

# EDC Board Meeting - 27 March 2024-20240327\_130017-Meeting Recording

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**EDC Meeting Room** 0:06

**(Simon Dudley)** Right. Good afternoon, everyone. Welcome to this board meeting of Ebbsfleet Development Corporation. We are recording this so this will be available on our website after the meeting. Thank you for joining us. We do not have any members of the public with us today, but you are very welcome to attend any of our board meetings, so please pop along if you'd like to be here in person, I'd like to extend a warm welcome to Lucy Wilkins, who's here from our sponsors department, levelling up housing and communities. Great to see you here, Lucy. And I'm going to start with any apologies for absence.

**(James Richardson)** Had a late breaking one from John Burden.

**(Simon Dudley)** Anything else?

**(James Richardson)** No, we are expecting Councillor Kite to attend. So hopefully we'll see him soon.

**(Simon Dudley)** OK. Councillor Burden has a very good attendance record. He's just been called away on something else. Any declarations of interest other than the standard declarations we have for our members of the Planning Committee?

**(Neil Cameron)** I have one Simon and that is in my role as a barrister. I have provided legal advice to homes England. It relates to a site in a different region.

**(Simon Dudley)** OK, good. Alright. All's prudent to be.

**(Simon Blanchflower)**...National Highways is mentioned.

**(Simon Dudley)** Good. All right. Thank you for that, Neil and Simon, always best to be there on the side of caution with decorating some interests. So thank you. Then we have our Part 1 minutes of our board meeting on the 31st of January 2024, which are very thorough as always. Does anyone have any comments on those? They are true and fair record of the meeting? They are approved, yes. Great. All right, good. Thank you very much for that. And is there anything in terms of actions?

**(Ian Piper)** Only the fact that they were all closed chair, which I think is the first time that's been the case. But yeah, so.

**(Simon Dudley)** Some will tee you up for that. Well done.

**(Ian Piper)** I'm sure there'll be a few open ones up in the three hours' time.

**(Simon Dudley)** And then we have our forward look for our board meeting dates. And what will be taking part in those as well. That then brings us on to the first

substantive piece of business of the day. That is the chief executives, part one. Strategic report, Ian, please.

**(Ian Piper)** OK, thank you. I'm going to take it as read. There's a number of items covered in paper, so I'm very happy to take questions on that. Just to only add one thing. Because with our board cycle that's been agreed, the finance papers, I mean quarterly. An update on that, but given that we're very close now to the end of the year, I just wanted to tell Members that the capital outcome spend. This year, we reported 7.1 in January to our current forecast. It's about to be 5.5 million. So it's down again on the last four plus. We provided main reason for that is a bit of under spend at Absolute Central, but primarily we had hoped that we would be in contract all the new Community for services at Ebbsfleet Green where we're as board will recall. That posing to provide some grant to enhance those facilities, we had hoped to be contract by the end of March. We now won't be, but we are working very diligently with, with Redrow to complete those agreements before the end of April. So but it won't fall within this current financial year unfortunately,

**(Simon Dudley)** Right. Thank you. Ian, are there any comments on this update? Well, perhaps if I can just minute our thanks to housing Planning Minister Lee Rowley, who came here to as part of the celebration we had for our 4000 home, I'd like to also thank Eddie, our resident there with his partner Rachel. I think it was, she wasn't around who did two lots of publicity for us. So we're very grateful. Thank you, Eddie. He's a local actor. We wish him well and success in his career. And I'm just wondering, Neil, if I could just asking to perhaps comment on the changes through the Act now of the compulsory purchase regime and the enhanced powers that might be available to the Development Corporation, even though we don't envisage using those at the moment, but just so there is an understanding, yes.

**(Neil Cameron)** The changes if I think will come in, in April, but I'll have to check the commencement provisions. I think one of the most significant changes is the. That way in which land will be valued...I think that its application will actually be quite restricted. And the reason for that is that it only applies if you have a public authority. Who is going to acquire that and commit to using it for certain purposes, including providing affordable housing and then that can be an analysis into given. They put that forward as a proposal. It's then examined, so I'm not sure how, but absolute it's going to. It could help us if we had a scheme of our own which was below market value. The outcome that we pay less for acquiring the land. I think that's the main. There are other changes to certificates of appropriate alternative development. So when you buy to the planning authority and ask them. We would have got planning permission for this at or the other, and that they simplified the process and reduce the cost to authorities, which I think are good. That's not a full review of the act, but that's on the spot.

**(Simon Dudley)** Yeah, yeah, good. Just putting you through your paces there. Giving you a platform to show how you know your stuff and all. Right, good. So look, thank you. I thought it's just worth covering off on that. All right, there is nothing to.

Be approving there. That's for information. So, Ian, thank you very much for that. Indeed. Then, Caroline, can we come on to the communications and marketing?

**(Caroline Doidge)** Afternoon everyone. I'll take the paper as read and just walk you through and highlights. As Simon's touched upon, we celebrated the four thousandth home last month. In February, Eddie, the resident, was an absolute star. He will in fact be featuring on our next edition of Ebbsfleet Living, which is very exciting and due to be released in April. We also have the housing minister down here for a site visit and I have seen strong positive reception across social media. With regards to kind of day-to-day running, we're continuing to utilise our newsletter, our digital newsletter to engage with local house builders and encourage them to. Help support social value in Ebbsfleet, particularly encouraging them to sign up to match my project and support a number of initiatives on the platform.

So last month this month, we've seen a continued increase in newsletter sign up-s. We are continuing to form the pilot project arm of our sustainability toolkit. I'm sure you'll remember at the last board meeting that we mentioned that we are putting together a sustainability marking toolkit which will empower us internally to invent positive sustainable messaging across all of our projects. The commission was to deliver a pilot project with schools, so we're working with the local schools in the community and BetterPoints, which is the active travel app, and we're putting together a summertime competition for schools to switch the school, drop off and pick up from private transport from active travel with some really fun incentives for the school to get on board and for them to work collectively as a school community to log the most active travel within the Better Points App and then be in with the chance to win some exciting resources for their school. So that takes place in the summertime, will then be monitoring and evaluating it, evaluating it throughout the summer, and we'll bring it back in September with a kind of a whistle stop tour of the toolkit and the pilot and our learnings from that. But that is all looking like it's going to be a really exciting summit for students in Ebbsfleet. A couple of actions that we closed that I took away from the last meeting. Was to confirm the demographic of the digital newsletter signups. And I can confirm it is very predictable that the positive nonetheless top audiences are from Gravesham London and then we've got Dartford as well. We did have a sneaky IP from Amsterdam. I can't pretend to explain like I know what that's for. Could be someone reading the newsletter from Amsterdam or it could just be someone with a slightly sneaky IP address. But it's all very positive in the context of the people that we're expecting to sign up and want to read the newsletter are very much doing that. You also asked us in the actions how we're promoting a resident satisfaction survey findings. Since our last board meeting, we have put together a resource for sales & marketing suites for the developers within Ebbsfleet to provide to prospective and new residents and tell the story about what makes Ebbsfleet a great place to live using the impacts and the stats from the resident's satisfaction survey. And then we have also commissioned a fantastic local filmmaker who's worked with us on a number of projects to put together a short video bringing the impact report to life, which will go out across social media and will

