

PART I MINUTES
of the Board meeting of the Ebbsfleet Development Corporation (EDC)
held at 1pm on Wednesday 19 November 2025
taking place at the Observatory, Castle Hill, Ebbsfleet

Board Members Present:

David Prout CB (Chair)
Simon Blanchflower CBE
Cllr John Burden
Neil Cameron KC (except for part of Item 13)
Cllr Jeremy Kite MBE (to the end of Item 3b)
Valerie Owen OBE (except for part of Item 13)
Nick Shattock
Ian Piper (EDC CEO)

Apologies:

None

In Attendance:

Lise-Anne Boissiere	MHCLG Director, New Towns, Infrastructure & Housing Delivery
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 (except for part of Item 13)
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 and Sustainability (Item 11 only)
James Richardson	EDC Head of HR & Corporate Affairs
Elizabeth Roach	EDC Board Secretariat

PART ONE

Item 1

1.1 EDC's Chair, David Prout, welcomed those present to the meeting. The meeting was taking place at the 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.

1.3 The Chair said that the meeting was Parbej Ali's last as EDC's 2025 Boardroom Apprentice. He thanked Parbej for his input over the year. He also introduced Lise-Anne Boissiere, MHCLG's job share Director of New Towns, Infrastructure & Housing Delivery.

Apologies

1.4 No apologies for absence; all Board members were present at the meeting.

Declarations of Interest

1.5 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.

1.6 Cllr Kite said that he currently sat on the Thames Estuary Growth Board as a public representative, but that the Board was transitioning from public to private, and this meant he would in future become a private director of the Growth Board.

Part 1 Minutes of the 24 September 2025 Meeting

1.6 The Board agreed the Part I minutes of the 24 September Board meeting. Following up on a matter from the minutes, Nick Shattock asked whether there was any update on the Thames Way lorry incident that the Board had discussed in September. Ian Piper said that EDC had received compensation from the lorry owner, but that there was no new information to report on the causes of the incident. The Board noted the role of the Police and Highways Authority in this matter.

Actions Log

1.7 The Board reviewed the Actions Log. Ian Piper said that there were three open actions, and all were being progressed. Noting the 2026 Forward Look, the Chair remarked that the February agenda was looking very busy. Board agreed that if there was any significant news on EDC's budget for 2026 – 2030 before the next meeting then a separate Board briefing session might need to be arranged.

01-06	Board members to be notified of any decision on EDC's future budget once it is confirmed. Board briefing session on this to be arranged outside of the normal Board meeting cycle if required. Action: Ian Piper
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1.8 Before moving on to the CEO Part I report, the Chair said that the Secretary of State for Housing, Communities and Local Government and also the Minister for Housing and Planning had visited Ebbsfleet the day before the Board meeting. He said it had been a very successful visit, including a visit to the Observatory, a journey on a new Fastrack electric bus, and visits to the Alkerden Education Campus and the site of the 5,000th home at Western Cross (Ashmere).

Item 2 Chief Executive's Report

2(a) CEO's Strategic Report (Paper 025/061)

2.1 Ian Piper's Part I CEO report was Paper 025/061, covering governance, an update on budgets, corporate planning / business planning, and also the Corporation's mid year performance report. Ian started with a series of updates, reporting first that MHCLG had recently launched the public appointments campaign for the two Board NED vacancies. He said that the approvals of the KCC Board and Planning Committee nominated representatives were still progressing through the MHCLG approvals process.

2.2 Ian moved on to inform the Board that a Board effectiveness review would be conducted in January and February 2026, and in line with Cabinet Office requirements the 2026 review would be led by an external reviewer. The Chair said that he had identified a lead for this work. Ian provided a short update on budgets, saying that whilst there was no firm news yet, he had a sense that the MHCLG processes were drawing to a close and so he was hopeful of EDC's budget being confirmed soon.

2.3 Ian finished his update by reporting to the Board on the Q2 performance report. He said that good progress was being made on the 'key actions' for the year, but that some of the KPIs were off target due to the slowing housing market. The Board discussed performance, focussing on housing completions. The consensus of the Board was that although EDC expected to miss the overall completions target for the year, the Ebbsfleet completion figures were still very positive and appeared to be ahead of national figures.

2.4 Lise-Anne asked if there were additional levers MHCLG and EDC could pull on housing delivery. Ian said that developers would be keen to see some form of stimulus, and that given the changing market he expected developers to be looking at diversification of type and tenure. Neil Cameron highlighted specific EDC-levers, including changes to S106 agreements. He said that he would not want to undermine design integrity, but that this was something that could be looked at. He said that there was no shortage of planning permissions in Ebbsfleet, so EDC needed to ensure delivering these remained attractive to developers.

2.5 Valerie Owen said that whilst it was disappointing some developers were slowing delivery, delays to 2025/26 completions would boost 2026/27 numbers. Ian agreed this could be the case, but also that there appeared to be more widespread slowing, and he expected next year's completions number to be nearer 400 than the c.500 expected this year. Cllr Kite said that EDC needed to be mindful of the risk that housebuilders would focus on some of the new opportunities Government had opened up – including grey belt delivery and also housebuilding around stations – in place of building on traditional brownfield sites. The Chair said that EDC needed to be confident of the Ebbsfleet offer, and that with the new school about to open the area was a strong proposition, and EDC needed to use its influence.

