

GOVERNANCE AND AUDIT COMMITTEE

Thursday, 16th March, 2023

10.00 am

**Council Chamber, Sessions House, County Hall,
Maidstone**





AGENDA

GOVERNANCE AND AUDIT COMMITTEE

Thursday, 16th March, 2023, at 10.00 am
Council Chamber, Sessions House, County
Hall, Maidstone

Ask for: **Katy Reynolds**
Telephone: **03000 422252**

Membership (12)

Conservative (7)	Mrs R Binks (Chairman), Mr N J D Chard, Mr D Jeffrey, Mr H Rayner, Mr R J Thomas, Mr S Webb and Vacancy
Labour (1)	Mr A Brady
Liberal Democrat (1):	Mr A J Hook
Green and Independent (1)	Mr M A J Hood
Independent Member (1)	Dr D A Horne

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

1. Introduction/Webcasting
2. Substitutes
3. Declarations of Interest in items on the agenda for this meeting
4. Review of the Terms of Reference for the Governance and Audit Committee
(Pages 1 - 8)
5. External Audit Findings Report 2021-22
To Follow
6. External Audit Annual Report for 2021-22
To Follow

7. Review of Statutory Accounts of companies on which KCC has an Interest (Pages 9 - 16)
8. Performance of KCC wholly owned companies (Pages 17 - 20)
9. East Kent Opportunities LLP (Pages 21 - 44)
10. SEND Transport Review Management Response - Progress Update To Follow
11. Other items which the Chairman decides are urgent

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Benjamin Watts
General Counsel
03000 416814

Wednesday, 8 March 2023

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

From: Ben Watts, General Counsel
To: Governance and Audit Committee, 16 March 2023
Subject: Review of the Terms of Reference for the Governance and Audit Committee
Status: Unrestricted

1. Background

- a) Building on discussions about the development of this Committee, CIPFA were asked to carry out a review. The final report of this review was received at the meeting of 21 July 2022.¹
- b) The first recommendation of the report was as follows:
 - I. Update the Governance and Audit Committee's terms of reference to set out its purpose, role and position within the governance arrangements at Kent County Council and its activities in relation to risk management.
- c) The report contained helpful suggestions in this regard, and I took this work forward in the latter part of 2022. Discussions were held with, amongst others, the Governance and Audit Committee Independent Member, Head of Internal Audit, and Chief Finance Officer. This Committee has received periodic updates on the progress of the development of the revised terms of Reference.
- d) The proposed revised version of the Terms of Reference is set out in the Appendix. The current Terms of Reference are also set out in Part B for comparison. This method was chosen as setting out the track changes would not have aided ease of comprehension.
- e) The final decision to formally amend the Terms of Reference rest with full Council.

2. Recommendation

The Governance and Audit Committee is asked to:

- a) Note the suggested revisions to the Terms of Reference.
- b) Ask County Council to agree the revised Terms of Reference for this Committee and update the Constitution accordingly.

3. Background Documents

None.

4. Report Author and Relevant Director

Ben Watts, General Counsel

03000 416814

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Appendix

Part A – Suggested Revised Terms of Reference

Governance and Audit Committee

1.1 Membership: 11 Members; plus, 1 independent member.

1.2 Political Groups can only nominate Members as regular Members or as substitutes on the Governance and Audit Committee (and on Panels of the Committee) if they have had training in the relevant procedures.

1.3 The Committee may appoint or remove up to two non-voting Co-Opted Members (independent of the elected membership) who may participate in the business of the Committee in accordance with the rules set out in the Constitution.

1.4 The purpose of this Committee is to provide independent and high-level focus on the adequacy of governance, risk, finance, and control arrangements. Towards this purpose, its role is to:

- a) ensure there is sufficient assurance over governance risk and control and provide reports to full Council on the effectiveness and adequacy of these arrangements;
- b) have oversight of both internal and external audit together with the financial and governance reports, helping to ensure that there are adequate arrangements in place for both internal challenge and public accountability, and
- c) through a and b above, give greater confidence to all those charged with governance for Kent County Council that its arrangements are effective and reporting to full Council or other Committees as necessary where the Committee has concerns that these arrangements are not effective; and
- d) through an annual report, ensure that the County Council is sighted on the activity of the Committee alongside the importance of financial probity, good governance and learning lessons from audit activity.

1.5 The Governance and Audit Committee is responsible for the following:

- a) monitoring the development and operation of governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions in the Council,
- b) oversight of the Council's corporate governance framework to ensure it meets recommended practice, is embedded across the whole Council and is operating consistently throughout the year,

- c) oversight of the Council's framework of assurance, to ensure that it adequately addresses the risks and priorities of the Council,
- d) oversight of the Council's Internal Audit function, including review of the internal audit charter, and reviewing assurances that it is independent of the activities it audits, is effective, has sufficient experience and expertise and the scope of work to be carried out is risk-based, and appropriate,
- e) reviewing the annual audit plan and considering reports from the Head of Internal Audit on internal audit's performance during the year, including the performance of any external providers of internal audit services,
- f) oversight of the appointment and remuneration of external auditors to ensure they are approved in accordance with relevant legislation and guidance, and the function is independent and objective,
- g) monitoring the effectiveness of the external audit process, to help ensure that it is of appropriate scope and depth, and gives value for money taking into account relevant professional and regulatory requirements, and is undertaken in liaison with Internal Audit,
- h) considering the external auditor's annual letter/report, and any other specific reports by, and with the agreement of, the external auditors,
- i) monitoring the arrangements and preparations for financial reporting to ensure that statutory requirements and professional standards can be met,
- j) receiving reports on the effectiveness of financial management arrangements, including compliance with the Financial Management Code,
- k) monitoring the Council's arrangements to secure value for money and reviewing assurances and assessments on the effectiveness of these arrangements,
- l) considering reports on the effectiveness of internal controls and monitor the implementation of agreed actions,
- m) monitoring any public statements in relation to the Council's financial performance to help ensure they are accurate, and the financial judgements contained within those statements are sound,
- n) reviewing assurances that accounting policies are appropriately applied across the Council,

- o) monitoring the robustness of the Council's counter-fraud arrangements, including the assessment of fraud risks, backed by well designed and implemented controls and procedures which define the roles of management and Internal Audit,
- p) reviewing assurances that the Council monitors the implementation of the whistle-blowing policy and Bribery Act policy to ensure that they are adhered to at all times,
- q) reviewing assurances that the Council has appropriate governance arrangements in place to manage the relationship between the Council and significant partnerships or collaborations, as well as any company in which the Council has majority control,
- r) reviewing assurances that the Council has appropriate arrangements in place to ensure that the commercial opportunities and risks presented through company ownership are managed effectively,
- s) oversight of the Executive's shareholder strategy regarding companies in which the Council has an interest,
- t) review and approval of the Statement of Accounts, with related reports, and Annual Governance Statement, and ensure that they properly reflect the risk environment and supporting assurances of the Council, and
- u) reporting to full Council for assurance on the Accounts and Annual Governance Statement approval and where appropriate on the Committee's performance in relation to the terms of reference and the effectiveness of the Committee in meeting its purpose.

