

**PART I MINUTES**  
**of the Board meeting of the Ebbsfleet Development Corporation (EDC)**  
**held at 1pm on Wednesday 5 March 2025**  
**taking place at the Observatory, Castle Hill, Ebbsfleet**

**Board Members Present:**

Simon Dudley (Chair)  
Simon Blanchflower CBE  
Neil Cameron KC  
Fred Maroudas  
Valerie Owen OBE  
Nick Shattock  
Ian Piper (EDC CEO)

**Apologies:**

Cllr John Burden  
Cllr Jeremy Kite MBE  
Cllr Derek Murphy

**In Attendance:**

Parbej Ali	Boardroom Apprentice Programme
Paul Abrahams	EDC Director of Infrastructure & Enabling Works
Jen Hunt	EDC Director of Development
Mark Pullin	EDC Director of Planning & Place
Gerard Whiteman	EDC Director of Corporate Services
Caroline Alexander	EDC Head of Marketing and Communications
Kevin McGeough	EDC Head of Strategy and Placemaking (Part I only)
Simon Harrison	EDC Head of Design (Part I only)
Kelly Haynes	EDC Environment & Sustainability Manager (Part I only)
Mary Rouse	EDC Community Building Manager (Part I only)
James Richardson	EDC Head of HR & Corporate Affairs
Elizabeth Roach	EDC Board Secretariat

**PART ONE**

**Item 1**

1.1 The Chair welcomed those present to the meeting, which was taking place at the Ebbsfleet Development Corporation's offices in Ebbsfleet.

1.2 Board members noted that Part I of the meeting was being recorded and that the video and transcript would be published on EDC's website after the meeting. The Board also noted that Part I papers had been made available on the Corporation's website.

**Apologies**

1.3 Apologies had been received from Cllr Burden, Cllr Kite and Cllr Murphy.

## **Declarations of Interest**

1.4 The Chair asked for declarations. Declarations are recorded in full on the Register of Interests that is available from the EDC website, including the standing declarations of Planning Committee members. No additional declarations were made.

## **Part 1 Minutes of the 29 January 2025 Meeting**

1.5 The Board agreed the Part I minutes of the 29 January 2025 Board meeting.

## **Actions Log**

1.6 The Board reviewed the Actions Log. There were three open actions, one of which would be discussed in Part II of the meeting and the others to report to Board in May.

## **Item 2      Chief Executive's Reports**

### **2(a) CEO's Strategic Report (Paper 025/013)**

2.1 Ian Piper's Part I CEO report was Paper 025/013, covering health, safety and wellbeing, the Government Spending Review, the Corporation's next corporate plan and also the MIPIM and UKREiif property and investment events that EDC would be represented at.

2.2 Ian informed the Board that the Corporation's budget for 2025/26 had still not been confirmed by MHCLG and that this was starting to affect some spend decisions. Ian said that at MIPIM the following week EDC was hosting a breakfast for potential investors; he, Jen Hunt and Neil Cameron would attend for EDC. Neil informed the Board that whilst he was attending the EDC breakfast for EDC, he was not at MIPIM at the expense of the Corporation.

2.3 The Board **NOTED** the report.

### **2(b) Communications and Marketing Report (Paper 025/014)**

2.4 Caroline Alexander presented Paper 025/014, providing an update on communications and marketing activity since the January Board meeting. Caroline highlighted her work supporting the Ebbsfleet Garden City Trust on communications of two new community buildings at Weldon and said drone footage would soon be available showing progress of the build. She also drew the Board's attention to the Magical Winter Festival that took place in February, planned communications and social media for the upcoming MIPIM and UKREiif conferences in March and May, and the Building New Communities conference in April where Simon Harrison would sit on the 'Health, Happiness and Beautiful Homes' panel. Finally, Caroline informed the Board that a reporter for the Telegraph would be visiting Ebbsfleet in April for a tour.

2.5 The Chair asked for comments or questions. Neil Cameron referred to the recent Eurostar news which he said seemed to concentrate mainly on Ashford and their local MPs. He asked whether EDC and the Dartford and Gravesham MPs had been involved. Caroline explained EDC had been invited to participate on one recent occasion but had declined as it was not considered appropriate in that instance. She added that EDC was continuing to support the return of Eurostar services to Ebbsfleet International.