be a really good asset for the drop-in surgeries, the welcome screen, anything and everything and that will be ready to go early next month. That's it. Any questions?

(Simon Blanchflower) Good, very comprehensive. Yes. The bit on the fast track, which reviews the interim Fast track service down through Whitecliffe. Which we're this excitingly is going to be beginning this summer. Your note cites the complexes around the new fast track provider, which you report here, but I'm going to start leaving that aside. We want to get out some positive communications to residents about that as soon as practical. Terms to start building interest around that and charging to try to inform residents your travel planning options. That's even list of opportunity.

**(Caroline Doidge)** So Ian's going to jump in if I speak out of turn at any point but we've been working with various partners with the timeline of fast-track delivery and the new contract being provided by go ahead which is happening in November. The ambition to bring forward an interim service has been part of these working groups for some time now and the ambition was always to bring in and package the communications in a way that kind of answered those two questions at once. So provided residents with an understanding of what's coming in November with the new contract and our long term ambitions around transport, but also package it with being able to say this is an interim service coming to you in the summer as well. The complexities which I touched upon are now forcing us to reconsider whether we proceed with providing communications to residents solely focusing on November, which we know is coming and in what form, so that residents are provided with that level of certainty and reassurance that fast track is coming. But what we didn't want to do at the last kind of work in groups we had was confuse the messaging when the kind of interim service was still very much an option. So it's just a consideration that we're having to take into effect with balancing the lack of certainty around what that interim service looks like at this moment in time or if we proceed just with going ahead for the November service, that's good. We've been talking about this quite a bit because we're only keen to get that message out for the reasons you've said, but there's still a lack of 100% certain about the interest service.

(Ian Piper) And think I certainly feel if we go out and it doesn't happen when we say it's going to happen or it's the regularity is not when you can't get those benefits of the travel plan so. With Paul is working very closely with KCC officers to nail that down. Yeah, a lot of it's going to happen.

**(Simon Dudley)** Yeah. Thanks, Ian. And I'm more performance going to the same question. OK. My observation would be it's been very little negative criticism around what we do to our local community that go on my radar, but fast track. And when that service is going to start has been the thing. So I do think we need to be cautious so we don't. Change the permanent launch with a misfire on the on the temporary solution. So. But when we've you know we when we think we're absolutely solid on the temporary go out, but I'll be.

Yeah, because I think we've want this to be a success, but it's launched and when it's when it starts because it is very important to the residents and we're behind the timeline on it, frankly. Is that fair? Yeah. OK. But it's a very good question. All right. So anything else on the communication update, which is for information?

No great. All right, that is that then we are coming on to Mark planning, design and delivery.

**(Mark Pullin)** Thank you, Simon. Welcome to our colleague, Jeremy. Great to see you.

**(Jeremy Kite)** Thank you. Sorry I'm late. I was coming on fast track. You'll always be on time for those.

**(Mark Pullin)** I think it's either the usual update, the usual update from me so development site sees that it is outlined in section one. I think I've sort of reported back in previous meetings that various applications were sort of stalled or paused over the last few months. It sort of feels that everything sort of come to life exactly the same time and a whole host of other things that have been coming in as well. So having an awful lot of discussions across multiple sites, different, obviously different developers, different types of applications. So yeah, an awful lot going on at the moment. It does fit some key things, so Ebbsfleet Central East is at a consultation and the application for EDC was so on the Northfleet Embankment E sites. That consultation on that on that finished yesterday, the major urban park South came in this this sort of month or six-week period. So that's the section between fast track and the lakes in Eastern quite so quite a significant part of the sort of the strategic open space across the area. And then....also had to consultation at the moment on the community, the Community hub, the Alkerden hub. So they're so they're carrying out that in advance of innovative submission, which will hopefully be next month, hasn't delivery and the dashboard in Section 2. So we're ending the year at 680 for the completion. So that's obviously more than the business plan number that we discussed in previous board meetings. We are expecting a relatively strong start to the year based upon the forecasting, the number that we report in May should be a pretty good start. A lot of the completions are coming from existing sites that board members would be familiar with. The new government that we're expecting to kick off soon is Alkerden 5B, which is a section within the sort of the western side. So that's from Chartway. Committee update, Section 3. You can see there's been quite a few meetings of the committee and a few still were still to come tonight. We're talking around other sustainability design assessment tools, so that's at 5:00 o'clock. And we have got a meeting planned for April to report the Rosherville primary School. And there's a bit of an update in terms of recruitment on the community members 3.6 and 3.7. So unfortunately the independent Member process was unsuccessful and the KCC nominee has declined the offer. So we are we're in discussions with the public appointments team at to kick off the independent Member process again and in liaison with KCC officers about getting a new, getting a

new nominee from there. And 4.3 I just mentioned around the Northfield harbourside application, we did, we did submit our comments on that yesterday. We didn't provide any further comments based upon provided previously. So they were submitted to question yesterday.

**(Simon Dudley)** Thank you. Thank you, mark. The nominee declined to accept anyway dealing with your group is not never easy. So no comment. I'm familiar with such things.

**(Neil Cameron)** So on that issue, the, planning committee is. Oh, capable members. Three of us who are here and representatives from Gravesham and Dartford at the moment. But we will. Miss the independent voices until they're appointed. Penny Marsh has been a very effective member. She lives in the community and leads the community organisation, so she has been. It's been really good to have her as a member. I think it would be good as far as the planning committee are concerned if we are once. You get a new nominee from the Kent County Council that any approvals can be given as soon as possible and that we can get through the independent Member selection process as quickly as we can because it gives hopefully balance and diversity of views to our committee which is helpful

**(Simon Dudley)...** Can I just ask him? Penny has she?...Can she not be reappointed for a further term?

**(Neil Cameron)** We've been told that she can't.

**(Mark Pullin)** The terms of reference say that there can be a maximum of three three-year terms and Penny would be at the...