Part B – Current Terms of Reference (for comparison)

Governance and Audit Committee

- 1.1 Membership: 11 Members; plus, 1 independent member.
- 1.2 Political Groups should only nominate Members as regular Members or as substitutes on the Governance and Audit Committee (and on Panels of the Committee) if they have had training in the relevant procedures.
- 1.3 The purpose of this Committee is to:
 - (a) ensure the Council's financial affairs are properly and efficiently conducted,
 - (b) review assurance as to the adequacy of the risk management and governance framework and the associated control environment, and

- (c) receive ongoing assurance and information to enable the effective scrutiny and oversight of the Executive decision-making around shareholder strategy regarding companies in which the Council has an interest.

1.4 The Governance and Audit Committee is responsible for ensuring that:

- (a) risk management and internal control systems are in place that are adequate for purpose and effectively and efficiently operated,
- (b) the Council's corporate governance framework meets recommended practice, is embedded across the whole Council and is operating throughout the year with no significant lapses,
- (c) the Council's Internal Audit function is independent of the activities it audits, is effective, has sufficient experience and expertise and the scope of work to be carried out is appropriate,
- (d) the appointment and remuneration of external auditors is approved in accordance with relevant legislation and guidance, and the function is independent and objective,
- (e) the external audit process is effective, taking into account relevant professional and regulatory requirements, and is undertaken in liaison with Internal Audit,
- (f) the Council's financial statements (including the pension fund accounts) comply with relevant legislation and guidance and the associated financial reporting processes are effective,
- (g) any public statements in relation to the Council's financial performance are accurate and the financial judgements contained within those statements are sound,
- (h) accounting policies are appropriately applied across the Council,
- (i) the Council has a robust counter-fraud culture backed by well designed and implemented controls and procedures which define the roles of management and Internal Audit,
- (j) the Council monitors the implementation of the Bribery Act policy to ensure that it is followed at all times,
- (k) the Council has appropriate governance arrangements in place to manage the relationship between the Council and any company in which the Council has majority control, and

- (l) the Council has appropriate arrangements in place to ensure that the commercial opportunities and risks presented through company ownership are managed effectively.

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By: Peter Oakford, Deputy Leader and Cabinet Member for Finance
Corporate and Traded Services

Zena Cooke – Corporate Director of Finance

To: Governance and Audit Committee – 16 March 2023

Subject: Statutory Accounts for those companies in which KCC has an interest

Classification: Unrestricted

Summary: To present the latest available Statutory Accounts for those companies in which KCC has an interest.

For assurance

1. Introduction

- 1.1 The Terms of Reference give the Governance and Audit Committee a responsibility each year to *“Receive and review the annual statutory financial accounts of any KCC limited companies and financial statements for other trading vehicles and to consider corrective action where appropriate”*.
- 1.2 The link to the latest filed accounts for these companies is included in an appendix to the report should the Members’ wish to review them. For most companies the accounts are for 2021-22. Produced in Kent Ltd and TRICS Consortium Ltd most recent accounts are 2020-21 and these are attached.
- 1.3 This report also includes an explanation of payments made by the Council to each company, the purpose of the company and the nature and degree of interest that the Council has in the company. There is no underlying risk to KCC in relation to these accounts and none of the accounts give any reason for concern.

2. Entities in which KCC has an interest.

- 2.1 Entities in which KCC has an interest are detailed below. The tables include payments made by KCC to the entities during 2021-22. The accounts for each of the companies have been prepared on a going concern basis.

1. Aylesham & District Community Workshop Trust Ltd

Purpose of entity	Established for the benefit of persons in the Aylesham and Rural District, to provide or assist in the provision of facilities for the advancement of education, and for recreation and leisure-time occupation with the objective of improving the conditions of life of said persons. Company Limited by Guarantee and a Charitable Trust.
Level and Nature of Interest	KCC is a Member. Each Member has one vote. There are 9 Trustees. Liability will not exceed £10.
Directors on the Board	S Manion – KCC Member.
Profit or Surplus / (Deficit)	(£55,371) from 31 March 2022 accounts.
Payment during 2021-22	Nil.

2. Visit Kent Ltd

Purpose of entity	To promote, market, advertise and develop nationally and internationally the tourist industry in the county of Kent and all the bodies, entities, persons associated and involved therein. Company Limited by Guarantee.
Level and Nature of Interest	KCC is a Member. Each Member has one vote. Liability is limited to £1.
Directors on the Board	KCC is entitled to two Board members but currently has no Board members.
Profit or Surplus / (Deficit)	£65,017 from 31 March 2022 accounts.

Payment during 2021-22	<p>£628,929 (excluding VAT) – Annual contract and match funding towards EXPERIENCE project. The annual contract is to help attract visitors to Kent and create job opportunities.</p> <p>Visit Kent has a loan for £150k from KCC. This is to help address cashflow issues where upfront expenditure is incurred to secure funding opportunities.</p>

3. Locate in Kent Ltd	
Purpose of entity	<p>Locate in Kent offers confidential and free business investment and relocation services to international, UK and Kent-based companies looking to expand.</p> <p>Company Limited by Guarantee</p>
Level and Nature of Interest	<p>KCC is a Member. Each Member has one vote.</p> <p>Liability is limited to £1.</p>
Directors on the Board	No KCC representatives.
Profit or Surplus / (Deficit)	(£28,937) from 31 March 2022 accounts.
Payment during 2021-22	£919,567 (excluding VAT) – EU Funded: Inward Investment Contract.

4. Trading Standards South-East Ltd	
Purpose of entity	To provide advice to consumers in the southeast of England.

	Company Limited by Guarantee
Level and Nature of Interest	KCC is a Member. Each Member has one vote. Liability is limited to £1.
Directors on the Board	J Whidett – KCC Officer appointed on 1 January 2021.
Profit or Surplus / (Deficit)	£53,903 from 31 March 2022 accounts.
Payment during 2021-22	£70,383 (excluding VAT) – Training fees.

5. East Kent Spatial Development Company	
Purpose of entity	A regeneration company specialising in the provision of utilities infrastructure to the business parks in East Kent. Company Limited by Guarantee.
Level and Nature of Interest	KCC is a Class A Member. Each Class A Member has one vote. Liability is limited to £1.
Directors on the Board	D Murphy – KCC Member appointed on 1 September 2021.
Profit or Surplus / (Deficit)	(£64,556) from 31 March 2022 accounts.
Payment during 2021-22	Nil

6. Produced in Kent	
Purpose of entity	To increase the public's awareness of produce which has been produced in Kent. Company Limited by Guarantee.
Level and Nature of Interest	KCC has joint voting rights with Hadlow College. Liability is limited to £1.
Directors on the Board	J McInroy – KCC Member appointed 13 January 2020.
Profit or Surplus / (Deficit)	(£6,550) from 31 March 2021 accounts.
Payment during 2021-22	£49,701 (excluding VAT) – contribution towards salary costs and EU funded: Taste of Kent Awards 2020.