2.6 The Chair finished the item by providing a short update on the launch of the EDC CEO recruitment campaign, remarking that this had followed Ian's recent decision to retire after 8 years. The Chair said that there had been some strong early interest and confirmed the selection panel for the interviews. James Richardson said final interviews would be taking place on 12 January.

2.7 The Board **NOTED** the update.

Item 3 **Director of Planning and Place's Reports**

3(a) Planning, Design and Delivery Report (Paper 025/062)

3.1 Mark Pullin presented Paper 025/062 that provided an update on planning, design and delivery across Ebbsfleet. Mark started by updating the Board on the Ebbsfleet Central S106 Agreements, reporting that the agreement with GBC was expected to be completed by the end of the week, that the DBC agreement was progressing and that a meeting with KCC to discuss their agreement had been scheduled for 20 November.

3.2 On housing delivery, Mark said that EDC continued to liaise with developers to try to understand levers that could be used to bring forward homes, and that good conversations had been held with Dandara and Bellway. He said that there had been 284 completions so far this year, and that the 17 December Planning Committee would focus on Harbour Village Phase 3B, Abacus Corner and Ashmere Phase 4. He said that the former Berkeley Modular Housing Factory had been sold to Axel Logistics.

3.3 Moving on, Mark referred to Open Digital Planning joint work with Gravesham and Dartford, and also recent work with developers on the landscape audits. Finally, Mark highlighted the delivery dashboard risk previously flagged around delays in statutory consultee responses and said that he expected this risk to lessen as both KCC Highways and KCC Heritage had recently secured extra resourcing.

3.4 The Chair invited questions. Cllr Kite questioned why some statutory consultees seemed to delay their responses, and questioned why determination of applications was then required to wait. Mark explained that different consultees had different statuses in different scenarios, and also that consultees sometimes submitted 'holding objections' as a way to get more time to deal with consultations. Valerie Owen asked if a third party could lodge a judicial review if a statutory consultee had not responded but a decision had been taken by the LPA; Mark said that this was a risk, and that the LPA would have to ensure the planning appraisal had been covered appropriately and robustly.

3.5 Nick Shattock asked if the Ebbsfleet Central application offered 35% affordable housing and Mark confirmed that the S106 would secure it. Nick also asked if a Design and Access Statement would be coming forward for this project; Mark said an Area Masterplan and Area Design Code was being looked at for EC2 (carparks A & B). Nick asked if a plan of Eastern Quarry detailing what had been completed and what was still to come could be prepared for the next Board meeting; Mark agreed. Finally, Nick commented that the housing completion data reflected current market conditions, and that in his view conditions were unlikely to improve soon. Mark said regular discussions are held with developers and the Local Authorities around affordable housing delivery whilst still maintaining EDC's vision and design quality. Valerie Owen said she had recently attended a forum at Dover District Council highlighting the rise in digital solutions and had been very impressed.

3.6 The Chair said that he would like to see some enhancements to the dashboard so that the Board could get a better sense of 'actual' delivery versus 'forecast' delivery, and whether EDC and partners were on target or whether there was slippage. He also remarked on the risks sets out in the dashboard, and suggested that the risk of demand be included and assessed. Finally, referring to the Landscape Audits, he said that he had noticed there were a lot of dead trees in the area, and said that he would like statistics to be shared with him.

3.7 The Board **NOTED** the paper.

02-06	Map of Eastern Quarry (Whitecliffe) delivery to be shared with the Board at the next meeting. Action: Mark Pullin
03-06	Delivery dashboard enhancements to be implemented, including to enable Board to track progress and on housing delivery risks. Action: Mark Pullin
04-06	Information on the number of dead and replanted trees to be shared with the EDC Chair. Action: Mark Pullin

3(b) Ebbsfleet Living (Paper 025/063)

3.8 Kevin McGeough presented Paper 025/063 which reported on community building activities since the last Board meeting in September. Kevin drew out highlights, starting with the recent Space in the Place publication which had been utilised when designing the Weldon community buildings in collaboration with local residents. Kevin also flagged the launch of the 2026 Resident Satisfaction Survey, and the launch of the Whitecliffe Lakes Parkrun which had had record attendance in Kent for a new Parkrun, and that had been supported by 50 local volunteers. Kevin said EDC had worked with a number of local partners including RMG, Henly Camland, Blue Bean Coffee and DBC to enable the launch.

3.9 The Chair congratulated Kevin on the progress and invited comments. Cllr Kite praised the launch of the Parkrun and the opportunity this presented, and Simon Blanchflower asked for more detail on the upcoming Japanese events. Kevin explained the event was the second running of a Japanese festival in Ebbsfleet, and that it had been requested by the Ebbsfleet Design Group which was made up of local residents.