**(Neil Cameron)** Which is a shame because she is a real stalwart of the committee and of the community and serves on the Trust. Ok, so. We look forward to welcoming new members when they're appointed. OK, good.

**(Simon Dudley)** So anything in our general communication that we can do to encourage people to apply in the Community, yeah.

**(Neil Cameron)** I think in that although it's not strictly within our terms of reference, when we had two independent Members, we had penny, who was community views and then we had Chris Hall who was. Qualified town planner who brought us a commercial town planning perspective and that gave us a range of views and I would hope that we can match that again. They won't be the same people. They'll have different experiences, but it really helped us having those views.

**(Simon Dudley)** OK, thank you. Valerie, can I bring you in?

**(Valerie Owen)** Yes. I thought you just had us one that I also read in the papers because. Something like International Women's Day, for example. It's a great venue, a great opportunity to stand up and say, gosh, have you ever thought of becoming an independent, you know, planning member and so on. And we have so many of these types of events, the sort of people that come tend to be engaged in the community and we will attributes absolutely participate.

**(Simon Dudley)** Yeah, absolutely. Jeremy.

**(Jeremy Kite)** Well, my point was a pragmatic 1 chairman, which is that it's bizarre when you have an independent person, a woman of great experience. Who is effectively then precluded from standing again because of the terms of reference. Now I understand why it's sometimes helpful to have in terms of reference says where you can't come on because often these things become a self fulfilling tight. Everybody of people who like to carry on. But when there is a widespread acclamation about someone's talents and abilities from outside, now see the real shame to me that we're about to lose the talents of a of a woman who is so engaged with the community, and I'm wondering whether it's the lesser of two evils, 2 evils for us to actually. Try to seek to amend the terms of reference.

**(Simon Dudley)** Make a good point there, Jeremy. You know, they're clearly we could look to them in the terms of reference. So it was at the discretion of the Chair of the Planning Committee to extend beyond nine years.

**(Jeremy Kite)** Well, if you, if I say so. I don't. I wouldn't. I'd make it slightly different. I it probably is an extension. I think discretion is one of those things where a degree of inside that can happen. I would suggest if you're going to extend it, it ought to come back to the full board because it's a big thing to extend it. Not make it a smooth thing. Make it a really big thing so it's very transparent what we're doing. Make it very clear. It will also be advertising it and there will be an opportunity that other people to stand but at the same time to make it clear we would not preclude someone who's already standing on the basis of that if they were to end up coming through that selection process, then we would make a big decision to effectively change the terms. So it's a level playing field. Everybody can come in, but we shouldn't be precluding somebody.

**(Simon Dudley)** All right, Ian.

**(Ian Piper)** I just wanted to. Because I can't remember who approved the terms of reference mark for planning.

**(Mark Pullin)** Actually that exact thought after having to run the other day.

**(Jeremy Kite)** It's easy for you to say that now it is obviously.

**(Mark Pullin)** The board agree the terms of reference for Planning committee, but the selection either a new, a new contract for Penny from October, either as part of a wider process or as a standalone decision that still needs to then Secretary of State approval. So we would need to go through that process. But there's a slight tweak I need to make on the terms of reference anyway. I think around our expectation around the level of of in person activity because I don't think it's quite clear. So I was going to do a review of the terms of reference anyway for next month. So I will, I'm view that I'll, I'll open that.

**(Jeremy Kite)** I'm open not having jobs for life, but the truth is that you know if we make a significantly good thing of it and it has to go through a different big process, I see no harm in it.

**(Mark Pullin)** I so I'll bring something back next in May.

**(Simon Dudley)** Yes indeed. Yeah. Thank you. Yes, nick.

**(Nick Shattock)** Can you mark? Give me a analysis of the scorecard. We celebrated the four thousandth home completed. That's not the four thousandth of the EDC.

**(Mark Pullin)** It's the four thousandth under EDC. Apart from the 298 that went Springer Park when we we first started, so it's one of the public questions this this time we've we've always included the the the initial homes as bringing apart because they were part of of the new developments, they out there obviously residents as part of the Community. So when when we might look at business plan, corporate plan numbers. And obviously those go across different different type scales. But yeah, essentially it's it's it's, it's 4000. Since EDC is created in 2015 and that 4000. Sorry that that that that includes the 200 nights that was pre 2016, sorry.

**(Nick Shattock)** So so.Of the ones that we have consent.Yes, it's a subtraction from.

**(Mark Pullin)** The only ones that we didn't consent was phase one in Castle Hill and that was 150 that Dartford consented before we started every other phase. I believe it consented apart from 296 bringing park and the 150 at Castle Hill. I know random data.

**(Nick Shattock)** It answers really important question from my point of view. OK, good. I now understand the quality of that number. Anything we can do to rain on your parade, we'll do

**(Simon Blanchflower)** Mark, it's a minor point, but what's the issue of getting these allotments and community garden completed over spring has park because you know, again, it's all about community affect and making sure assets are there for the Community to benefit.

**(Mark Pullin)** And to be honest, it doesn't really feel as though we've been given a proper reason. I think Ebbsfleet green, there is a delay and it's around some slight conditions. I I I was there the other day and there's and there's an issue about drainage and they're struggling about planting. It doesn't seem to be the same issue as bring it park allotment. So we have escalated that within countryside because from the information I've been given it doesn't. It doesn't feel as though there's a proper reason why they would like. We had a meeting with.

**(Ian Piper)** .....Of that meeting. So he did undertake to take that away.

**(Simon Dudley)** Yes Valerie

**(Valerie Owen)** I've forgotten which allotment was which. We've got two allotments, one has no water at all, which is a massive problem as you can imagine. And the other is too much water which also needs resolving. But the planning issue is a bit

more complicated in that it is you access the allotment from private road, which is a sort of cul-de-sac. It serves 4 houses and there is a desire from the developer on the House owners that the Trust should also contribute to the upkeep mentions of the road. We do need to access it in order to get to the allotment. I don't quite know how that's going to be resolved, but it needs to be because clearly, it's an additional burden that would otherwise fall on the trust which actually makes a lot more.