7. TRICS Consortium Ltd	
Purpose of entity	Consortium of six County Councils owning and operating a transport trip rate database known as TRICS. Company Limited by Shares
Level and Nature of Interest	37,500 shares of total share capital of 225,000 (16.7% holding). One of six members with equal voting rights (one vote per member) Received a dividend £96,179 in 2021-22.
Directors on the Board	M Hogben – KCC Officer.
Profit or Surplus / (Deficit)	£9,291 from 31 December 2021 accounts.
Payment during 2021-22	£3,450 (excluding VAT) – Annual Licence

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8. Kent PFI Holding Company 1 Ltd	
Purpose of entity	<p>Kent PFI Holding Company 1 Ltd is a holding company for Kent PFI Company 1 Limited, a company established for the construction and maintenance of three secondary schools:</p> <ul style="list-style-type: none"> • Thamesview School, • Northfleet Technical College and • St John's Catholic Comprehensive School.
Level and Nature of Interest	<p>As part of the Treasury Strategy to make investments in equity up to the value of £5m, KCC purchased shares in Kent PFI Holding Company 1 Ltd. KCC has 42% holding in the company.</p> <p>The investment structure is as follows:</p> <ul style="list-style-type: none"> • £2,681,260.21 in loan notes • £2,113,808.91 in shares <p>KCC received £540,486.94 relating to dividends, interest, and repayment of loan notes for 21-22.</p>
Directors on the Board	<p>J Lee – KCC Officer J Hansen – KCC Officer</p>
Profit or Surplus / (Deficit)	<p>£326,000 from accounts for the year ending 31 March 2022.</p>
Payment during 2021-22	<p>£11,382,864 (excluding VAT).</p>

3 RECOMMENDATION

3.1 Members are recommended to note the contents of this report for assurance.

Andrea Melvin
Commercial Accounting Manager
Ext: 416473

Accounts

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By: Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services
Zena Cooke, Corporate Director of Finance

To: Governance and Audit Committee – 16 March 2023

Subject: Performance of KCC wholly owned companies

Classification: Unrestricted

Summary: **For Assurance** - To present the performance of KCC's wholly owned companies for 2020-21 & 2021-22

1. Introduction

- 1.1 The Terms of Reference gives the Governance and Audit Committee a responsibility to “Receive and review the annual statutory financial accounts of any KCC limited companies and financial statements for other trading vehicles and to consider corrective action where appropriate”.
- 1.2 The link to the latest Statutory Accounts for these companies (for 2021-22) is included as an appendix to the report should the Members’ wish to review them.

2. Performance of wholly owned companies/traded activities

- 2.1 The overall results of the LATCOs including traded activities managed by the companies on behalf of KCC and joint ventures are set out below.

Year ended 31 March 2021			Year ended 31 March 2022			
Turnover	Costs	Surplus	Turnover	Costs	Surplus	
Commercial Services Group						
38,317	-35,324	2,993	Commercial Services Core	41,687	-38,134	3,553
47,809	-47,060	749	Commercial Services Kent Ltd	56,705	-55,247	1,458
15,344	-14,836	508	Commercial Services Trading Ltd	16,856	-16,200	656
101,470	-97,220	4,250	Commercial Services Group Total	115,248	-109,581	5,667
34,111	-32,459	1,652	Cantium Business Solutions Ltd	38,287	-37,049	1,238
9,244	-8,570	674	Invicta Law Ltd	8,678	-8,468	210
17,404	-17,790	-386	EDSECO Ltd	21,677	-20,968	709
611	-764	-153	Gen2 Property Ltd	283	-824	-541
122	-119	3	Kent Holdco Ltd	138	-135	3
Joint Ventures						
27,052	-26,677	375	Hampshire & Kent CS LLP	30,005	-29,484	521
4,943	-5,055	-112	Luton & Kent CS LLP	13,065	-12,757	308

2.1 Points to note.

- 2.1.1 The trading companies all sit under Holdco; they are starting to recover from the impact of Covid. The trading companies returned a profit at the end of 21-22, other than Gen2 Property Ltd which does little trading following the transfer of services back to KCC.
- 2.1.3 Kent Top Temps Ltd is dormant and excluded from the table. Commercial Services Core refers to traded activities that are managed by CS Kent Limited on behalf of KCC relating to KCS office supplies and resources, Energy Procurement services (LASER) and operational services (predominantly vehicle maintenance services). A more detailed breakdown is provided below in section 3 of this report.
- 2.1.4 The table includes figures for Hampshire and Kent Commercial Services LLP and Luton and Kent Commercial Services LLP. These are joint ventures owned 50% by Commercial Services Kent Ltd. Hampshire and Kent Commercial Services generated a profit share of £250k for the group in 21-22 (£176k in 20-21). Luton and Kent Commercial Services generated a profit share of £145k in 21-22.

3. Traded activities managed by Commercial Services Kent Limited and included in KCC Statement of Accounts.

- 3.1 The table below shows the trading activity for services managed by Commercial Services on behalf of KCC. Any differences to the figures in the table below is due to the loss or gain on assets which are disposed of. The figures are in thousands.

Year ended 31 March 2021			Core Services	Year ended 31 March 2022		
Turnover	Costs	Surplus/ (deficit)		Turnover	Costs	Surplus/ (deficit)
27,806	-26,287	1,519	KCS (education & office supplies)	29,589	-27,884	1,705
9,796	-8,325	1,471	Energy	11,218	-9,368	1,850
715	-712	3	Operational services	880	-882	-2
38,317	-35,324	2,993	Results for the year	41,687	38,134	3,553

4. Trends to note

- 4.1 The companies are showing signs of recovering from the impact of Covid. EDSECO and Commercial Services were the most affected mainly due to the closure of schools. In addition to the closure of schools, EDSECO had to close its nurseries and outdoor education centres and also lost income from cancelled conferences. The companies managed their costs to reflect the decline in sales.
- 4.2 Invicta Law repaid the final balance of their working capital loan to KCC in 21-22. EDSECO returned a profit for the first time at the end of 21-22.
- 4.3 Cantium's sales increased but their overall profit reduced as the sales have moved to areas of the business which attract a lower profit margin.

- 4.4 The Commercial Services Group shows overall growth although sales to schools were down. Hampshire & Kent Commercial Services LLP shows an improved profit from the previous period. Luton and Kent Commercial Services LLP which started to trade during 20-21 have now been operational for over a year and are returning a profit.
- 4.5 The Statutory Accounts for 21-22 for all companies have been externally audited by Bishop Fleming LLP and have all received their audit certificate without qualification. Their accounts are filed at Companies House. All KCC LATCOs are also subject to internal audit by KCC's Internal Audit team.

5. Dividend and Contributions to KCC

- 5.1 The table below shows the contribution returned to KCC for the services they managed on behalf of KCC (the ones in the table in paragraph 3.1). It also shows the dividends declared by the companies in a position to do so compared with the previous year.

2020-21	Returns to KCC	(£millions)	2021-22
	Contribution		
3.457	Core Services managed by Commercial Services		3.050
	Dividends		
0.043	Commercial Services		-
1.500	Cantium Business Solutions		0.700
-	Invicta Law		0.250
1.543	Total Dividends		0.950

- 5.2 The companies declare dividend payments to Holdco as the immediate owner, and Holdco pass the dividend to KCC as ultimate parent.

