

## MINUTES

of the Board meeting of the Ebbsfleet Development Corporation (EDC)  
held at 12 noon on Tuesday 21 April 2015 at  
2 Marsham Street, London

### **Present:**

Michael Cassidy (Chairman)  
David Holt (Deputy Chairman)  
Cllr Paul Carter (Kent County Council)  
Louise Hardy  
Cllr Jeremy Kite (Dartford Borough Council)  
Bob Lane  
David Lock  
Katie Perrior

*In attendance (EDC staff posts subject to confirmation under agenda item 6):*

Cllr John Burden	Board member pending ratification by Gravesham BC
Robin Cooper	EDC Chief Executive (taking up post on 22 June)
Nick Dawe	EDC Interim Finance Director
Nicky Linihan	EDC Interim Chief Planning Officer
Philip Williams	EDC Interim Commercial Director
Louise Wyman	EDC Strategy Director
Emma Fraser	DCLG, Deputy Director for Housing Growth
David Kuenssberg	DCLG, Deputy Director for Finance Change
Alec Taylor	Acting Board Secretary
James Richardson	Board Secretary (taking up post in May)

\* indicates a paragraph omitted from the public minutes due to matters of commercial sensitivity.

### **Item 1 Apologies**

01/01/15 There were no apologies.

### **Item 2 Introductions**

02/01/15 Following words of welcome from Michael Cassidy, Board members and those in attendance introduced themselves.

03/01/15 Michael Cassidy noted that future meetings (following General Election purdah) would be held in public, save for confidential business which would be taken in private. The minutes and papers of the first Board meeting would be published following purdah, subject to the same exception for confidential business.

### **Item 3    Declarations of interest**

04/01/15   Michael Cassidy reminded Board members that they should raise any potential conflicts that arise in relation to specific issues under discussion by the Board, and that they must not participate in the discussion or determination of any matter in which they have an interest. Board members had been asked to submit declaration of interests' forms, which would be made available for public inspection.

05/01/15   David Holt informed the Board that he would be stepping down from the Circle Living Board at the end of the month at which point in time any potential conflict of interests would cease.

### **Item 4    Handover information from DCLG [paper 15/001]**

06/01/15   Emma Fraser presented a collection of key documents assembled by DCLG from its work over the past year on setting up EDC. This consisted of the mandate document agreed by Ministers, a description of the consultation carried out last year, and copies of the Statutory Instruments establishing EDC and conferring its planning functions. The overall aim had been to provide EDC with the best possible starting point from which to launch its activities.

07/01/15   \*

08/01/15   Noting that EDC would not have planning functions until July 2015, Emma recommended that EDC should maintain a close relationship with DCLG's planning team until then. DCLG was continuing to work closely with the three local authorities on planning matters.

09/01/15   Emma outlined the sponsorship arrangements for EDC. On corporate matters, EDC would be sponsored by DCLG's central ALB sponsorship team led by David Kuenssberg. On policy matters, sponsorship would be provided by the Housing Growth Division led by Emma. It was likely that Ministers would want to be closely engaged with EDC's work following the election.

10/01/15   Members NOTED the update and the documents handed over from DCLG.

### **Item 5    Handover actions from DCLG [paper 15/002]**

11/01/15   Emma Fraser explained that DCLG had established a number of boards and working groups in order to involve partners in work to establish EDC and pave the way for the garden city. Emma recommended retaining the Garden City Delivery Board (chaired by Michael Cassidy) as it provided a useful forum for engaging senior representatives of the key landowners, the local authorities, government departments and other delivery partners.

12/01/15   Emma also drew the Board's attention to three actions from the final meeting of the UDC Steering Board. One of these actions (relating to Section 106 agreements) was outstanding and would be for the UDC to take forward.

13/01/15 Members emphasised the need for good internal communications to ensure there was clarity about what was being discussed in the forums and working groups. The sequencing of those meetings would also be important to get right.

14/01/15 The Board NOTED the actions from the UDC Steering Board; and AGREED to retain the Garden City Delivery Board on an interim basis (pending a wider discussion of EDC's engagement mechanisms).

#### **Item 6 Confirmation of appointments [paper 15/003]**

15/01/15 Michael Cassidy presented a paper inviting the Board to confirm a number of staff appointments and to make (or agree in principle) appointments to committees of the Board. The local authority nominees were invited to indicate which committees they would prefer to serve on.

16/01/15 David Holt welcomed the proposal that the Audit and Risk Assurance Committee would include members of the Planning Committee and the Investment Committee. Developing EDC's approach to risk management, including the formation of a risk sub-group of the executive, would be an early priority.