**(Simon Dudley)** So how long is this piece of Rd?

**(Valerie Owen)** I've told my head, I don't know. It's short. It's effectively called a septic. It can't be.

**(Simon Dudley)** It can't be much expensive. Upgrading a short cul-de-sac.

**(Mark Pullin)** That must be the Ebbsfleet Green site I think considering. Yeah, where, where that is. So I mean, in terms in terms of the planning application, we're expecting Red road to be to be to be providing those and then obviously any discussion with the trust and around future maintenance with them being obviously a discussion for the trust to happen.

**(Simon Dudley)** Could we in your next update, can we just try and nail that to facilitate bringing the allotments into?

**(Mark Pullin)** I can. I can see what I can do. Yes, thank you.

**(Simon Dudley)** Great. Yeah, great. And just to just to confirm, I think the 2020 through 24 completions at 680, which is an 8 number now, I think we're confident in that. Yeah, that's a consecutive record housing completions. So for the last two years can't go on indefinitely at some point that will down a little bit just because the profile of the developments, but fantastic thank you to all of our partner house builders who are actually in the Development Corporation that's against backdrop. I was, you know, not the easiest housing delivery nationally, but consecutive record years here in the Development Corporation, so well done everyone Mark well done to your department to make that possible as well. I don't think there are any other comments that is for information. Thank you very much. Ebbsfleet Living

**(Kevin McGeough)** Usual as I will take the paper as read and just follow the cube highlights if that's OK. First of all, just to commend the Garden City Trust in the conclusion of the first year of the Garden of the Community Fund. We met twice since the last EDC board meeting. And concluded with about 24 grants this year. Ten of those which we made over the last two months. That was really commendable, and shows a good uptake in the funds as we progressed. And secondly, we want to celebrate was our partnership with Blueprint Arts and the cultural exchange Culture programme, which is a group of local residents who are interested in developing their own skills. We're successful in getting £80,000 running from the Arts Council, which EDC will match fund over the years to help them build capacity locally. So that's great to see that continuing. The biggest event of the winter so far will be with winter lights festival, which we delivered with cohesion plus which attracted over 1500 people despite the imminent storm and freezing temperatures. That was really

commendable. That event is the third year of it and it's gone from 250 people up to 1500 over that, that period and cohesion costs have been a great partner in helping us with that. Finally, just to highlight the employment and skills work that Lara and my team has been leaning on, in particular the event for the National Apprenticeship Week. Which are 100% increase in attendance was how the Wilmington grammar this year. It's an event that moves across different schools in the north, the Darfur region area, so that was fantastic. You see that and again full attendance in each of our employee melody programmes and a number of those people who've been tending those programmes, getting jobs directly from the facilitator, which again was really encouraging and just to complete for me with we had an outstanding action to look at the flourishing index which board asked us to see how useful or relevant it might be to us evaluating our impact over time. So have provided. Some detail on the flourishing index and compared it to what we're doing in terms of our own. Measurement tools currently and sort of just to highlight and give you confidence that we feel recovering some of the things to the flourishing index just in a slightly different way.

**(Simon Dudley)** Kevin, so happy to take any questions or any questions or observations.

Is there as always.

**(Simon Blanchflower)** Yes, Simon, no, I was really encouraged by the Booker and I think there are a couple of highlights for me. I did watch the trailer on YouTube for the early career show. The young lady who was talking about her experiences in terms of ability. Opportunities here and the learning she'd achieved. So I think that was great and look forward to the sort of full build coming out on that and really encouraging to see the focus around cycling as well. And encouraging people to get their bikes out of the shed, so to speak, and to get them checked and working on the road and then great that O'Brien have taken on some of the people they enable to do training and CSCS as soon as well. So I think it's really encouraging events taking place and activities that have been, you know, generated within the city. Keep up the good work.

**(Simon Dudley)** Thank you. Absolutely yes, Neil.

**(Neil Cameron)** Just. Thank you. I think I raised one of the points about the flourishing index, so thank you for looking into that and I'm reassured and encouraged that we're actually ahead of the game. We've been doing it, but just using a different measures so. Keep up the good work and hopefully we'll get continue to get good responses.

**(Kevin McGeough)** yeah, it was helpful to have those references and we had one from last month as well, which you looked into. So it's good to learn from other places as well and we'll probably do more as we progress to share.

**(Simon Dudley)** Thank you. Great. Yes, Valerie.

**(Valerie Owen)** Hi, thanks as well. I think it's an absolutely fantastic. I can never Believe how much you you deliver, you know literature or small resource and in terms of the the trust the the Community fund, you're absolutely right. I mean, it's really, really great getting momentum, getting more and more applications. And the thing that's lovely one the great ideas. But two, they do generally reflect in a completely different sections of the community. Just wonderful, another thought on the on the last theme, the Community Board, there must be people there, you know, really great citizens wanted to contribute and they would potentially be funding committee members. I don't know whether we can target them literally specifically or

**(Kevin McGeough)** We did actually suggest some people who'd applied to be in the Community Board and didn't get on the board. We actually did. That opportunity came slightly after that. So we did direct people to that. I think some did apply. But weren't successful

**(Valerie Owen)** Right. OK. Thank you.

**(Simon Dudley)** Alright, thank you, Kevin. Just to clear the North Fleet station site, which in fact board in recent strategy day, we went up and had a look at the 180,000. That's money from Arts Council England is there which we match just to understand the money there.

**(Kevin McGeough)** Yes. So the place partnership fund comes from Arts Council England. It only looks at priority areas for arts and culture. So they give a grant to Gravesham. We are matching the grant and Gravesham are matching the grants to the 180 at 60,000. Specifically from the Arts Council, we match it and it's 180 in total.

**(Simon Dudley)** OK, not 360. Yeah, we're not. OK, got you. But. And what do we think we'll be able to do with that?

**(Kevin McGeough)** So that's over A3 year programme. So the first phase that we're looking at in terms of Northfleet station is just trying to consolidate the brief that will just be a part of that funding. So the majority of the funding will be cultural programming and capacity building in North Fleet specifically, which is the target area for the programme.

**(Simon Dudley)** OK. All right, good. Because we look to that site, you know it's still protected the Crossrail, but you know it's a priority to bring it back into. Into some kind of use for the community there. All right. Thank you very much. Any other comments board? No thanks. I've seen great work as always. Thank you very much. Simon Environmental Programme 2024/25 and we have a decision on this one.