6. Group Consolidation

- 6.1 Since 19-20 Kent County Council has consolidated all LATCOs in accordance with International Financial Reporting Standards (including comparatives). Kent County Council is the ultimate parent undertaking, and the consolidation is reflected in KCC's financial statements.

7. Recommendation

- 7.1 Members are asked to note the contents of this report for assurance.

Andrea Melvin
Commercial Accounting Manager
Ext: 416473

[Statutory Accounts for KCC's wholly owned companies for 2021-22](#)

By: Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services
Zena Cooke, Corporate Director Finance

To: Governance and Audit Committee – 16 March 2023

Subject: East Kent Opportunities LLP

Classification: Unrestricted

Summary: To provide, as requested by the Governance and Audit Committee, an annual report on East Kent Opportunities LLP, including an update on recent activity.

FOR ASSURANCE

INTRODUCTION

1. This report is the annual review of East Kent Opportunities LLP.
2. This report provides an update on East Kent Opportunities LLP. The Annual Report and Financial Statements is included as an appendix to the report.

UPDATE ON EAST KENT OPPORTUNITIES

3. Background

With the purpose of bringing forward the regeneration and economic development of the sites known as Eurokent and Manston Business Park a Member Agreement was entered into and signed by Kent County Council (KCC) and Thanet District Council (TDC) on the 22 August 2008 and the East Kent Opportunities LLP (EKO LLP) was formed as a joint arrangement vehicle, which was incorporated on the 4 March 2009. KCC and TDC have 50:50 ownership, control and economic participation under the joint arrangement. KCC and TDC each contributed 38 acres of land to EKO LLP. At the time the land was valued for stamp duty land tax (SDLT) purposes at £5.5m (KCC contribution) and £4.5m (TDC contribution). The legislation used was under the 'well-being powers' provided to local authorities in Part I of the Local Government Act 2000.

- i. EKO LLP disposed to Homes England (then the Homes and Communities Agency) 22 acres of land at Eurokent for residential development, which was completed on 31 March 2017. This site is now being brought forward for housing.
- ii. All previous EKO LLP loans have been repaid and the Eurokent Link Road loan was repaid in 2017-18. This was possible due to the various land sales of the old Laleham Gap School site and the funds from the sale of land at Eurokent to Homes England.

4. Current Position

EKO LLP and, therefore, KCC's interest still continues to be positive following last year's report, with continued commercial development of EKO's previous land sales throughout 2022 and up to today. A further wider range of commercial/business space being constructed by the respective purchaser/developers, – despite the recent economic slowdown.

Development land values remain stable where market activity for commercial development which started around 2013, when the national and regional property market began to recover at that time, continues primarily from local interest and where there is still the need and shortage for cost effective and flexible business space. The following outlines some of the key points:

- i. EKO LLP land holdings are naturally steadily diminishing through its continued calibrated land disposal programme.
- ii. EKO's former Eurokent master planned mixed use area at New Haine Road Ramsgate, has been sold, primarily for residential use for approximately 400 dwellings, with a component of commercial use which is expected to start construction in Spring 2023. The disposal of Plot 2-The Trapezium finally completed after significant delays, due to two legal challenges, in February 2023, and which has detailed permission for 38 low-cost dwellings. It is envisaged this site will be developed during 2023.
- iii. EKO has Savills appointed as its selling agents and whilst the Business Park had difficult times at the outset, where the location was heavily reliant on a small number of existing very large corporate/PLC companies, over the past seven years momentum has steadily grown, conversely becoming an ideal location for many of Thanet's local, smaller businesses. This trend follows a regional and national trend.
- iv. Through coordinated land parcel fragmentation Manston Business Park has continued to successfully expand with commercial development activity and occupancy. Plots (Plots 4a, 4b, 7, 8a 9c) were sold in 2017-18 to Manyweathers Properties forming small business areas, The Oaks (100 units) and west of Columbus Avenue, The Maples (180 units) located to the east of the spine road.
- v. The Oaks and The Maples provide extensive flexible and affordable accommodation and workspace for numerous local Small and Medium sized Enterprises (SMEs). The tenure mix is 85% freehold units and flexible terms for rental units equating to 15% of the total. The model is now tried and tested and is considered the best fit for local SME companies, with a continually growing high percentage of owner/occupiers, and where pre-sales/lets are the norm.
- vi. Additional freehold land sales in the western "half" of Manston Business Park to other local companies included Roe Joinery (Plot 6a), All Access Scaffolding (Plot 6b/c) and Groundwork Solutions (Plot 6d) and have all completed construction on their own units with additional development of their residual

areas supporting further speculative smaller (accumulatively a total of 50) units and also being occupied by other business owner occupiers and tenants.

- vii. The adopted fragmented disposal approach has been an effective medium to long term strategy for EKO and it continues. Smaller micro phases of development help minimise any major risk of exposure to both seller and buyer of the land and allows any purchaser the ability to react to any changing markets.
- viii. EKO's remaining land asset, Manston Business Park (MBP) - Areas 1 & 2 - comprises approximately 11 acres of development land. EKO LLP's primary objective has been to use its remaining land assets to leverage a greater depth of range of new space and see optimum sustainable employment growth, with the delivery of both flexible/ bespoke business space accommodation and thereby encourage increased long term employment opportunities in Thanet. EKO's appointed agents, Savills have continued to advise on sales, marketing and promoting the site. Appendix 2 contains the plot designation master plan and the landscape plan.
- ix. Areas 1 & 2 are seen as the more prominent and prime parcels at MBP and where an evolving master plan has subdivided Areas 1 and 2 into seven (previously six) separate plots. This has been necessary to afford a more effective and viable development parcellisation and future phased delivery.
- x. EKO are legally engaged with an established active local developer, Guildcrest Commercial Ltd on a number of the plot sales. Guildcrest are based at Manston Business Park. Areas 1 & 2 - Plots 1c and 2c have already received detailed planning permission, but where pre-commencement conditions have slowed the finalisation of both the land sales and start of development. The entire area of 1&2 has had extensive Archaeology investigations undertaken and Plot 1c - planned as the first phase has encountered a Bronze age grave. Plot 1c and 2c are now imminent land disposals with terms agreed with Guildcrest Commercial. This has been reflected in the cashflows and may have an impact on the issuing of financial distributions to both KCC and TDC, with possible part deferrals beyond year end.
- xi. Delays with disposal of Areas 1 & 2 have been due to a variety of previous and abortive land negotiations and delays with master planning matters. The subdivision of the entire remaining Areas 1&2 has required a range of alternative access arrangements and these are having to be considered.
- xii. These areas are to be subject to EKO ensuring a calibrated land disposal approach and thereby subject to a suite of detailed planning applications being submitted for both generic commercial workspace and which help underpin a future Innovations Centre (IC), offering much needed and flexible business hub. Importantly, the IC office component will take pride of place, fronting the business park's entrance roundabout to Columbus Avenue. Further land sales of Plots 1b, 2b and 2d have also been agreed, subject to satisfactory detailed planning permissions. The outcome of these conditional sales are likely to be confirmed during 2024. Plot 1a is going to be the final scheme and is to be

located in the most prominent frontage/corner site, immediately adjacent to the Columbus Avenue and Spitfire Way roundabout.

