

Ebbsfleet Development Corporation

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| Board Meeting Part One |
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| Date of meeting : | 16 November 2016 | Paper Number: | EDC 016/ 087 |
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| Title of paper | Strategic Priorities Update |
| Presented by | Paul Spooner, Interim Chief Executive |
| Sub-committee | Not applicable |

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| Purpose of Paper and Executive Summary | |
| To provide the Board with an update on the interim Chief Executive's assessment of the EDC's strategic priorities. | |
| EDC business plan and KPIs | The EDC's strategic priorities are geared to enable the business plan and KPIs to be achieved |
| Recommendation | FOR INFORMATION The Board is asked to DISCUSS and NOTE the performance and progress |
| Annexes | None |
| Delegation | Not applicable |

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| Financial impact | Not applicable |
| Legal impact | There are no legal implications associated with this paper |
| Stakeholder impact | Not applicable |
| Sponsor impact | DCLG have been engaged in agreeing the strategic priorities and further details will be contained in the Corporate Plan and Business Plan. |

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Strategic Priorities and Progress

1. Performance

- 1.1 At the last Board meeting we reported the EDC's mid-year performance against our agreed corporate plan KPIs and business plan targets. We discussed the Impact Area for assessing the delivery of our housing targets and agreed that this should be properly defined. An example of this influence is Northfleet where as a result of the emerging plans for Northfleet East, land owners on undeveloped smaller sites adjoining our red line boundary are now looking to bring forward new housing development.
- 1.2 We have included the following areas in our Proposed Impact Area the existing communities between the Planning Areas (e.g. Swanscombe and Northfleet), and neighbouring sites and areas where investment in infrastructure improvements, development and market activity within the Garden City has a direct and positive impact on their development. Where our local authority partners have agreed that our activity has influenced their development. For our housing numbers we are only including sites and developments immediately outside the Garden City area, where new development has started in the last year.
- 1.3 Within the EDC Garden City Area we remain on target to achieve over 600 starts this year. Of this number the latest developer estimate within the planning area is for 482 starts this year. The EDC Garden City Area remains on target to deliver over 300 completions this year, as we reported last month.
- 1.4 Showhomes and marketing suites have now been opened on three Garden City sites including the reopening of the Countryside marketing suite at the entrance to Springhead Park and on the Persimmon site. Having amended their policy to now offer freehold homes, Persimmon is seeing good numbers of early sales reservations. Progress on the development of the first primary school at Castle Hill remains on target for September 2017 and it has been confirmed by the promoters of the planned new primary school at Springhead Park that this will now be developed on its permanent site for a September 2018 opening, with no temporary provision in advance of this date.
- 1.5 Our Planning Report updates the Board on current planning applications. In terms of major schemes, work continues on the plans for the residential and

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mixed use developments at Northfleet Embankment West (532 housing units) and Northfleet Embankment East (620 units). Our Planning team and Head of Design have worked with Keepmoat to review their proposals and to create a layout and design which reflects the ambitions of our Implementation Framework. Members will have the opportunity to be briefed on Keepmoat's plans later today. Keepmoat have decided to retain the Henley Building and will bring forward separate plans for its conversion to office and residential use. The project will no longer therefore be included in our Investment Programme.

- 1.6 Our own investment project delivery has progressed with the government approval to two further business cases. These are our planned joint venture with Gravesham to bring forward more employment space to support business growth and job creation, and our plan for the acquisition of a stalled housing site which may now be brought forward for development.
- 1.7 Progress is being made on our Utilities Programme with the business case for supporting additional electricity supply being agreed in principle with DCLG. A further report on this is included later in the agenda.

2 Implementation Framework – Ebbsfleet Open Days

- 2.1 Our Implementation Framework public engagement events concluded on the 29th October with 80 people attending our exhibition at Northfleet Veterans Club. In total, over 500 members of the public attended the five open days and took the time to discuss the plans for the Garden City with the EDC team and with our development and local authority partners. Attendees completed comment cards and 93 of these were returned to EDC. This is a summary of the key themes and issues that emerged from analysis of this feedback and from our discussions.
- 2.2 **Transport** continues to be a priority with the A2 and M25 cited as primary problems. Action is needed to understand the existing bus routes, services and how these routes might improve to better connect to the Garden City. There is a sense that our focus on Fastrack whilst welcome is not by itself going to resolve the bus service concerns that the community have. Particular issues focus around connections to villages south of A2.
- 2.3 There is continued interest in **community facilities and health resources** i.e. GPs and health provision, policing and schools provision. We were able to reassure people of the planned commitment for new schools and health

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provisions. Regeneration is a key theme with the Henley building mentioned in feedback as an example of an important local building which should be protected and reused. Concerns also focussed on the **design quality of new homes and other buildings** and the importance of giving equal attention to other things that make a place – family and community activities provision and digital infrastructure. Much of this feedback came specifically from speaking with new residents in Castle Hill and at the events in and around Swanscombe.

- 2.4 There is a keen interest in the **long term maintenance** of the Garden City and people are keen to learn of our emerging legacy plans. The integration of communities is a key theme with a number of people expressing a desire to ensure the **benefits of the Garden City apply equally to existing communities** and town centres as well as to new neighbourhoods and developments.
- 2.5 There is a lot of support for **protecting our existing employment premises** and in developing new local job opportunities. The need for additional workspaces that are fit for purpose and meet needs of existing businesses was cited as priority by several people. Our exhibition at the Ebbsfleet International station attracted the interest of several business owners who indicated they would consider Ebbsfleet as a business location.
- 2.6 Overall, the Public Engagement Open Days were positively received, with calls for more such events. People are pleased that EDC is tackling transport and that development is finally taking place. There is a keen appetite to understand ‘what is happening when’ and to ensure we continue to keep people informed. I am grateful for the involvement of our local authority and development partners in supporting these events.

3 Transport

- 3.1 The EDC has worked with the local authorities and Highways England, the DfT and DCLG to ensure that the planned improvements to the A2 junctions (Bean and Ebbsfleet) can go ahead as programmed. The public consultation on these schemes will now commence in January 2017. Details will follow on Highways England and our own website.

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3.2 Network Rail are in the final stages of developing their consultation document for the Kent Route Study which is expected shortly. Ebbsfleet Garden City has been specifically identified within the report as an area of significant anticipated growth in demand. We have made representations on the need for additional train capacity and it is expected that this will also be reflected. We have a meeting planned with the South Eastern Rail franchise team to follow this up. The Crossrail Extension C-G will also be noted in the report and we are continuing our work with KCC, Dartford, Gravesham and the London Borough of Bexley to promote the business case for this investment. The DfT latest draft guidance on economic appraisals for transport schemes now takes more account of “unlocking future development” and this is to be welcomed both in relation to Crossrail but also to all new strategic highway measures which may have a positive impact on the Garden City.

4 Our Community Engagement Role

4.1 The work of the EDC is constantly informed and influenced by feedback, ideas and contributions from the people who live and work in our Garden City and from their representatives. The EDC has developed a strong and effective community engagement function under the enthusiastic leadership of Lorna Hughes. Lorna’s community engagement role will now pass to Paul Boughen who we welcome as our new full time Community Building Manager. We thank Lorna for her significant contribution to the first year of the Garden City’s development. A new Community Engagement Strategy, drawing on Lorna’s work, is being prepared for a future Board meeting.