**(Simon Harrison)** Good afternoon. So yeah, this is the annual report that provides a brief overview of the projects that have been completed over the last year, 2023 to 24 and then steps out. Suppose the programme of projects to be developed 2425 with an oppose Ardell budget of 240,000. So yeah, we're seeking board approval for that. That figure, assuming everybody's met the short report. So if I have questions chair.

**(Simon Dudley)** Thank you, Simon. Any observations I guess, particularly on the focus areas?

(Simon Blanchflower) One point of clarification. I'm I'm not familiar with the soft landings framework, so I don't know whether you could say a little bit more about that. Sure, and what impact that will have, the environmental sustainability manager having undertaken that training,

**(Simon Harrison)** Yes, so soft landings framework has actually been around now for 15 years. So developed by the partnership by Government and Industry. Its intention was to close the performance gap. Between the way projects are used in reality. And how they are modelled and designed in the design process and the key kind of point is the handover between the construction of the site and the handover and the briefing of the people that are going to run the project afterwards. But it extends right back to how you design a building or even a landscape for that for that matter and how you think about how it's going to run and be managed and monitored once it's operating basically. So it's an industry acknowledged system and it's actually we embedded it into the sustainable performance framework which board approved back in September. Our own projects and so to facilitate our own development managers to embed that into our projects, Kelly went off on a training programme so she can now support the development teams in betting that approach.

**(Simon Blanchflower)** And I presume the absolute green map will be green and. Britney speaking. It's just looking at green.

**(Simon Harrison)** It says it's looking at green infrastructure specifically, so it's quite an interesting and innovative project. So it's a digital map, public facing will be available on our website and it maps all of the different habitats. So obviously that will go towards supporting the biodiversity net gain, but it also in maps, each individual tree across the Garden City and people will actually be able to remember the public will be able to actually click on a tree, identify the tree and they can even report a problem with the tree. Comes through to the responsible managing authority.

**(Simon Blanchflower)** What would it take to improve the blue infrastructure?

**(Simon Harrison)** I mean, the blue infrastructure is included as a habitat, right? OK, it is, it is. But yeah, say something. Who do they? Habitat typology should clarify that. Also, sustainable urban drainage systems are also included on the mapping as well.

**(Simon Dudley)** Good. Yes. No, sorry. Was Nick closer? Nick, do you wanna come in?

**(Nick Shattock)** You talk about water, Simon and Whitecliffe Lake. That'll be permanently drained. Is it is it? Does it receive surface water? It's the what lessons that tell us about Blue Lake, actually and and is your 30,000 matched by Henley Camland.

**(Simon Harrison)**.... Obviously it'd be sitting with a quarry, so part of it is actually, yeah, water coming from that situation, but also surface water as well. Surface water

in the quarry trains into the lake as well. And at the moment a huge sum of a huge amount of water is now pumped into the Thames on a daily basis. And you know that water isn't necessarily potable water, so we don't believe it's able to be treated to be reused as possible water. But we do think it could be potentially reused elsewhere in the Garden City so that that project is to explore the different uses that could be used for and then how it would be distributed and to identify some indicative costs for that. There is a potential benefit for Henley Camland in that they can under currently pay fees to pump that water into into the Thames. So there would be a saving potential on on that fee if if that water was used elsewhere. At the moment we haven't approached any come and to support that particular project, So it has to be pumped into Thames to prevent it from flooding.

**(Richard Garvey)** That's all right. Good idea to try and use it. More pressure source, you know. Use it more effectively.

**(Simon Dudley)** Right, good. Good point, Neil. Thank you, Simon.

**(Nick Shattock)** Yeah, a question for the other Simon. Annual travel monitoring. Good idea, and it might tell us what difference fast track makes when it comes along, but what I'm really interested in is what are we going to use the data and the information that is gathered for you say here it will allow us to update the carbon model and generate a report, but what else will it allow us to do, which actually is not about producing another report which tells us something else? But about making a difference to something that we can influence, but how can it be used for that?

**(Simon Harrison)** Yeah, absolutely. Yeah. I I have written the report and he focused on that aspect. The carbon reporting aspect. But having assessed the monitoring of existing planning applications, that's already ongoing, we identified there's a gap there in terms of the ongoing monitoring. And so this project fills that gap by providing a more fine-grained understanding of journeys within the Garden City area. So it allows us to understand in a much in a much more detailed way detailed way where those where those trips are happening. And so not only will that be helpful, from a reporting point of view, but actually to actually for the first time, I understand really the much more detailed way how people are travelling around the Garden City and we can start to use that in a whole range of ways. So we can test, you know, the public transport routes for example, and how people are kind of linking through to those walking and cycling routes and testing that against the modelling that we've already undertaken. So actually it's going to be useful in a number of different ways, not just the carbon report.

**(Nick Shattock)** Good, because then it can, it can be used to influence future decisions on. Pedestrian routes, cycle routes, public transport because the information you're going to get, it seems to me is different to the planning application stage, because at the planning application stage you've got a transport consultant seeking to predict where people are going to go without knowing where this actually gives you information about how they're going. So you could use it also to test.

Reports that go in with planning applications. And to use that, but if it's publicly available, then the consultants can use it as well. So I think there are quite a lot of use. I'm just not a fast money, but it could provide some really useful data is an intention.

**(Richard Garvey)** There will be a perennial rather than annual if you like to do if you'd get data following year and then say that you know you'd be ongoing...

**(Simon Harrison)** proposing every two every two years...

**(Richard Garvey)** but also to consider the introduction of major new transport services linking into that as well. So we can assess the impact of those services. The value would seem to be also in the interest of observing over time. So we're repeating it every period. It's appropriate. Yeah, yeah.

**(Simon Dudley)** Thank you. we have a decision we're being asked to approve funding of 140,000 exclusive inclusive of that for delivering the programme 2000 and 2425 as outlined in the paper is everyone in agreement with that? Great. Thank you very much, Simon. Thanks for the hard work. Alright, that then brings us on to well, Paul and Jen. I don't know who's gonna be.

**(Jen Hunt)** I think we'll double up. Double up. That's double up. OK, right.

**(Simon Dudley)** Development infrastructure enabling Works Report part one. Well, given they come up first, if I cover develop project then I'll hand over to Paul, so I'll I'll take the paper as read as ever, but just a couple of highlights to pull out. Specifically at 3.2 and 3.3, which is that we have now completed the reader stage one design process for the for the infrastructure required to surface service. The first phase of development Ebbsfleet Central. So that's now back on team for review and cost updates are going on on alongside that. So that's a really big initial milestone. See what that design team was appointed.

