

THAMES GATEWAY KENT PARTNERSHIP RESPONSE TO THE THAMES ESTUARY GROWTH COMMISSION CALL FOR IDEAS

Executive Summary

- The Thames Gateway Kent Partnership welcomes the opportunity to respond to the Commission's Call for Ideas. We see our response as the start of an important conversation with Commission members over the coming year.
- **Work Stream 1:** There is huge potential for sustainable economic growth in North Kent and, specifically, to develop **high productivity clusters** in:
 - medical, healthcare, life and bio-sciences;
 - advanced manufacturing and engineering;
 - cultural and creative industries and entertainment.
- The **Commission should address the principal constraints** to maximising this potential which are **connectivity, especially transport, and skills shortages**.
- **Work Stream 2: Increasing connectivity.** The transport infrastructure in North Kent is already under severe stress. These pressures are adding huge costs to existing businesses and deterring new companies from investing and locating in the area. There is no avoiding the need for significant additional Government investment in new transport infrastructure. We recommend the Commission develop proposals for;
 - a more **joined-up approach by Government to transport planning**;
 - **devolving responsibility for transport decisions** to local areas;
 - achieving a **step change in modal shift from private car to public transport** – road, rail and river.
- Companies are looking for future-proofed **digital connectivity**; ultra-fast broadband will be essential to retain and attract businesses to the area.
- **Work Stream 3: Creating new homes and communities.** To stimulate increased rates of delivery of high quality homes the Commission should develop proposals for:
 - **spreading Garden City principles** more widely through the Thames Estuary;
 - **piloting incentives to encourage build-out of planning permissions** eg charging a proportion of Council Tax on land remaining undeveloped after a specified period;
 - the Thames Estuary to be a **pilot area** for **environmental innovation** including low carbon energy production and a new hydro-electric Thames Barrier;
 - the Thames estuary to be a **pilot area for innovation in health care provision**;
 - a new **programme for enhancement of green spaces** building on the Parklands experience.
- **Work stream 4: Securing investment.** A more comprehensive toolkit of funding mechanisms is needed, including:
 - **the creation of an infrastructure 'bank' to forward-fund enabling infrastructure (including essential commercial accommodation)**;
 - **re-establishing 'gap funding' schemes** on the lines of those operated successfully in the past to unlock brownfield sites that are unviable;
 - **simplified mechanisms to provide certainty and make it easier for local authorities to borrow for investment** against future income.
- More radically the Commission should examine the case for **a new regime of land valuation and capturing land value uplift**, which could be **piloted in the Thames Estuary**.

- **Work Stream 5: *Harnessing innovation in the built environment.*** We argue the Commission's focus should not be confined to innovation in design; it should consider ***how best to achieve high design standards throughout the Thames Estuary.*** It should ***review best practice from past initiatives / incentives in promoting design excellence,*** including in the Thames Gateway
- **Work Stream 6: *Putting it together: centres of excellence.*** Our Vision for North Kent and the Thames Gateway remains valid. The ***Commission's focus should be on the the priorities and mechanisms for achieving that Vision*** which need to be refreshed over time to respond to the changing world we live in.
- **Lessons from previous initiatives in the Thames Estuary.** The Thames Gateway is a long-term project. The last 20 to 30 years has seen real progress and significant delivery. ***Key to that success has been consistent support from central Government.*** That continued support will be important through to 2050 and, whilst it is clearly not possible to commit future Administrations, the ***Commission should consider how plans for the area's future, which are of necessity long term, can be future-proofed and made resilient so they can adapt to changing political and economic cycles.***
- Part of the answer, we would argue, ***is to look for opportunities for devolution of responsibilities and funding to local areas*** wherever possible.
- This response outlines our ***preliminary views and suggestions.*** We recognise that many would require further work and analysis to become well evidenced, practical propositions. ***North Kent could pilot some of these suggestions.*** We ***look forward to the opportunity to discuss and develop the ideas in more detail with the Commission*** over the coming months.