- xiii. EKO LLP has similarly agreed terms with Hilger Crystal - Plot 2a and solicitors Invicta Law are acting on the freehold sale. EKO LLP has expended extensive time and resources in aiding Hilger Crystal with their proposals from the outset. Their scheme has evolved much over the past year requiring close attention and many various layout changes. Adjustments to their scheme are still ongoing, but not unexpected as the proposed new HQ is an important landmark building, larger than many of the more recent developments at Manston Business Park and which in design and town planning terms must be carefully articulated to address all existing mains services and the Business Park's prime frontage area onto Spitfire Way. The proposed street frontage will compete with/compliment the existing adjacent Summit Aviation building and the other proposed adjacent frontage buildings currently planned. EKO has also been instrumental in introducing Hilger Crystal to KMBF to help support with their potential funding of their project through KCC's Growth, Environment & Transport's external funding Team.
- xiv. Due to the continuing growth, demand for further service provision and access roadways are likely to be some minor infrastructure costs to be allowed for in the land sale process and accommodated in the cashflows. A range of eclectic commercial uses being proposed makes utility supplies and provisions difficult to predict/provide and these needs must normally be resolved/procured by the respective plot purchasers.
- xv. In respect of service areas and corridors of non-developable land there has been regular trespass and anti-social behaviour. This relates mainly to late week evening and weekend incursions on and around the adopted roadways and within the more isolated areas, particularly north of Cummins former site which is now vacant.
- xvi. EKO is working on the most effective and resilient methods of security and enclosure of what are extensive, but remote boundaries. Previously devised but yet to be implemented Landscape Strategy for the undeveloped areas and service margins will need to be protected and maintained. The focus is to be on a more informal and natural landscaped environment and future setting for the business park, with opportunities for new and replacement tree planting.
- xvii. Discussions are taking place with Plan Tree in specific non developable areas and Plan Bee with proposed wildflower areas, to encourage a greater variety of wildlife and all pollinators in non-developable areas of the Business Park. These concepts are fully in alignment with KCC's current greening and environmental policies and maximise carbon offset.
- xviii. Next steps for the company include:
 - a. Continued negotiations for last remaining land sales at Manston Business Park.

- b. Management of trespass and anti-social behaviour with other landowners and police.
- c. Further review of future exit strategy to be refined and agreed by EKO LLP Management Team prior to and upon the completion of final development land sales.

5. East Kent Opportunities LLP's Annual Report and Financial Statements for 2021-22 are attached at Appendix 1, and the key points can be summarised as follows:

- i. In 2021-22, in the EKO LLP accounts, the net assets of the joint arrangement are £9.5m. The operating loss before members' remuneration and profit shares are £0.09m. The loss is made up of the administrative costs, and with no land sales during the financial year, there is no turnover to offset costs.

During 2022/23, there has been one completed sale and two further sales expected before year end, consequently, there is expected to be £600k available for discretionary distributions to be equally split between both KCC and TDC.

- ii. The accounts have been approved by the EKO LLP Management Committee and lodged with Companies House and give a true and fair view of the state of the LLP's affairs.

6. RECOMMENDATION

Members are recommended to note the contents of this report for assurance.

Emma Feakins, ST, Finance
Nigel Smith, GET, Economic Development

March 2023

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Registered number: OC335231

East Kent Opportunities LLP

Financial statements

For the year ended 31 March 2022

East Kent Opportunities LLP

Information

Designated Members

Kent County Council
Thanet District Council

LLP registered number

OC335231

Registered office

Room 3.17, Session House, County Road, Maidstone, Kent, ME14 1XG

Independent auditors

Kreston Reeves LLP, 37 St Margaret's Street, Canterbury, Kent, CT1 2TU

East Kent Opportunities LLP

Contents

	Page
Members' report	1 - 2
Independent auditors' report	3 - 6
Statement of comprehensive income	7
Balance sheet	8
Statement of changes in equity	9
Notes to the financial statements	10 - 14

East Kent Opportunities LLP

Members' report For the year ended 31 March 2022

The members present their annual report together with the audited financial statements of East Kent Opportunities LLP (the LLP) for the ended 31 March 2022.

Principal activities

The principal object of the LLP is to develop Manston and any other properties in Kent the members believe appropriate investments.

Designated Members

Kent County Council and Thanet District Council were designated members of the LLP throughout the period.

Members' capital and interests

Each member's subscription to the capital of the LLP is determined by their share of the profit and is repayable following retirement from the LLP.

Details of changes in members' capital in the ended 31 March 2022 are set out in the financial statements.

Members' responsibilities statement

The members are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law, (as applied by The Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008), requires the members to prepare financial statements for each financial year. Under that law the members have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, (as applied by The Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008) the members must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the LLP and of the profit or loss of the LLP for that period.

In preparing these financial statements, the members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the LLP will continue in business.

The members are responsible for keeping adequate accounting records that are sufficient to show and explain the LLP's transactions and disclose with reasonable accuracy at any time the financial position of the LLP and to enable them to ensure that the financial statements comply with the Companies Act 2006 (as applied by The Limited Liability Partnerships (Accounts and Audit) (Application of the Companies Act 2006) Regulations 2008). They are also responsible for safeguarding the assets of the LLP and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

East Kent Opportunities LLP

Members' report (continued) For the year ended 31 March 2022

Disclosure of information to auditors

Each of the persons who are members at the time when this Members' report is approved has confirmed that:

- so far as that member is aware, there is no relevant audit information of which the LLP's auditors are unaware, and
- that member has taken all the steps that ought to have been taken as a member in order to be aware of any relevant audit information and to establish that the LLP's auditors are aware of that information.

Auditors

The auditors, Kreston Reeves LLP, have indicated their willingness to continue in office. The Designated members will propose a motion re-appointing the auditors at a meeting of the members.

This report was approved by the members on

and signed on their behalf by:



Chris Blundell, Acting Deputy Chief Executive

Kent County Council
Designated member

Thanet District Council
Designated member

East Kent Opportunities LLP

Statement of comprehensive income For the year ended 31 March 2022

	Note	2022 £	2021 £
Administrative expenses		<u>(89,527)</u>	<u>328,709</u>
Operating (loss)/profit		(89,527)	328,709
Interest receivable and similar income		<u>72</u>	<u>852</u>
(Loss)/profit before tax		(89,455)	329,561
(Loss)/profit for the year before members' remuneration and profit shares available for discretionary division among members		(89,455)	329,561
Unrealised surplus on revaluation of tangible fixed assets		-	496,619
Total comprehensive income for the year		(89,455)	826,180

The notes on pages 10 to 14 form part of these financial statements.