**(Simon Dudley)** Can I jump in there? So it's the area that we're looking at how how big is that area?

**(Jen Hunt)** It says if anyone knows the site, it's car park A and B, the two main car parks that you drive through up towards the station, that's what we call phase one. That whole area there. And at 3.3 just to note that we've we've been starting to plan ahead for our outline business case for that phase one infrastructure. And we've been setting up thanks to Lucy and her team, two working groups. So firstly, reestablishment of the Cross Whitehall group that we had previously that helped us through the initial acquisition and the strategic outline case for phase one, but also a working group with the sort of experts at DLUHC that the case needs to be reviewed by. So they we've had initial meetings with both of those and now have a sort of a programme of meetings set up over the next three or four months ahead of the outline. So. So we've been grateful to the department for their support with that.

**(Simon Dudley)** how many individuals are active in those two groups.

**(Jen Hunt)** So the cross white all groups has representation from from the department, from EDC, from the Department of Transport, because obviously the critical link with the lease and also the infrastructure projects Authority and of course treasury themselves as well given the case will need to go to them. And then at the deal up level, these are the subject matter experts across legal, commercial, the economists, finance and all the other disciplines that are part of that review. And then the only other thing just to note and obviously from a Blue Lake perspective, members board members will know that the strategic outline case that we've put together following the reset work is being presented in Part 2. The approval of the strategic outline case for Grove Rd. At the meeting last month, that has now been submitted to the department for it approve, I'll hand to Paul.

**(Simon Dudley)** All right. Thank you, any comments before we go. Any comments on Jen's segment there? You get off lightly Jen. All right. Cool. Cool.

**(Paul Abrahams)** Thanks, Simon. Good afternoon, all. So take the report as read. Just picking up some of the key highlights and some changes in the period since reports put together. So Spring Head bridge, we continue our journey for KCC adoption. We had a further snagging list issued recently, which we're in the process of ironing out. We have responded to KCC on those items. The major element of that is some questioning over some Rd surfacing, around the new traffic light signals which we are getting inspected by pavement engineer and by Balfour Beatty, the contractor to conclude.

**(Simon Dudley)** Do we have like, a a target date for this? We were working, you know, pulling towards a certain date.

**(Paul Abrahams)** Yeah, certainly September this year, subject to the resolution of the the road issues and the extent of those Rd issues. Once they've been inspected by the pavement engineer and by the contractor.

**(Simon Dudley)** What are the road issues?

**(Paul Abrahams)** some degradation of the road surface, particularly the the anti slip surface on the main road down to Thames Way, but it's in hand. We've responded to cases on the majority of queries. It's just those two are awaiting at Alpha BT site inspection to get their opinion as to whether it's a defect or not.

**(Simon Dudley)** OK, so there's going to be some tour on whether or not it's a defect and remediation work necessary.

**(Paul Abrahams)** We're in the process of understanding what worst case scenario is and then obviously when we've got the information from the planning engineer up from the contractor, we can then respond, respond fully on the on the road issue to KCC.

**(Simon Dudley)** Great, Derek,

**(Derek Murphy)** I'm just going to say it and thanks for that, that I'm on their case once a week on this, chasing her up about it and getting it resolved. Brilliant.

**(Simon Dudley)** Yeah, great. It's one of those things like fast track. It would be nice to bring this one to a conclusion. Electricity supply. So we're very close to concluding the variation to the contract with UKPN following HMT's approval of funds back end of last year and liaising closely with our colleagues in Ebbsfleet Central. With regards to the location of the substation of the cable routing, that's very very close to being concluded, which will be a good positive result as well. The positive tunnel, again, we continue to stay very close to our KCC kind of colleagues with regards to the fast-track tunnel project and the procurement of the contractor following the new sub alpha Balfour Beatty's withdrawal. KCC, advised that they are considering other options outside of the Eastern Highways Alliance, which was the framework they were originally considering and looking to make a decision. Summer Stoke autumn of this year to enable a start on site early 2025. If the completion still being programmed by KCC for mid 2026. Our fast-track Rd network will be complete by late 2025 and we meet very regularly with the developers through Whitecliffe, who are all brought into that overall programme. And we have so obviously spoken about the the temporary fast track service already. There are two key challenges which we are working very, very. Hard to resolve with KCC and yes, we will advise on that once we have a once we have a conclusion to to that work that we're currently doing right for thank you board any comments.

**(Simon Dudley)** Some good progress in some of those things, Nick.

**(Nick Shattock)** Can actually go back to the wastewater treatment. So there is it was. It was a step too far to do a replacement. Southern water is now reviewing. The extra over odour control. Issues. So that's basically saying if you want better smells than we are statutory. Greater smile reduction that we are statutorily obliged to do. Then you have to pay for. That's the essence of what they're doing. And who is advising us what sort of target think we're aiming for? And are we thinking about? Some warmer short process towards making the overall wastewater treatment plant look less like a wastewater treatment plant and that residents can feel that they're living in a nice place.

**(Paul Abrahams)** Yeah, sure. We need to take a step backwards before I sort of get to that. The point, if you like, Nick, so Southern Water at this moment in time are working up their preferred option. Their preferred design option for the infrastructure upgrade works. Which they are actually taken to their board tomorrow for final sign off. Once that final design has been signed off by their board and we will then recommence our discussions with KCC with regards to the extra over odour control and which will be essentially a bolt on to their capacity upgrade works with a view to maintaining an odour contour that we have relayed to Southern Water. Timescales in regard to that, probably three to six months in terms of working up that extra over odour control for that would be done in conjunction with Southern Water working up their detailed design assuming that gets approved tomorrow. So it's an efficient way of us incorporating our design within their overall work.

In terms of enhancements, the only enhancement if we go ahead with this will be the extra odour control. There'll be covers to the existing tanks, the circular tanks that are in there, but other than that, there's no aesthetic improvement to the facility that's already there.

**(Ian Piper)** And the advisor, Paul

**(Paul Abrahams)** Advisor, we're taking advice when we get to that stage from Pinsents Mason from a technical and a legal perspective. And we've also got a resource within Arcadis that will give us a second sounding board.

**(Nick Shattock)** But I understand that Pinsents will give you the technical statutory obligation that they have to discharge, which will be some formula which I don't think about. But we need a really fabulous consultant and a very technical error just to say, well, if you want it better, this is the kit you need to be paid.