2.6 Valerie Owen referred to the new community buildings, and the decision to use 'Weldon' instead of 'Ebbsfleet'. She also queried the relatively low number of website views of the Corporation's Planning & Design webpage. Ian Piper reassured Valerie that there was no intention to reduce use of 'Ebbsfleet', and that in the case of the community buildings local residents had chosen the names and both reflected the neighbourhood name. On the website, Caroline said that the Planning & Design webpage provided mainly technical information which explained the lower number of views. She said that when there was specific news on a project or development then this would be covered on the 'Regeneration' and 'News' sections of the website and the nature of this resulted in more views.

2.7 Parbej Ali asked about the varying dates within the Board paper and the annexes. Caroline said that this was due to the cycle of Board meetings and the constraints of Google analytics which meant the dates could not be fully aligned. Caroline agreed to look at this further and make it clearer where necessary in the annexes.

2.8 The Board **NOTED** the report.

### **Item 3**      **Director of Planning and Place's Part I Reports**

#### **3(a) Planning, Design and Delivery Report (Paper 025/015)**

3.1 Mark Pullin presented Paper 025/015 that provided an update on planning, design and delivery across Ebbsfleet. Mark started by confirming the approval of the temporary school at Alkerden which will open in September 2025. He said that pre-apps had been received for the residential fourth phase at Ashmere and the final phase at Harbour Village from Bellway. On housing completions, Mark said that a small number this month would mean that the annual target of 620 would be exceeded. Moving on to the evening's Planning Committee Mark said that the third phase at Ashmere would be presented by Vistry and Clarion. Finally, Mark confirmed that correct processes had been followed in relation to the LRCH DCO cost decision and a letter was duly sent to LRCH and the Official Receiver, and an acknowledgement has been received from the latter.

3.2 Simon Blanchflower asked whether Redrow had made any progress on bringing forward the allotments and community garden at Ebbsfleet Green. Mark confirmed that trees and benches had now been ordered and final works should complete in April. Simon also referred to the Eastern Quarry S73 and asked for further information regarding specialist elderly accommodation. Mark said pre-app discussions are underway on potential parcels at Alkerden and Ashmere and EDC is keen to support these. Simon then asked for an update regarding the Local Authorities' responses to the Ebbsfleet Central S106 and Mark said responses had been slower than expected due to resourcing challenges, and the team is doing what it can to escalate the matter.

3.3 Nick Shattock asked if the Chartway Packaged Living scheme comprised of apartments or houses. Mark said it was a mixture of houses and affordable apartments. Nick then asked if sales records were available for new homes, and Mark explained that occupation and completion figures were considered to be the same. Finally, Nick referred to the current problems in the London housing market and the potential impact on registered providers in Ebbsfleet. Mark said that due to the current phasing of the development, not many housebuilders were seeking new RP partners and where the affordable housing is coming through via s106 obligations there is a combination of houses and apartments as apartment-only schemes are not in demand. He added that Henley Camland had raised concerns around the lack of interest in the apartments at Alkerden Market Centre, and EDC continued to liaise with the Local Authority Housing teams to monitor the situation.

3.4 The Chair asked if there were concerns around shared ownership and whether this was slowing down the pace of delivery. Ian Piper said affordable housing at Ebbsfleet was related to S106 agreements and was not grant related, adding that, in relation to registered providers, the challenges in raising private finance which were well documented had not impacted delivery at Ebbsfleet. Valerie Owen asked if more could be done to attract shared ownership and registered provider investors and Ian agreed that the fact that infrastructure is already in place at Ebbsfleet makes investment in the area attractive.

3.5 Neil Cameron referenced the dashboard and said that although there were only nine completions, the reason for the previous quarter's high figures were because of a large number of flat completions. Neil asked about the future completions pipeline, including affordable homes. Mark Pullin said that future projections were positive, and more flats are expected in Cable Wharf, Harbour Village is mainly houses and Alkerden and Ashmere have a combination of apartments and houses coming forward.