3.10 Nick Shattock praised the Community Development training programme and its focus on helping residents to take control of their own estate management matters. Valerie Owen commended the Space in the Place report, but flagged the challenge of some smaller buildings having less flexible spaces. Kevin explained the difference in funding requirements between locally focussed buildings and Ebbsfleet-wide buildings.

3.11 The Board **NOTED** the report. Cllr Kite left the meeting at this point.

Item 4 Development, Infrastructure & Enabling Works Part I Update (Paper 025/064)

4.1 Jen Hunt and Paul Abrahams' report was Paper 025/064, covering development, infrastructure and enabling works projects. Jen started by updating the Board on progress at Ebbsfleet Central and said good progress had been made on the RIBA Stage 2 re-design. A final report would be presented to December's Project Board meeting. She added that the ground investigation works at Northfleet Embankment East were now complete and would inform an enabling works strategy for the scheme. Finally, Jen reported good progress at the Weldon community buildings with the sports pitches having been installed at the Wellbeing Pavilion and completion at Weldon Heart expected by the end of this calendar year.

4.2 Paul informed the Board that Southern Water had now confirmed they would deliver their growth scheme at the waste water treatment plant in Northfleet by March 2030 with an expected start on site in late 2026 or early 2027. On the Fastrack Bean Tunnels project, Paul said that comments had now been received from Bluewater's lawyers, BCLP, and a review was underway. Paul said the final Consolidated Agreement was expected by the end of December.

4.3 The Chair invited comments. Neil Cameron asked about the progress of Springhead Bridge. Paul said the targeted date for adoption by KCC was Spring 2026. Ian Piper added that all the remedials associated with the agreements had now been cleared and sign off was awaited from KCC.

4.4 The Board **NOTED** the report.

Item 5 **Chief Executive's Finance, Operations and Programme Report (Paper 025/065)**

5.1 Ian Piper presented Paper 025/065 that provided the quarterly update on finance, operations and programme. Ian confirmed the Corporation's latest RDEL and CDEL forecast figures, with RDEL expected to be £7.33m and CDEL outturn expected to be £18.98m.

5.2 Simon Blanchflower asked if analysis was being undertaken to ensure robust outturn forecasting. Ian replied that forecasts were regularly reviewed, and that recent analysis had shown an expected increase in expenditure relating to Ebbsfleet Central by end March 2026. Ian said that he was confident in the Corporation's forecasting.

5.3 The Board **NOTED** the report.

Item 6 **Responses to Written Questions from Members of the Public**

6.1 The Chair said that one public question had been received for the Board's response for this meeting. Ian said that this would be published on the EDC website in the usual way following the meeting.

6.2 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.

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 November 2025 Board Meeting Part II Agenda Items and Decisions

Item 6

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

Item 8 **CEO's Commercial/Confidential Update (Paper 025/066)**

The Board received a report on commercial and confident matters. The Board NOTED the current status of the Capital Investment Programme. The Board also NOTED the review of 'mission critical roles undertaken by the Chief Executive and the leadership team, ENDORSED the approach set out in the paper, and AGREED to close the outstanding action on this matter.

Item 9 **Strategic Communications and PR (Paper 025/067)**

The Board received a report on strategic communications and PR. The Board NOTED the report.

Item 10 **Ebbsfleet Central – Vision and Implementation Narrative (Paper 025/068)**

The Board APPROVED the headline narrative to support the project implementation strategy. The Board requested that the Ebbsfleet Central vision comes back to Board at the next meeting after the Board's suggestions on re-ordering the wording in the vision have been actioned.

Item 11 **Swanscombe Peninsula Stakeholder Engagement (Paper 025/069)**

The Board received a report on engagement stakeholders on the Swanscombe Peninsula. The Board NOTED the approach to engagement and messaging.

Item 12(a) **Investment Approval: Ebbsfleet Green Community Buildings (Paper 025/070)**

The Board received a report on the Ebbsfleet Green Community Buildings. The Board APPROVED an increase in CDEL expenditure for the Ebbsfleet Green Community Buildings project of £160,000 to provide a grant to the Ebbsfleet Garden City Trust for funds to purchase fixtures, fittings and equipment necessary for use of the new facilities at completion of the construction works. This increases the total investment approval to £13.744m comprising RDEL of £0.437m and CDEL of £13.307m.

Item 12(b) **Investment Approval: Aletheia Academies Trust – Alkerden Education Hub Capital Grant Approval (Paper 025/071)**

The Board received a report on the Alkerden Education Hub. The Board APPROVED an overall investment of £195,500 (amount inclusive of any irrecoverable VAT) for the delivery of the enhancement works at Alkerden Education Campus, provided by way of a capital grant to Aletheia Academies Trust.

Item 13 **Development – General Part II Update (Paper 025/072)**

The Board received an update on commercially confidential matters relating to EDC development projects. The Board APPROVED an additional £50,000 capital expenditure on the Ebbsfleet Central Stage 1 project and the revised project approval total of £39,815,245 (RDEL: £436,136 and CDEL: £39,379,109) and noted that MHCLG have confirmed that their approval is not required.