17/01/15 David Lock reported that the intention was to appoint two external members to the Planning Committee, and that a recruitment process would begin as soon as possible after purdah. The local authorities would also be invited to nominate members of the Committee, and that process would begin shortly. All Planning Committee members would receive appropriate training. The Committee would operate in a very similar way to local authority planning committees. Michael Cassidy thanked Nicky Linihan for her work on developing a scheme of delegation for planning decisions. Operational details of the Planning Committee would be discussed by the Board in May.

18/01/15 Michael Cassidy proposed that the Investment Committee should not be established yet, but invited the Board to agree in principle the proposed membership.

19/01/15 The Board CONFIRMED the appointment of Robin Cooper as EDC's Chief Executive with effect from 22 June 2015 and NOTED the Secretary of State's decision to appoint Robin as an ex officio Board member once he takes up post; CONFIRMED the appointment Nick Dawe as Interim Finance Director, Philip Williams as Interim Commercial Director, Nicky Linihan as Interim Chief Planning Officer, and Louise Wyman as Strategy Director; and NOTED that Nick Dawe would be EDC's Accounting Officer until the Chief Executive takes up post.

20/01/15 The Board AGREED to appoint the following members to the Audit and Risk Assurance Committee (membership of local authority nominees to be confirmed): David Holt (chair), Bob Lane and Louise Hardy.

21/01/15 The Board AGREED IN PRINCIPLE to appoint members to the Remuneration Committee, Investment Committee and Planning Committee as recommended in paper 15/003 (membership of local authority nominees to be confirmed).

**Item 7 Approval of governance arrangements (DCLG Framework Document, Standing Orders, supporting policies and procedures) [paper 15/004]**

22/01/15 Nick Dawe presented the paper, which sought the Board's agreement to a set of governance documents and corporate policies. Much of this material reflected standard requirements of all Arms Length Bodies (as set out in the Framework Agreement prepared by DCLG), and in many cases followed standard templates issued by Cabinet Office and Treasury. A good deal of the content had been covered as part of the induction process for Board members.

23/01/15 The Board NOTED the terms of the Framework Agreement under which EDC was obliged to operate; and APPROVED the governance arrangements and policies attached to the paper and DELEGATED to the Finance Director authority to make minor amendments to them with the agreement of the Chairman.

**Item 8 Masterplanning [paper 15/005]**

24/01/15 Louise Wyman presented a paper updating the Board on the Masterplanning Strategy for Ebbsfleet. AECOM had been selected to carry out baseline studies and the draft report had been circulated to Board members. The report was due to be finalised by the end of May. The proposed next step was to procure a Framework Masterplan for the garden city. Board members were invited to comment on the draft specification. A further report on masterplanning including the commissioning timetable and broad output specification for the phase two work would be brought to the Board in May.

25/01/15 Members recognised the need to provide a clear overall vision for the garden city. In particular, the existing local community wanted to understand what the garden city would look and feel like. Members also discussed the potential implications of the London Paramount proposal for the masterplanning work.

26/01/15 \*

27/01/15 \*

28/01/15 The Board NOTED the draft baseline studies report produced by AECOM; and AGREED that the next phase of detailed work should focus on masterplanning smaller packages of land with work in parallel to produce a visual representation of what the garden city could look like.

**Item 9 Prioritised infrastructure [paper 15/006]**

29/01/15 Philip Williams presented a paper briefing the Board on the work that has been undertaken to date to identify the key infrastructure needed for the garden city. The Chancellor had commissioned EDC to "provide a business plan for the Spending Review, providing a prioritised, costed and affordable list of infrastructure needs for the site". With the assistance of a secondee from Kent County Council, an initial list with some costings had been prepared. The proposed next step was to

procure an Infrastructure Strategy setting out a more detailed analysis of the main infrastructure items that will be required, how these could be secured and the cost implications.

30/01/15 Philip explained that the Development Area was not currently well served by utilities, such electricity and drainage. There was not yet a clear understanding of what infrastructure would be required to service a garden city. As well as procuring the Strategy, there was a need for engineering expertise within EDC. Nick Dawe stated that it was also important that the EDC had a better view of the implications of infrastructure needs and investment on site viability and house prices to ensure that it could be informed in future discussions with landowners and developers.