3.6 The Board **NOTED** the paper.

<b>01-02</b>	Officers to liaise with registered providers and housebuilders to get an updated picture on delivery of affordable housing in Ebbsfleet. <b>Action: Mark Pullin</b>
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### **3(b) Ebbsfleet Living (Paper 025/016)**

3.7 Kevin McGeough presented Paper 025/016 which reported on community building activities since the last Board meeting in January. Kevin highlighted that the Community Board had recently managed a recruitment process and as a result nine new members had been appointed to the Board. This meant that all eight of the Ebbsfleet neighbourhoods were represented. Kevin also flagged that 18 Community Fund applications had been received in the current round, and that following EDC's funding contribution to the Salvation Army's mobile community vehicle, the charity had now secured the remaining funds and the design phase had begun. The Chair asked Kevin to ensure that EDC be included on the vehicle branding.

3.8 Kevin moved on to report that the Winter Lights Festival had had the largest attendance of any Ebbsfleet event to date, and also highlighted the recent North Kent apprenticeship event with 700 visitors and 39 employers present.

3.9 The Board **NOTED** the report.

### **3(c) Resident Satisfaction Survey 2024 and Outcomes Framework (Paper 025/017)**

3.10 Mary Rouse, EDC's Community Building Manager, presented Paper 025/017 which reported on the results of the 2024 Resident Satisfaction Survey and the refresh of the Outcomes Framework. The Board had discussed the results in detail at its recent strategy day.

3.11 Mary said that there had been a good response rate to the survey, and highlighted the positive scores on community participation which meant that EDC had met its KPI12 target for the year. She added that the new data collected regarding the demographics at Ebbsfleet provided very useful new information on residents, and that this would help the Corporation in respect of the Public Sector Equality Duty. Mary said that it would help to shape placemaking activities and also influence the design of health and leisure infrastructure and physical connectivity such as transport, cycle routes and pathways. Mark highlighted one

metric which suggested lower levels of volunteering in the Ebbsfleet area compared to national data, and said that this could be due to young couples and families without much free time being a significant group in the area.

3.12 The Chair noted the positive results and also the positive comparison to national data. The Chair asked when the next survey was due. Mary confirmed it would be in Autumn. The Board noted that some significant projects were due to complete before this, and that this should have a positive impact on questions about connectivity, transport and community facilities. Board agreed it would be important to promote these positive developments. Simon Blanchflower suggested that feedback along the lines of 'you said, we did' might be considered when the next survey is launched. The Chair asked when the survey results would be publicised; Caroline confirmed this would start the day following the Board meeting.

3.13 The Board **NOTED** the report.

### **3(d) Ebbsfleet Environment Programme 2025/26 and Annual Decarbonisation Report (Paper 025/018)**

3.14 Simon Harrison presented Paper 025/018 which covered the Ebbsfleet environment programme and also the first Annual Decarbonisation Report. Simon started by updating on the progress on the Environment Sustainability Action Plan 2024/25 and setting out the forward plan of works for next year for which RDEL funding of £154k was being requested.

3.15 The Chair invited comments on the Action Plan. Simon Blanchflower asked if the team had moved to 'science based' targets for the 2025/26 trajectory, as demonstrated by other organisations. Simon Harrison confirmed that he had liaised with Old Oak and Park Royal Development Corporation, as well as some private sector organisations, and that this had led to information sharing on science-based targets and methodologies. Simon then asked for more information about the 24/25 'energy innovation demonstrator' project. Simon Harrison explained that this would involve testing the feasibility of retrofitting a microgrid system to a particular row of buildings along the Fastrack route owned by the same Housing Association. The Chair asked the Board if they were happy to approve the RDEL funding of £154,000, subject to confirmation of EDC's SR budget allocation, and the Board agreed.

3.16 Simon Harrison moved on to present the first Ebbsfleet Annual Decarbonisation Report, and started by outlining the methodology used to monitor decarbonisation performance in Ebbsfleet. The Chair asked for questions. Valerie asked for clarification of EDC's targets versus Ebbsfleet as a whole. Simon explained that EDC's target is to be carbon neutral by 2030 and the city-wide target is net zero carbon by the time of completion.

3.17 Simon Blanchflower asked about the installation of air source heat pumps, post completion. Simon Harrison said that this data was not available as retro fitting these units did not always need planning permission. Neil Cameron referenced one of the key headlines in the report under 'Buildings' and asked if the reference to fossil fuel free developments should refer to 'reserved matters' being granted, rather than 'planning permission', and Simon agreed.