East Kent Opportunities LLP
Registered number: OC335231

Balance sheet
As at 31 March 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	5	1,926,675	2,010,000
Current assets			
Debtors: amounts falling due within one year	6	6,669,003	6,563,957
Cash at bank and in hand	7	859,141	864,829
		<u>7,528,144</u>	<u>7,428,786</u>
Creditors: Amounts Falling Due Within One Year	8	(8,774)	(8,332)
Net current assets		7,519,370	7,420,454
Net assets		<u>9,446,045</u>	<u>9,430,454</u>
Represented by:			
Loans and other debts due to members within one year			
Members' other interests			
Members' capital classified as equity		9,961,000	9,961,000
Other Reserves		(514,955)	(530,546)
		<u>9,446,045</u>	<u>9,430,454</u>
		<u>9,446,045</u>	<u>9,430,454</u>
Total members' interests			
Amounts due from members (included in debtors)	6	(6,669,003)	(6,563,957)
Members' other interests		9,446,045	9,430,454
		<u>2,777,042</u>	<u>2,866,497</u>

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small LLPs regime.

The financial statements were approved and authorised for issue by the members and were signed on their behalf on



Kent County Council
Designated member

Thanet District Council
Designated member

The notes on pages 10 to 14 form part of these financial statements.

East Kent Opportunities LLP

Statement of changes in equity For the year ended 31 March 2022

	Members capital (classified as equity) £	Other reserves £	Total equity £
At 1 April 2020	9,961,000	(1,204,650)	8,756,350
Comprehensive income for the year			
Profit for year for discretionary division among members	-	329,561	329,561
Unrealised surplus on revaluation of tangible fixed assets	-	496,619	496,619
Allocated profit	-	(329,562)	(329,562)
Transfer to/from profit and loss account	-	177,486	177,486
At 1 April 2021	9,961,000	(530,546)	9,430,454
Comprehensive income for the year			
Loss for year for discretionary division among members	-	(89,455)	(89,455)
Allocated profit	-	89,455	89,455
Contributions by and distributions to members			
Transfer to/from profit and loss account	-	15,591	15,591
At 31 March 2022	9,961,000	(514,955)	9,446,045

The notes on pages 10 to 14 form part of these financial statements.

East Kent Opportunities LLP

Notes to the financial statements For the year ended 31 March 2022

1. General information

East Kent Opportunities LLP is a limited liability partnership incorporated in England. The address of the registered office is Room 3.17, Session House, County Road, Maidstone, Kent, ME14 1XG. The principal activities of the LLP can be found within the Members' report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland and the Companies Act 2006 and the requirements of the Statement of Recommended Practice "Accounting by Limited Liability Partnerships".

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the LLP's accounting policies.

The company's financial statements are presented to the nearest Pound.

The following principal accounting policies at 2.2 to 2.8 have been applied.

2.2 Going concern

The LLP has £859,141 included in cash at the bank. The LLP meets its day to day working capital requirements through these reserves. As a consequence, the members believe that the LLP is well placed to manage its business risks successfully.

After making enquiries, the members have a reasonable expectation that the LLP has adequate financial resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

2.3 Tangible fixed assets

Land is recorded at fair value at the date of the revaluation less any accumulated impairment losses. Revaluations are undertaken with sufficient regularity to ensure the carrying amount does not differ materially from that which would be determined using fair value at the Balance sheet date.

Fair values are determined from market based evidence normally undertaken by professionally qualified valuers and updated by the members at the year end.

Revaluation gains and losses are recognised in the Statement of comprehensive income.

Land is not depreciated.

At each reporting date the LLP assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

2.4 Interest income

Interest income is recognised in profit or loss using the effective interest method.

**Notes to the financial statements
For the year ended 31 March 2022**

2. Accounting policies (continued)

2.5 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.6 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.7 Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.8 Financial instruments

The LLP only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or in case of an out-right short-term loan that is not at market rate, the financial asset or liability is measured, initially at the present value of future cash flows discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost, unless it qualifies as a loan from a director in the case of a small company, or a public benefit entity concessionary loan.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of comprehensive income.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the LLP would receive for the asset if it were to be sold at the balance sheet date.

**Notes to the financial statements
For the year ended 31 March 2022**

3. Judgments in applying accounting policies and key sources of estimation uncertainty

The preparation of the financial statements requires the directors to make judgements, estimates and assumptions that can affect the amounts reported for assets and liabilities, and the results for the year. The nature of estimation is such though that actual outcomes could differ significantly from those estimates.

The following judgements have had the most significant impact on amounts recognised in the financial statements:

Tangible fixed assets

The LLP has recognised tangible fixed assets with a carrying value of £1,926,675 at the reporting date (see note 5). The LLP has adopted the revaluation model for the measurement of land.

In order to determine the fair value of land the LLP has engaged independent valuation specialists with experience in the location and nature of the property being valued. They have used a valuation technique based on comparable market data. Valuations are obtained with sufficient regularity to ensure that the carrying value of revalued assets reflects current market conditions and then updated by the members at the year end.

Where there are indicators that the carrying value of tangible assets may be impaired the LLP undertakes tests to determine the recoverable amount of assets. These tests require estimates of the fair value of assets less cost to sell and of their value in use. Wherever possible the estimate of the fair value of assets is based upon observable market prices less incremental cost for disposing of the asset. The value in use calculation is based upon a discounted cash flow model, based upon the LLP's forecasts for the foreseeable future which do not include any restructuring activities that the LLP is not yet committed to or significant future investments that will enhance the asset's performance. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well expected future cash flows and the growth rate used for extrapolation purposes.

4. Employees

The entity has no employees other than the members, who did not receive any remuneration (2021 - £NIL).

The entity has no employees.

East Kent Opportunities LLP

Notes to the financial statements For the year ended 31 March 2022

5. Tangible fixed assets

	Freehold land £
Cost or valuation	
At 1 April 2021	2,010,000
Disposals	(83,325)
At 31 March 2022	<u>1,926,675</u>
Net book value	
At 31 March 2022	<u><u>1,926,675</u></u>
At 31 March 2021	<u><u>2,010,000</u></u>

The 2021 valuations were made based on valuations undertaken by Savills (UK) Limited Chartered Surveyors as at 25 February 2021.