Thames Gateway Kent Partnership

September 2016

Full response

Introduction

The Thames Gateway Kent Partnership welcomes the opportunity to respond to the Thames Estuary 2050 Growth Commission's 'Call for Ideas'. We are grateful for the flexibility shown by the Commission secretariat in allowing the Partnership to submit its response after our Board meeting on 12 September, so that it could be properly discussed and endorsed by Board members.

Our Partnership

The Thames Gateway Kent Partnership (TGKP) is a well established, strong, public-private partnership that helps promote sustainable economic growth across North Kent.

It comprises senior representatives from across the North Kent business and higher/further education communities, local authorities, the Ebbsfleet Development Corporation (EDC), the Homes & Communities Agency (HCA), the Environment Agency, together with a North Kent Member of Parliament. A full list of our current Board membership is attached.

The **main aims** of the partnership are to:

- create the best conditions possible to **attract investment** and **deliver sustainable, private sector-led economic growth** across North Kent;
- promote and enable **collaboration between private and public sectors** to help achieve growth;
- work with partners in London and South Essex, on pan-Gateway initiatives, to **ensure that the views of North Kent businesses are represented** and that the Thames Gateway remains a key priority for Government and the South East Local Enterprise Partnership (SELEP).

Our response

As the private/public partnership for North Kent - one of the three geographical areas which make up the Thames Gateway - and as a key participant in the work of the Thames Gateway Strategic Group, we very much hope to have an active and continuing dialogue with the Commission over the next year or so as it carries out its work and develops its thinking.

So we see our response to the 'Call for Ideas' as an initial submission; the start of an important conversation with Commission members.

The Commission is receiving a number of submissions from TGKP's members and partners in Kent. These include:

- individual submissions from public sector members of TGKP, including local authorities and the Ebbsfleet Development Corporation;
- the 'North Kent Opportunity'. This proposition, submitted jointly by Medway Council unitary authority and by the North Kent district councils, including Maidstone, has been prepared as part of the ongoing devolution discussions in Kent;
- responses from individual businesses and business representative bodies;

- submissions from wider partnerships in which TGKP plays a part, in particular the Kent and Medway Economic Partnership (KMEP) and the South East LEP (SELEP).

We do not attempt to repeat here everything that is set out in those submissions. Rather we focus on what we see as the longer term strategic issues, challenges and opportunities, not just for North Kent, but for the wider Thames Gateway (which makes up the bulk of the area coming within the scope of the Commission's work). We hope this will assist the Commission in its analysis and discussions.

Our Vision

Our Vision for North Kent was agreed by the Partnership on its formation in 2001 and, we believe, remains as relevant today as it was then.

North Kent will be recognised as:

- *An area of exciting towns and cities complemented by an **outstanding natural environment**, providing an exemplar of urban regeneration;*
- *A thriving business centre **attracting leading investors and businesses** through its diverse and skilled workforce, high-quality commercial sites and local services, and accessibility to transport links and strategic routes to UK and continental markets.*
- *An area of strong, integrated communities with **harmony between new and existing business and residents** – where the benefits of development and investment are shared by the whole community*
- *A vibrant cultural hub with a **thriving social scene and civic pride** – attracting a growing student population, bringing youth and vigour to the community.*

The Thames Gateway is a long term project

Lord Heseltine knows better than anyone that the Thames Gateway is a long-term project. It dates back until at least the early 1990s and the 1993 East Thames Corridor study carried out for the Government. That study was commissioned after announcements by Lord Heseltine, when he was Secretary of State for the Environment, of "the Government's interest in the scope for development and environmental enhancement in the Lower Thames area". And the vision for the Thames Gateway, refreshed again in 2009 by Sir Terry Farrell's work on the 'Core Vision', looks forward to 2050, the same long-term horizon as the Growth Commission.