**(Paul Abrahams)** Pinsents on the technical and primary, so they do that as well, not just sort of this particular. And we're double checking that with Arcadis. So we've got like a belt and braces approach.

**(Nick Shattock)** Sorry to drag the board through this SW board is deciding is deciding what they have, what they have to do and what their Capex. that obligation

**(Paul Abrahams)** They are deciding on the preferred option that Southern Water technical team have chosen upon. They are deciding whether to approve or not approve that that design solution.

**(Nick Shattock)** I'm interested in not having to spend a lot of time walking around that area as to what the team thinks. How significant this issue is? How much improvement we need to make to improve the lives of our existing residents? And to make it an attractive place to be developing houses. From our point, I think what is the scale? What's the scale of the issue? How much do we really need feel we need to improve it? As opposed to what they're extra over is because presumably they're statutory compliant at the moment. And yet everybody says it's relatively unbearable, therefore you know, how urgent is this for our existing residents and how and how much money do we need to spend to make it better or not just what you're employing people.

**(Simon Dudley)** Just to explore that I'd probably. I live about a mile away from the Thames. Also treatment plant, but it's intermittent. Sometimes the smells that you're in bed depending upon. You know you're always trying to pin them down about what's causing it. And then sometimes it, you know, is it prevailing wind? Is it where they are in the process, blah blah, blah. Sometimes you get slightly worse day. You know, it's like, but it's not like a baseline smell. What are we dealing with there?

**(Ian Piper)** The I was gonna say that in in terms of the impact on the local residents and the area generally, it is focused around the odour. You can drive downtown's way. Actually, you wouldn't know visually that there was a wastewater treatment there, so.

That we've already explored the possibility of a brand-new state-of-the-art plant and that the cost. So we've very much focused on the odour. We looked at it from an odour contour point of view which is the sensible way to do it I think. So you know within these odour contours, where's the impact for existing residents, where's the impact of Ebbsfleet Central, where's the impact Blue Lake and our aspirations there. So we then are looking for, we will be looking for Southern Water to come up with a solution for those extra over measures which get the smells down to within acceptable odour consoles for those uses. So that's, you know, we're we're approaching it I think and that sort of scientific objective way. I think it's the only just do it really. But it's like you say, Simon, I think with any source like that, it does tend to be intermittent, wind direction and in just general climatic conditions clearly make an impact and anecdotally you could go up to Springhead Park one day and you can smell it quite strongly another day.

**(Nick Shattock)** A site in Beddington that we knew we couldn't take the back or return it down on certain days and you try to work out what the science was.

**(Simon Dudley)** Yeah, I found it difficult to pin down exactly what is positive is it can be measured

**(Richard Garvey)** Is it a subjective thing? Actually. And then the extra over, we know we you know you'd be getting

**(Paul Abrahams)** yes within reason. Yes, we have a no doubt that. Objectively measured, no, it's not complete space. It's correct.

**(Simon Dudley)** Is it something which is capable of significantly addressing through the treatment process that they're running? Yeah. As opposed to, you know, something more dramatic from a CapEx perspective?

**(Paul Abrahams)** Yes, yes, I mean, I don't know the the technicalities of it, but basically it it adds something to the treatment process that reduces the odour essentially. Yeah. Yeah, yeah, that's fine. The majority of the complaints come when there's over pumping in in action. So there's a failure in the system somewhere. There's a backup at the treatment works, which means they then have to tank of effluent away. That's when we tend to get the majority of the complaints. So in reality, they need to operate the thing appropriately. Or they come come in hand to us. Yeah. I mean, I think that there's always gonna be the what ifs. If there is a malfunction in the system somewhere. Again, that's on them because that is upon them. Yes.

**(Simon Dudley)** OK. I think it will be. It will be good for us to have a clear understanding about what the issue is and that which is within their responsibility. So we don't get drawn into. I'm sure we're not going to, but we don't get drawn into trying to create a solution for this, which is an expense of public taxpayer when in reality it's an operational issue primarily on their property.

**(Ian Piper)** It's it's always been one of the sort of main fundamental issues around us. Intervening is actually what should they be doing anyway. And that's clearly

should be the sort of expansion and the environmental and it's it's going to be true with this as well. So we've been taking quite a lot of advice around that, what obligations, et cetera and absolutely we know there's a line there.

Yeah, well, we should not be going over the application. Do what they are. We want to do great.

**(Simon Dudley)** Yeah, I'm really sure we don't do that. That's why we've got the independent assessors involved. Right. Just don't have an excellent record, general.

**(Simon Dudley)** All right, so thank you very much for that debate there. Thank you. Yes, Jeremy.

**(Jeremy Kite)** Just on that last issue, the anecdotal idea we had the problem at the fridge, you might remember exactly the same issue. And I will tell you what they told you anecdotally, which was that what we do create smells. And with that's why we locate where we locate. But you insist on building houses next to them and therefore the problem is effectively yours because, you know, we do quite smells and if it's your problem, if you want to put out that's what they told us. Fundamentally, 2 issues I want to raise quickly. First of way finding I don't want to get into this is a very detailed issue because I just give a warning about the the signpost, totems and lectins. It's quite a big industry this now and and there seems to be a sort of a convention and a bit of a momentum building around very similar designs of totems around places. It's very modern. I can tell you they are failing at quite a big rate in Dartford and I think we just need to be very alive. Every sign a wife finding wife. Only contractor I've ever had, consultants said. Are these finger poser guaranteed always be pointing the right direction? These flags are guaranteed never to come apart. These totems are guaranteed to be vandal proof and every single one has gone wrong. Every single flag is flagging every single time has been smashed, but at some point or other. I just think we need to be is ironic because the stuff that really works in Dartford is the Victorian stuff and which doesn't. It doesn't move, doesn't change, doesn't get vandalised. So I just think we need to be, I mean, nothing for us to be get detail involved in, but just because something looks shiny and bright, frankly, it fails quite a lot. But I think it's it's better to be more resilient. The second thing is about mobility as a service, which I see is cropping up here. Yeah, we were going to do, if you remember a little bit of a common-sense check on the benefits to local people here for it. I know there was a big drive inside KCC for it. I know they're very, very keen on it, but the truth is there was a concern that it was reinventing the wheel for what is a fairly sophisticated transport environment here anyway, with fast track and apps and all the rest of it. And it really, it might actually prove to be a bit of a white elephant here. I'm not suggesting it will. I think the scheme itself is really good and I've seen it and it's improving rapidly from its from its early start which wasn't impressive. But the truth is I think we did, we need to rationalise whether. Before we invest, whether our systems and what people are using because they are commuting largely in that direction is actually going to be a great investment. So if you just reassure me that that's happened, we might even get a perhaps even get MAAS to

come back and talk to us so we can understand what the thing actually means. It seemed to me be doubling up on a lot of commercially available apps. But, you know, perhaps it's moved on. I just don't know.