6. Debtors

	2022 £	2021 £
Amounts due from members	<u>6,669,003</u>	<u>6,563,957</u>
	<u><u>6,669,003</u></u>	<u><u>6,563,957</u></u>

7. Cash and cash equivalents

	2022 £	2021 £
Cash at bank and in hand	<u>859,141</u>	<u>864,829</u>
	<u><u>859,141</u></u>	<u><u>864,829</u></u>

East Kent Opportunities LLP

Notes to the financial statements For the year ended 31 March 2022

8. Creditors: Amounts falling due within one year

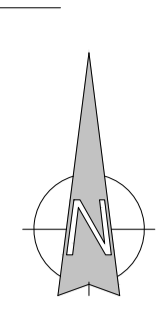
	2022 £	2021 £
Trade creditors	-	4,224
Other taxation and social security	1,624	358
Accruals and deferred income	7,150	3,750
	<u>8,774</u>	<u>8,332</u>

9. Reconciliation of members' interests

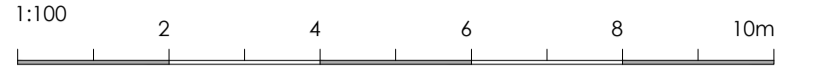
	EQUITY Members' other interests		DEBT Loans and other debts due to members less any amounts due from members in debtors		Total members' interests
	Members' capital (classified as equity) £	Other reserves £	Total £	Other amounts £	Total £
Profit for the year available for discretionary division among members	-	329,561	329,561	-	329,561
Members' interests after profit for the year	9,961,000	(875,089)	9,085,911	(5,516,033)	(5,516,033)
Other division of profits	-	(329,562)	(329,562)	152,076	152,076
Movement in reserves	-	674,105	674,105	-	-
Drawings	-	-	-	(1,200,000)	(1,200,000)
Amounts due from members				<u>(6,563,957)</u>	<u>(6,563,957)</u>
Balance at 31 March 2021	9,961,000	(530,546)	9,430,454	(6,563,957)	(6,563,957)
Loss for the year available for discretionary division among members	-	(89,455)	(89,455)	-	-
Members' interests after profit for the year	9,961,000	(620,001)	9,340,999	(6,563,957)	(6,563,957)
Other division of losses	-	89,455	89,455	(105,046)	(105,046)
Movement in reserves	-	15,591	15,591	-	-
Amounts due from members				<u>(6,669,003)</u>	<u>(6,669,003)</u>
Balance at 31 March 2022	9,961,000	(514,955)	9,446,045	(6,669,003)	(6,669,003)

There are no existing restrictions or limitations which impact the ability of the members of the LLP to reduce the amount of Members' other interests.

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DO NOT SCALE FROM THIS DRAWING
ALL DIMENSIONS TO BE VERIFIED BY THE CONTRACTOR ON SITE



Page 41

A	Plot areas amended	Feb'20	AJ	
REV	DESCRIPTION	DATE	BY	CHKD

TURNER JACKSON+DAY ASSOCIATES
 Radio House
 Thanet Way, Whitstable
 Kent CT5 3DX
 e: enquiries@tjda.co.uk
 t: 01227 261453
 www.turnerjacksonday.co.uk

client details
Guildcrest Homes

project details
Manston Business Park

drawing title
Plot 1-2 Masterplan - Plot Designations

date scale drawn by checked by
 Jan'22 1:500 ARJ

project no:	drawing no.	revision
1802	SK01-2	A

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Landscape Character Assessment:

County Landscape Character:
 The landscape of Manston Chalk Plateau has been described as; "This landscape comprises an elevated plateau of farmland with arable and horticultural crops (brassicas), former airport and runway interspersed with settlement at Manston and Woodchurch. The lack of defining features and field boundaries results in a disjointed pattern of large scale fields with an open character."
 Guidelines;
 • Conserve and restore field boundaries close to the urban edge and consider opportunities for buffer planting to adjoining urban edge and main A roads through the area to contribute to sense of place and arrival to Ramsgate and Broadstairs.
 • Conserve and enhance the intact rural character away from the urban area and along rural lanes.
 Thanet Landscape Character Assessment 2017

The landscape strategy aims to protect and consider the site with native hedgerow planting and wildflower meadow for positive landscape features as well as biodiversity enhancement. Whilst retaining the rural character of the area by providing hedgerows and verges to provide a consistent link with the existing streetscape character.

Planting between the hard standing
 -The shrub and bulb planting will create colour and interest and provide a positive feature for all users of the site. As well as enhancing biodiversity on the site and areas of interest for bees and butterflies.

Feature fruiting tree at main entrance
 -Formalised planting to provide continuity within the site and to reflect the nature of the proposed built form within the site.
 -This further improves ecological links and habitat connectivity.

Western Boundary
 - Existing hedge and interspersed trees retained on the western boundary. Wildflower meadow proposed within the red line west of the proposed building to provide ecological enhancement and biodiversity.

Pedestrian entrance
 -The understorey shrub and bulb planting will create colour and interest and provide a positive feature for users entering and exiting the site. As well as enhancing biodiversity on the site and areas of interest for bees and butterflies.

Western corner and Southern Boundary of the site
 - The southern boundary has a dual design. This embodies the incorporation of formal evenly spaced tree planting adjacent to proposed built form; with an informal rural landscape led informality to tree planting where there are breaks in the built form along the southern boundary, reflective of the landscape to the south. This is to reflect the existing surrounding landscape as well as elevating and combining the proposed built form of the site.
 - Proposed mixed native hedge along the southern boundary to reinforce the single avenue of proposed trees by providing a continuous, high impact year round landscape feature.
 -Avenue of trees to emphasise a sense of arrival, leading users along the southern edge of the development.
 - The avenue of trees provides continuity along the edge of the built form linking the landscape with the proposed built form on the site.
 - Rural style native tree planting providing shade and areas of interest between the built form
 - Rural style tree planting provides a more rural approach to the landscape to break up the site and reconnect the users of the road to the south with the existing character of the site.
 - The mixed native hedge not only softens the built form to vehicular users of the road to the south but also opens up the vergeside to link the road with the landscape, this is reflective of the landscape to the south of the site.

Two double avenues of trees run east / west which also create avenues running north / south through the site. These will provide a green canopy throughout the hardstanding within the site which can be seen across the southern parcels of development.

Feature Tree
 - Proposed feature trees create a strong sense of place, whilst softening the built form at the end of the vista running north bound along the access to the south eastern corner plot, and west bound from the building entrance to the east.

Mixed native tree and hedge planting to provide screening of the built form from the eastern corner
 - The proposed hedge and feature tree planting softens the built form on the south eastern corner of the development, whilst creating focal planting of year round interest on the main entrance of the site. This verge opens up on the west to provide an area of lawn which is reflective of the local streetscape.

Green Boundary
 -Native scrub and mixed native hedgerow provides a consistent feature along the north western corner, eastern and southern boundaries of the site and creates a strong sense of place and green edge to the proposed development within the site

Wildflower Meadow / Tussocky grassland
 - Wildflower meadow proposed in pockets between the built form to provide diversity for both flora and fauna. This is also a low maintenance high impact landscape.