31/01/15 Members discussed the extent to which the required infrastructure might have already been provided for via existing planning permissions. It was noted that permissions might have been granted in a different economic climate and the infrastructure requirements could now be constraining site viability. EDC's role was to ensure that development could proceed in an orderly way and with sufficient pace. It would be important to test with developers and the utility companies the extent to which existing planning conditions and obligations could be met. It was envisaged that the utility companies would welcome engaging with EDC given its highly focused role.

32/01/15 The importance of ensuring that the Infrastructure Study was fully joined up with the masterplanning work was also emphasised. A further paper setting out procurement and project timelines and the output specification for the study would be brought to the Board in May.

33/01/15 \*

34/01/15 The Board AGREED to the procurement of an Infrastructure Strategy and DELEGATED responsibility to the Interim Commercial Director to agree the specification and procurement approach.

***Agenda items 10 and 11 (35/01/15 – 43/01/15) omitted from the published minutes in their entirety due to matters of commercial sensitivity***

**Item 12 Approval of 2015-16 staffing structure and recruitment [paper 15/009]**

44.01.15 Nick Dawe presented a paper outlining a proposed organogram, indicative headcount and recruitment sequence. He emphasised that these were initial working assumptions and the final structure would depend on EDC's future activities. The Board was also updated on the recruitment of a permanent Chief Planning Officer, Finance Director, and Land and Regeneration Director.

45.01.15 Michael Cassidy noted that the proposed staffing structure had already attracted some comments from Board members. The job titles and structure shown in the paper were not necessarily final, but it was important to agree a broad view of the overall shape of the organisation for the purposes of resource planning. There

would be a chance to revisit the structure before it was finalised

46.01.15 The Board AGREED that the establishment structure presented in the paper was on broadly the right lines; and AGREED with the proposal to bring a further iteration back to the Board for final approval in July after the Chief Executive took up his post.

### **Item 13 Approval of 2015-16 budget [paper 15/010]**

47.01.15 Nick Dawe presented a paper setting out EDC's proposed 2015-16 administration budget, which would subject to approval by DCLG. Provision had been made for staff costs, operational costs (such as premises and IT) and delivery expenditures (such as procuring the masterplanning and infrastructure work discussed earlier in the meeting).

48.01.15 The Board APPROVED the proposed 2015-16 budget of £3.8m for submission to DCLG.

### **Item 14 EDC premises update [paper 15/011]**

49.01.15 Nick Dawe presented a paper setting out the work that was underway to secure premises for EDC. Subject to the successful conclusion of negotiations, the initial location would be North Kent Police Station in Northfleet. EDC had been offered dedicated space within the building which meets its needs, and the aim was to move in within the next 2-3 weeks

50.01.15 Medium- to long-term premises options were also under consideration, including the possibility of locating EDC in a modular building in the vicinity of Ebbsfleet International. Michael Cassidy suggested that these options should be reviewed at a future Board meeting in July.

51.01.15 The Board NOTED that EDC's initial office location would North Kent Police Station.

### **Item 15 Planning arrangements in 2015-16 [paper 15/012]**

52.01.15 Nicky Linihan presented a paper setting out plans for the delivery of EDC's planning functions, which would be activated on 1 July. In order to ensure a smooth handover, a Service Level Agreement was being prepared for the existing local planning authorities to administer the planning service until 4 January 2016 (although all planning decisions would be taken by EDC from 1 July 2015). The Board would be asked to approve the SLA at its May meeting. In parallel, the preparation of a Memorandum of Understanding between EDC and the local authorities was well advanced. This would set out protocols for information sharing and joint working. The Board would also be asked to agree terms of reference for the Planning Committee at its May meeting.

53.01.15 Work was also underway to put in place an in-house planning function from January 2016. There was a particularly long lead-in time for securing a planning IT system. Soft market testing had been carried out and a formal tender

would be issued after the election.

54.01.15 Nicky Linihan offered to circulate briefing material on how the handover of planning functions would work.

55.01.15 Michael Cassidy thanked the local authorities for their assistance on these matters.

56.01.15 The Board NOTED the update.

**Item 16 Review of meeting and summary of actions / delegations**

57.01.15 The Board agreed that this would be recorded in the minutes.

**Item 17 Date of next meeting and proposed 2015-16 meeting card**

58.01.15 It was agreed that Board meetings would normally be held in Ebbsfleet on the third week of each month. Committee meetings and/or training would be scheduled on the same day whenever possible.

59.01.15 Not all members were able to attend the next meeting, which had been scheduled for 19 May. It was agreed that the Secretariat should investigate whether an alternative date in the same week would be more convenient.

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***Chairman's signature:***

***Michael Cassidy***

***Date: 18 May 2015***