**(Ian Piper)** We we we're yet to do that sort of real in-depth scrutiny for..

**(Jeremy Kite)** I think it's very, very difficult to make sure that we do this at this point it to us. KCC are looking to EDC for future funding, so they want us to sneak through without us actually seeing what's been spent on it. That's cool. They may be really good, but I just haven't seen it.

**(Simon Dudley)** Alright, Jeremy, it's good points there. Thank you very much, although I think we've had a good debate. Yes, thank you. Can I just, is there a colleague in Dartford that we could speak to regarding those totems, Jeremy?

**(Jeremy Kite)** Oh, yes.

**(Ian Piper)** is it Peter?

**(Jeremy Kite)** I'm not even gonna accept the embarrassment of, you knowing the officer and me not knowing. I'll just make it good. Will be Peter.

**(Simon Dudley)** OK. Thank you. Basically, don't put them places where people can. You know, trades can reverse into them and then they're all bent. So thank you very much for all of that. So that is for noting. Thank you. And Gerard, we've got updated procurement and contract management policies. Thank you.

**(Gerard Whiteman)** Chair paper in front of you is seeking board approval for the two updated policies, the procurement policy and contract planning policy. Particularly procurement policy, it's gone through numerous iterations reviews redrafts. I'm pleased to say that we've now come up with a final version and endorsed by the ARAC, and it is now in front of you seeking approval to be implemented, as is the contract management.

**(Simon Dudley)** Right, Fred, is chair of Arac. You're comfortable?

**(Fred Maroudas)** Yeah. We've had a long series of discussions. Having significantly improve and and quite a very good basic, or whether procurement and contact management. So we're very happy to endorse them.

**(Simon Dudley)** Right. That's insurance we're looking for or would any comments? Yes, Valerie.

**(Valerie Owen)** The procurement contracts, it's such a silent on how the framework opportunities are put together. And very often, for example, they are so onerous in terms of demands that it may exclude smaller practises and innovative practises that you know, people 40 under 40. If you look at the architecture, you know we're looking for really great results here. I I just don't understand how the framework process works because it just doesn't explain it really in this document and indeed how we make sure that we are genuinely focusing up to the market whilst at the same time managing risk, you know, to make sure we've got insurance cover and

guarantee and so on. But it's a universal problem but somewhere like here it would be such a shame to exclude

**(Ian Piper)** we're not talking in this instance about our own. So we're talking about accessing frameworks that exist. Managed by other people. So that's one of the ways. We to market. I think there are two schools of thoughts, one of which is actually using a third-party framework, has lots of benefits because suppliers have been tested and so on, but I think Valerie your point about. is that's OK, but they can also be restrictive, and they may not provide you the suppliers that you particularly want to access for certain types of services so we've had a long discussion about that and I'm very much of the view that procuring managers, we as an organisation should examine the options for external frameworks and use them where that makes sense and that we're confident that the suppliers on there can deliver the service that want to the right suppliers but but they are not the be all and end all and where we think there's a better route to achieve to achieve them, we should we should not and we will run a process ourselves on request for quotes or full ITT so it is horses for horses, but it's about accessing third party frameworks.

**(Valerie Owen)** OK, thank you. So our frameworks, maybe we should come back to another time, but that's certainly answers the question on this policy and the other one was around the contract management policy and the annex about safe harbours because. I just B&C. So additional work supplies might become necessary. They can't exceed more than 50% of the base contract and similarly with C modification of contract brought about by circumstances were unforeseen. Again, can't be more than 50% of the value of the original contract, but it also says that you can have these cumulative variations. In other words, it seems to me that there's no safeguard at all or not public money with regard to the safe harbours.

**(Gerard Whiteman)** Definitely strange. It's it's strange, but that's how it works in practise, each one isn't cumulatively added up. Each instance is taken as the 50% of the original base, and you can have numerous of them as long as they fit those.

**(Valerie Owen)** So how do we manage the contracts then?

**(Gerard Whiteman)** I mean, so we had a contract modification discussion at Eric today which outlined our process and the procedure on how we will manage this. We'll be reporting B's and C's to Arak on as they occur. They would be very. Less likely to be reached.

**(Ian Piper)**....For very good reasons, is the first of the same harbours, but there are criteria and premises. It's accepted to use those which we have to comply with them. The rates the the point you you make and I think in doing quite a bit of work around this over the last few months. There's some sort of background cases around this and it isn't what I've read. It's not. It's not hugely clear there is a, but I think so. Firstly they'll be used very, very rarely by us secondly they will be being reported to ARAC. So I think they will be full transparency there...

**(Jen Hunt)** B&C specifically require a notice to be put up on publicly if you use them. Yes, there's a safeguard there as well. And I say, you know, they, they they have only been using a couple of very, very unique instances on contracts to date by us, particularly around say the SSSI and we need to do some work immediately on something we could not have foreseen. And therefore you could use it. But yeah, they've hardly been used for that reason as being said, because they're very rare in.

**(Valerie Owen)** And if we think it's unreasonable and presumably can we, is that exit strategies in the contract that says sort of understood mechanism? Truly exceeds. You know, when we thought we were going at the particular.

**(Ian Piper)** So this is these would be used where we need to monitor supply demand something efficient where we are we're wanting to modify the contract.

**(Valerie Owen)** Thank you. I seem to have to misunderstood that. All right, but OK. But we can we, there's a process in place to manage it is what you're saying. And thank you very much.

**(Simon Dudley)** Alright so. We've been asked to approve the procurement policy contract management policies here, the board happy with that. Right. Thank you very much indeed. And as always, we've got some excellent questions from the public. We will be publishing our response to those on our website today. Keep your questions coming. Keep us on our toes. Hold us to account. That then brings us to the end of part one. Business for today we have our next board meeting 8th May. Thank you very much for joining us and we look forward to seeing you on the 8th of May. Thank you.

● **Denise Johnson** stopped transcription