Key

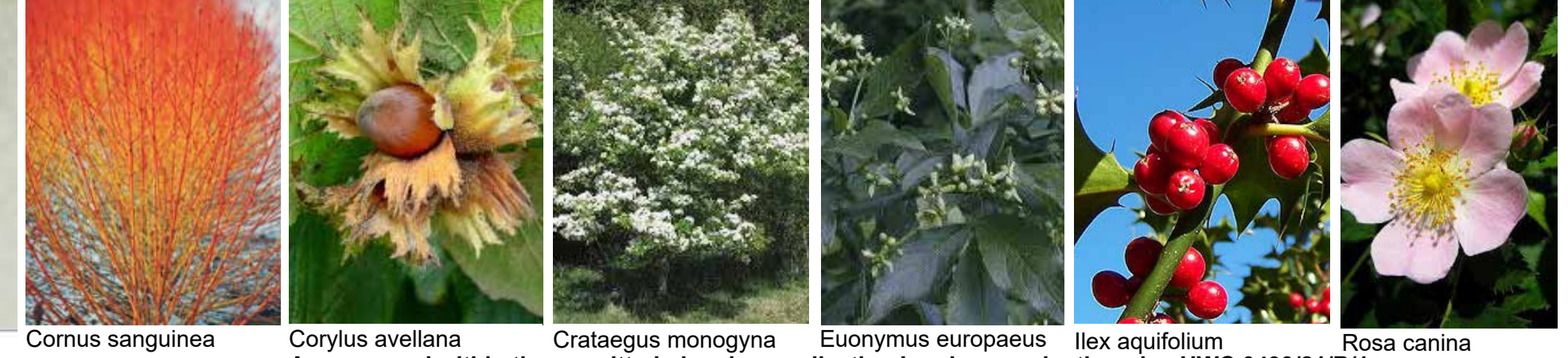
	Buildings
	Access road
	Parking
	Footways
	Trees
	Mixed native hedge
	Proposed shrubs
	Native mix of shrubs and bulbs
	Lawn
	Wildflower meadow

Living with Beauty - January 2020
 - The report of the building better, Building Beautiful Commission
 "Street trees seem particularly important. They are associated with cleaner air, slower cars, fewer accidents. They provide shade in hot summers. And, perhaps astonishingly given the complexity of human life, street trees have a measurable effect on human health even taking into account income, age and education."

Department for Transport - Manual for Streets
 - Thomas Telford Publishing
 "Planting adds value: it helps to soften the urban street-scene, creates visual and sensory interest, and improves the air quality and microclimate. It can also provide habitats for wildlife. The aromatic qualities or contrasting colours and textures of foliage are of value to all, and can assist the navigation of those with visual impairment. Flowers and fruit trees add seasonal variety."
 "Planting can provide shade, shelter, privacy, spatial containment and separation. It can also be used to create buffer or security zones, visual barriers, or landmarks or gateway features. Vegetation can be used to limit forward visibility to help reduce vehicle speeds."

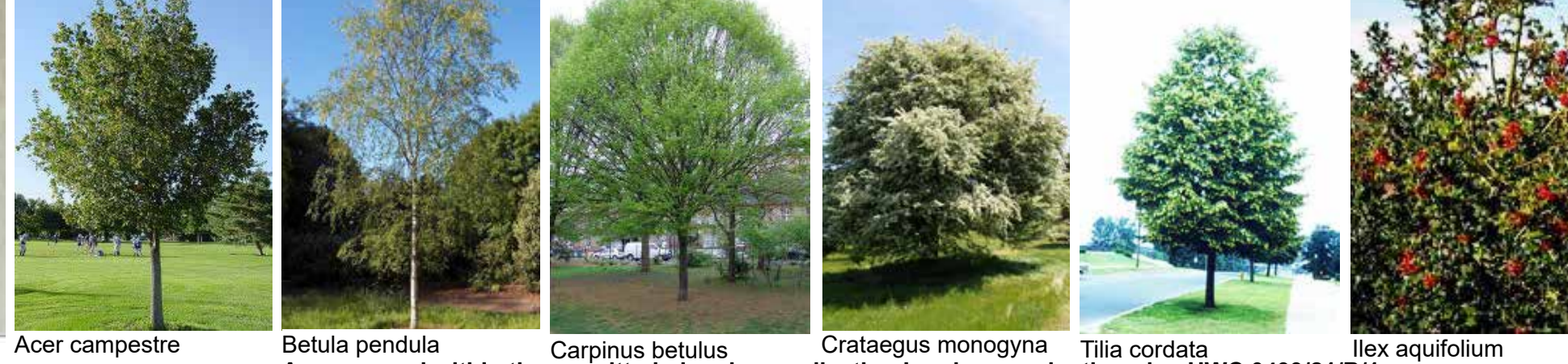
Mixed Native Hedgerow
 -Mixed species native hedgerow proposed along the boundaries of the site. Enhancing the approved planting plan habitat connectivity with plant species which will provide foraging opportunities for a number of species.

Indicative mixed native hedge palette:

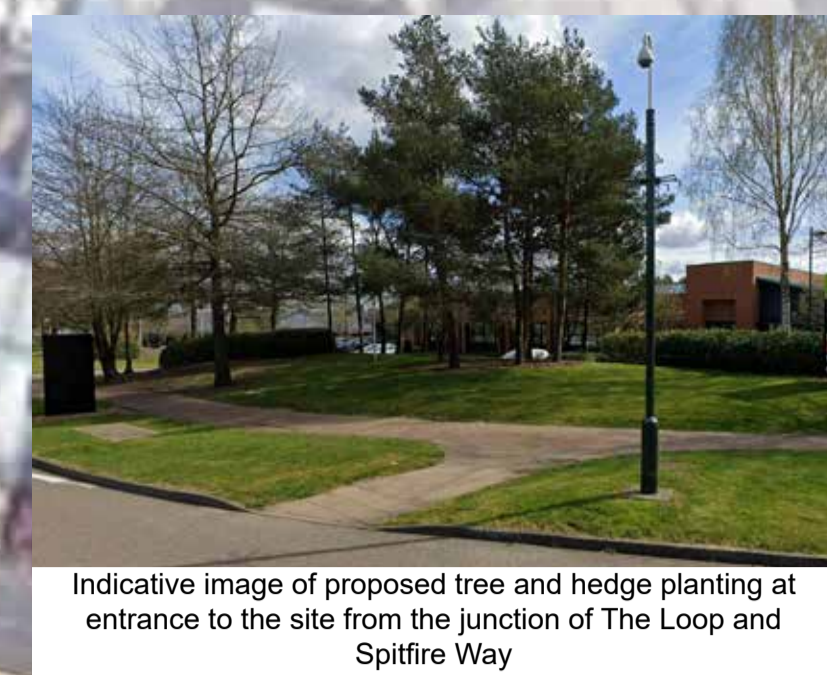


Cornus sanguinea Corylus avellana Crataegus monogyna Euonymus europaeus Ilex aquifolium Rosa canina
 As proposed within the permitted planning application Landscape planting plan HWC 0499/21/B/1

Indicative tree palette:



Acer campestre Betula pendula Carpinus betulus Crataegus monogyna Tilia cordata Ilex aquifolium
 As proposed within the permitted planning application Landscape planting plan HWC 0499/21/B/1



Indicative image of proposed tree and hedge planting at entrance to the site from the junction of The Loop and Spitfire Way



Indicative image of proposed planting north of Spitfire Way



HW & CO
 01622 437196 lydia@hwandco.co.uk www.hwandco.co.uk
 2 Kewick Drive, Maidstone, Kent ME16 0DQ Hill Wood & Co (Kent) Ltd Company no. 10069666

PRELIMINARY

Project	MANSTON BUSINESS PARK		
Drawing title	Landscape strategy		
Rev	Description	Date	Rev
-	-	-	-
Scale	Date	Drawing number	Rev
1:500@A1	Feb 2023	0597/23/A/1	-
1:1000@A3			

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