advisory body giving KCC recommendations on GPF use.
- KMEF – **Kent & Medway Economic Framework** – The thematic economic strategy for our region.
- KMEDP – **Kent & Medway Economic Partnership** – The local economic growth board for our region. It is responsible for economic strategy for the functional economic area (i.e. production and implementation of LGP + KMEF), business representation (via its sub-group – BAB) and investment (through GPF usage).
- KMIP – **Kent & Medway Innovation Partnership** – The local R&D partnership bringing together universities and research institutions with businesses. It is managed by KMEDP.
- KMRF – **Kent & Medway Resilience Forum** – The Kent & Medway Resilience Forum (KMRF) is a partnership of organizations and agencies that work together to improve the resilience of Kent and Medway, ensuring a coordinated response to emergencies that could significantly impact local communities.
- KPMR – **Kent Property Market Report** – The Kent Property Market Report is an annual publication that provides detailed insights and analysis of the property market in Kent,

covering various sectors such as residential, commercial, industrial, and rural properties, and highlighting key projects and trends that support the county's growth and economic development.

- **KRP – Kent Rural Partnership** – The Kent Rural Partnership is a collaborative initiative that brings together key organizations to support and enhance the economic, social, and environmental well-being of rural areas in Kent and Medway. Its focus is being reviewed currently, with the expectation that the partnership will particularly concentrate on farming and food issues.
- **KSELF - Kent Social Enterprise Loan Fund** – The Kent Social Enterprise Loan Fund (KSELF) is a blended loan and grant fund that provides unsecured loans of between £10,000 and £100,000, along with grants of up to 30% of the loan amount, to support new and existing social enterprises and charities in Kent and Medway.

L-N

- **LEP – Local Enterprise Partnership** – Now disbanded. These were partnerships that focussed on economic growth, and received Gov. funding, such as LGF, GBF and GPF – which are still in use within K&M.
- **LGBWP (or GKMWP) – Local Get Britain Working Plan (other name = Get Kent and Medway Working Plan)** – The forthcoming plan that are designed to reduce economic inactivity by addressing barriers to employment, such as long-term sickness and lack of skills, through targeted support and investment tailored to the needs of local communities.
- **LGF – Local Growth Fund** – The Local Growth Fund is a UK government initiative that provided funding to Local Enterprise Partnerships (LEPs) to support projects that drive economic growth, create jobs, and build infrastructure in local areas. The last of the LGF funding is being used on programme delivery in K&M.
- **LGP – Local Growth Plan** – The forthcoming local high-growth sectoral economic strategy (which will complement the KMEF). It will be 'owned' by KMEP.
- **LGPS – Local Government Pension Scheme** - The Local Government Pension Scheme (LGPS) is one of the largest public sector pension schemes in the UK, providing defined benefit pensions based on salary and length of service to employees of local government and other participating employers.
- **LGR – Local Government Reorganisation** – The process for reorganising the county, district and unitary councils into new unitary authorities that have at least 500k people in that newly formed area.
- **LiK – Locate in Kent** – Kent & Medway's Inward Investment Agency (Commissioned by KCC economy team).
- **LNRS – Local Nature Recovery Strategy** – The Local Nature Recovery Strategy is a spatial plan in England designed to reverse biodiversity decline and enhance the natural environment by identifying and prioritizing actions for nature recovery in specific areas.
- **LoCASE - Low Carbon Across the South East** - A programme that had provided financial assistance and business support to increase demand for low carbon technology, improve efficiency, and grow businesses in the low carbon environmental goods and services sector across Kent and the South East.
- **LPP – Local Power Plan** – The Local Power Plan (LPP) is a UK government initiative under Great British Energy that provides funding and support for community-led and local-authority energy projects to promote renewable energy generation and enhance local energy resilience.

- **LSIP – Local Skills Improvement Plan** – This is a strategy developed by employer representative bodies to identify and address the skills needs of local employers, ensuring that education and training providers align their offerings with the demands of the local labour market. In Kent & Medway, this is led by KICC.
- **LTA – Local Transport Authority** – UK Local Transport Authority is a local government body responsible for developing and implementing transport policies and plans within its area, including managing public transport services, roads, and infrastructure
- **LTC – Lower Thames Crossing** - The Lower Thames Crossing is a proposed new road that will connect Kent and Essex through a tunnel beneath the River Thames, designed to reduce congestion and improve journey reliability by almost doubling road capacity east of London.
- **LTP – Local Transport Plan** – A strategy which sets out the local transport needs and the requirement for investment at strategic sites across the region.
- **LUF – Levelling Up Fund** – The Levelling Up Fund is a UK government initiative that provides funding for local infrastructure projects to improve economic prosperity and quality of life across the country.
- **MSA – Mayoral Strategic Authority** – These are authorities that have an elected mayor. Having a mayor means that they will receive extra consolidated funding pots (that areas without a mayor cannot access). They also can raise a mayoral precept.
- **NFU – National Farmers’ Union** – The National Farmers' Union (NFU) is a UK organization that represents farmers and growers, advocating for their interests and providing support to enhance the economic well-being and quality of life in rural communities.
- **NLHF - National Lottery Heritage Fund** – NLHF is the largest funder of the UK's heritage projects, distributing National Lottery funds to support the conservation and enhancement of the nation's diverse heritage
- **NPPF – National Planning Policy Framework** – The NPPF is a document that sets out the UK government's planning policies for England, providing guidelines for local planning authorities and developers on sustainable development, housing, economic growth, and environmental protection.
- **NUE – No Use Empty** – The award-winning Kent programme which loans money to landlords to convert their empty and derelict buildings into refurbished residential and commercial units.