3.18 Nick Shattock referred to the green map and asked if the Corporation could influence the planting of more trees via the planning system. Simon replied that EDC set a minimum number of street trees per 15 metre length of street typology. Nick then asked for a ten year ideal scenario and Simon confirmed one tree per dwelling via planning permission plus a planting programme resulting in 1,000 trees per annum was a realistic informal target. Simon also referenced the maturity of the trees used and flagged that the Public Realm Strategy

sets out a maturity level over and above the minimum requirement of a typical planning permission.

3.19 The Board **APPROVED** RDEL funding of £154,000 (inclusive of VAT) to deliver the environment programme in 2025-26 and **NOTED** the publication of the Ebbsfleet Annual Decarbonisation Report 24-25 on EDC's website.

#### **Item 4            Development, Infrastructure & Enabling Works Part I Update (Paper 025/019)**

4.1 Jen Hunt and Paul Abrahams' report was Paper 025/019, covering development, infrastructure and enabling works projects. Paul started by updating the Board on the Springhead Bridge where the remedial works were now complete other than one final minor repair. Paul said that he would be working with KCC so that the works could be signed off soon. On the Northfleet waste water treatment works, Paul said that there was a four day workshop taking place currently on the Option B proposals for extra over odour controls. On the Fastrack Bean tunnel, Paul reported that KCC had not yet been able to resolve biodiversity net gain requirements and this had resulted in a further delay to planning determination.

4.2 Jen Hunt then provided updates on development projects. She focussed on the continued good progress of the construction of the two Ebbsfleet Green community buildings and also the Ebbsfleet Central Phase 1 outline business case which had received approval from MHCLG the week before the Board meeting.

4.3 The Board **NOTED** the report.

#### **Item 5            Responses to Written Questions from Members of the Public**

5.1 The Chair referred to the Board responses to public questions that had been received prior to the meeting, and confirmed that responses would now be published on the EDC website.

5.2 It was noted that a video of Part I of the meeting would be made available on the website following the meeting, and that the Part I minutes of the meeting would be made available online once agreed by Board at the next meeting.

5.3 The Chair ended Part I of the meeting by thanking Cllr Murphy for his contribution to the Board as the nominated representative of KCC. He said that Cllr Murphy had informed him he would not be standing at the next KCC elections on 1 May and so the March Board meeting was his last meeting as Board member. The Board noted the contribution Cllr Murphy had made and thanked him for his input over the years.

#### **Any Other Business**

**The Chair declared the public part of the meeting closed. Part Two of the meeting concerning matters solely of commercial or personal confidentiality and for which the public was excluded would now commence.**

## **Summary of March 2025 Board Meeting Part II Agenda Items and Decisions**

### **Item 6**

The Board approved the Part II minutes of the January 2025 Board meeting.

### **Item 7**      **CEO's Commercial/Confidential Update (Paper 025/020)**

The Board received a report from the CEO on commercial and confidential matters. The Board NOTED the report.

### **Item 8**      **EGCT 25/26 Revenue Funding Approval (Paper 025/021)**

The Board received a report on Ebbsfleet Garden City Trust funding. The Board APPROVED up to £275,000 Revenue Funding toward the Trust from April 2025 to end March 2026 to cover both their operational costs, and £25,000 of funding to be ring-fenced for Ebbsfleet Community Fund.

### **Item 9**      **2025/26 Business Plan (Paper 025/022)**

The Board received the final draft 2025/26 Business Plan. The Board APPROVED the final draft business plan for 2025-26 so that it can be submitted to MHCLG for approval prior to publication, subject to incorporating the amendments to the KPIs and text that the Board agreed in the meeting. The Board also APPROVED the organisational performance measures set out in the report and the proposed process for reporting outputs to Board.

### **Item 10**      **Development – Part II General Report (Paper 025/023)**

The Board received an update on commercial confidential matters connected to development projects. The Board NOTED the update.

### **Item 11**      **Annual Report and Accounts 2023/24**

The Board received the final Annual Report and Accounts 2023/24. The Board APPROVED the final version of the 23/24 Annual Report & Accounts document and APPROVED the delegation of authority to the EDC Accounting Officer and the Director of Corporate Services in making any final minor amendments as necessary. Board ENDORSED the Accounting Officer to provide the Letter of Representation, noting that minor changes to the wording would be made in agreement with NAO, and to lay the 23/24 Report and Accounts before Parliament.