We often say that we are 20 or 30 years into a 70 year journey. Maintaining commitment to an initiative over such a long time span is not easy. Political, economic and funding cycles tend to be much shorter. So a key challenge for the Commission is to identify ways in which commitment – and in particular Government commitment – can be maintained over the lifetime of this long-term endeavour.

In TGKP's view the rationale for the Thames Gateway initiative is as strong as ever. If followed through effectively it is a win-win both for national government and for the local communities in North Kent and the wider Gateway. The transformation of the Thames Estuary area is necessary to support London's continued success as a global city, and hence for the success of UK plc. In the Thames Gateway we have the sites and opportunities to accommodate growth in a way that is not possible in other parts of the South East.

But there is also a huge opportunity to transform the area for the benefit of local people. Public and private investment is bringing in new homes, jobs, transport links, universities, schools, community facilities and a better quality of life. So the opportunity of the Gateway is to make a real contribution to the future of London and the country's economy and, at the same time, to transform the area in a way that brings benefits to both new and existing residents and businesses.

A lot has been achieved

Viewed over a 20 or 30 year time horizon there has been a huge amount of progress and delivery in the Thames Gateway. As well as the well documented transformations of London Docklands, Canary Wharf and Stratford there are less widely known, but still very significant, achievements in the outer Gateway – for example the regeneration of Chatham Maritime. Lord Heseltine had the opportunity to see some of these achievements for himself during his visit to Kent in August.

But this is a long term process; there is still much to do to unlock the full potential of North Kent and the other parts of the Gateway.

Work streams

Below we set out some initial thoughts and ideas under the headings of the six work streams identified in the Commission's launch document.

Work Stream 1: Creating high productivity clusters

Over recent years there has been significant investment in new facilities to encourage and stimulate innovation and growth in high value businesses North and East Kent. These range from the Nucleus in Dartford, the Innovation Centre at Medway, the Kent Science Park, the Canterbury Enterprise Centre and Discovery Park at Sandwich. This 'Kent Innovation Corridor' is being given further impetus through the establishment of the North Kent Enterprise Zone – a new Enterprise Zone focusing on sites in Ebbsfleet Garden City, the Rochester Airport Technology Park and the Kent Medical Campus in Maidstone.

Looking to the future, and building on these foundations, there is real potential over the next 30 years to develop a number of high productivity clusters in North Kent including:

- ***medical, healthcare, life and bio-sciences*** at Ebbsfleet, Medway, Maidstone and Kent Science Park;
- ***advanced manufacturing and engineering*** at Rochester, Gillingham and Sittingbourne;
- ***cultural and creative industries and entertainment*** hub in Dartford, Swanscombe (London Paramount) and Medway;
- over a broader geography the Commission should investigate the scope for developing ***a connected, high-tech industries cluster or 'arc' running from Cambridge down to King's Cross and through to South Essex and the Kent Innovation Corridor***. The Lower Thames Crossing, once completed in 2025, would serve to strengthen the connectivity of that arc.

The two principal constraints to maximising the potential growth of these high productivity clusters are connectivity, especially transport, and skills shortages, given the relatively low

proportion of the local population with the necessary higher-level skills (29% of North Kent's population hold degree-level qualifications compared to the national average of 36%).

If we are to succeed in creating high productivity clusters it will be essential to tackle the skills challenges at all levels. We will strengthen the links between business and the excellent HE institutions in Kent, including the Medway Universities campus. We will also work closely with top institutions in London and elsewhere, e.g. as proposed by the Ebbsfleet Development Corporation to develop a world class centre of excellence for medical science at Ebbsfleet Garden City.

If growth in North Kent is to bring real benefits to local communities we must improve skills provision across the area, and ensure that north Kent residents and businesses are equipped to take advantage of the opportunities that will arise from investment in the area. That means more apprenticeships and better coverage of FE provision.