O-Q

- **PCC – Police and Crime Commissioner** – A Police and Crime Commissioner is an elected official responsible for overseeing the police force in their area, ensuring it operates efficiently and effectively, setting the police budget, and appointing the chief constable. Their role and responsibilities will pass to a mayor in new mayoral strategic authorities.
- **PiNK – Produced in Kent** - Produced in Kent is a trade organization dedicated to supporting and promoting food, drink, and craft businesses in Kent, providing vital business support, advice, and sales opportunities to enhance the local economy.

R-T

- **R&D – Research and Development** – R&D refers to the activities undertaken by businesses, governments, and other organizations to innovate and improve products, services, and processes, often involving scientific and technological research.

- **REPF - Rural England Prosperity Fund** - A government initiative that provides capital funding to support small businesses and community infrastructure projects in rural areas, aiming to improve productivity, connectivity, and access to service.
- **RESP - Regional Energy Strategic Plans** - Regional Energy Strategic Plans are frameworks designed to coordinate the development of energy systems across regions in England, Scotland, and Wales, ensuring that infrastructure investments are made ahead of need to support the transition to net-zero carbon emission.
- **RIS – Road Investment Strategy** – The Road Investment Strategy (RIS) is a multi-year plan by the UK government to fund and manage the strategic road network, including motorways and major A-roads, to improve infrastructure, reduce congestion, and enhance safety.
- **SC – Straits Committee** – The Straits Committee is a voluntary partnership of British, Belgian, Dutch, and French local authorities located around the Dover Strait, working together to foster good cross-Channel relations and create opportunities for mutual benefit for businesses, residents, and communities.
- **SDS – Spatial Development Strategy** - Spatial Development Strategies provide strategic policies for the development and use of land in the area they cover. SDS to include assessment of the cumulative total of the local housing need of each constituent member.
- **SoS – Secretary of State** – Senior Minister responsible for leading a specific government department.
- **SPHE – Strategic Partnership for Health and Economy** – This is a collaborative initiative that brings together local government, NHS, businesses, skills providers, and voluntary groups to tackle economic inactivity related to long-term health conditions and improve overall health and economic outcomes in the region. It is a sub-committee of the ICB and KMEP, and reports into both those bodies.
- **SPP - Strategic Place Partnerships** – These are partnerships that MSAs (mayors) have with Homes England.
- **TAP – Traffic Assessment Project** – The most famous TAP is probably Dover TAP, which is a temporary traffic management system implemented on the A20 to queue port-bound lorries in the left lane, preventing congestion in Dover and improving air quality.
- **TEGB – Thames Estuary Growth Board** – In process of disbanding. It is a strategic body that drives economic growth and investment across the Thames Estuary region, encompassing South and East London, South Essex, and North and East Kent, with a focus on sustainable development and reducing inequalities.
- **TEPC – Thames Estuary Production Corridor** – The Thames Estuary Production Corridor is a significant initiative that unites East London, the North Kent coast, and South Essex to create a world-class center for creative and cultural production, aiming to generate 50,000 jobs and boost the local economy by £3.7 billion.
- **TfSE – Transport for the South East** - TfSE is the Sub-national Transport Body for the South East of England, established to determine the investment needed to transform the region's transport system and drive economic growth

U-Z

- **UoG – University of Greenwich** – The University of Greenwich specializes in a wide range of fields including business, engineering, health and social care, education, science, and the arts. They are partners in KMIP and lead on the food and agri-tech sector work.

- UoK – **University of Kent** – The University of Kent specializes in a wide range of fields including humanities, social sciences, sciences, business, law, health, and engineering. They are partners in KMIP and lead on the creative, cultural and digital sector work.
- UKPN – **UK Power Networks** – UKPN is a distribution network operator responsible for maintaining electricity cables and lines across London, the South East, and East of England. It ensures reliable power supply to approximately eight million customers.
- UKRI – **UK Research and Innovation** - UKRI is a non-departmental public body in the UK that directs research and innovation funding, working across the UK with a combined budget to support scientific and technological advancements.
- UKSPF – **UK Shared Prosperity Fund** – The UK Shared Prosperity Fund (UKSPF) was a £2.6 billion initiative designed to support the former government's Levelling Up agenda by investing in local priorities such as communities and place, local businesses, and people and skills, aiming to reduce regional inequalities and improve life chances. The funding was given to district councils. UKSPF still exists, but is winding down I believe.
- VCS – **Voluntary and Community Sector** - The Voluntary and Community Sector consists of organizations and groups that are independent of government, value-driven, and not run for financial gain, including charities, community groups, social enterprises, and faith-based organizations.
- VCSE – **Voluntary and Community Social Enterprises** – This refers to non-governmental organizations that are value-driven and primarily reinvest their surpluses to further social, environmental, or cultural objectives.
- VK – **Visit Kent** - Kent & Medway's Destination Management Organisation (Commissioned by KCC economy team).