Work Stream 2: Increasing connectivity

The single biggest constraint on unlocking the potential for growth in North Kent is the pressure on the transport system, both road and rail. The transport infrastructure is already under severe stress. There is daily, serious congestion at a number of locations, especially at the Dartford Crossing and the M25 and A2 routes leading up to the Crossing, and also at Junction 5 of the M2. The impact of rising traffic volumes throughout the A2/M2 corridor as a result of increased freight traffic from the Port of Dover, as well as the traffic from new developments, is steadily making the position more critical.

These pressures are already placing huge costs on to existing businesses, and deterring new businesses from investing and locating in the area. The new Lower Thames Crossing is an essential step to easing the transport pressures, but this won't be ready until 2025.

The previous Thames Gateway Minister, Mark Francois MP, challenged the Thames Gateway Strategic Group (TGSG) to identify the most critical transport priorities for investment over the next decade needed to unlock the potential of the Gateway. TGSG identified its 'Top Ten' priorities. For North Kent these included the Lower Thames Crossing, A2 Junction improvements to support Ebbsfleet Garden City, M2 Junction 5 and the extension of Crossrail to Ebbsfleet and Gravesend.

But these vital schemes will only meet the most immediate pressures of the next decade or so.

The Commission must urgently address the long-term solutions to tackling the transport infrastructure problem otherwise the planned and hoped for business and economic growth in North Kent and the wider Thames Estuary simply cannot be accommodated.

There is no magic 'silver bullet' that will solve this problem. There is no avoiding the need for significant Government investment in new transport infrastructure. The Growth and Infrastructure Framework drawn up by Kent County Council has identified a funding gap of over £1.1 billion up to 2031 for infrastructure (not just transport) in the Kent Thames Estuary area. But there are ways in which the negative impacts could be eased and mitigated, and ***we recommend the Commission investigate the following:***

- ***a more joined-up and integrated approach to transport planning.*** TGKP has long been pressing Government to adopt a more holistic and coherent approach to planning and decision making on key transport issues. Viewed from the local perspective there has been too much of a compartmentalised approach. There needs to be a mechanism whereby the impacts of decisions on road and rail investment can be viewed as a whole, and which ensures that modelling of future capacity properly takes account of full range of transport requirements. By way of example a number of important decisions on road and rail investment are due to be taken in the relatively near future - decisions on rail investment (Kent Route Study), on rail franchising, on the route and funding of the Lower Thames Crossing, on the business case for extension of Crossrail, on major planning decisions (eg London Paramount) and on the next investment period for Highways England. Only central Government can take the necessary decisions but it should do this with full involvement of local stakeholders. The need for this holistic approach to transport planning will remain a critical issue into the longer term.
- ***maximise devolution of responsibility to local areas for transport decisions,*** for example on bus franchising, to support an integrated service with multi modal transport payment system. Whilst on the major transport infrastructure issues – see above – only central Government can hold the ring and take the necessary funding decisions, the risks of ‘silo’ based decision making can be mitigated by, wherever possible, devolving decisions to local areas which are best placed to take an overall ‘place based’ view of what needs to be done.
- Prioritising achieving ***a step-change in modal shift from private car to public transport – road, rail and river.*** North Kent pioneered the successful ‘Fastrack’ bus rapid transit system. The aim should be by 2050 to develop a ***comprehensive network of dedicated bus rapid transport systems across urban centres with enhanced rail – including Crossrail – and park-and-ride capacity*** to transform towns from congested paralysis to clean, efficient and permeable places.

And, of course, it’s not only transport infrastructure. Critical to the future economic growth in North Kent, as elsewhere, will be high quality ***digital connectivity***. Despite Government policies to install superfast broadband across the country by 2020 for many businesses this is not enough. Companies are looking for future-proofed infrastructure. So in the short and medium term ultra-fast broadband will be essential to retain and attract businesses to the area.

The Commission should examine mechanisms to ***facilitate the provision of future proofed ultra fast broadband in key locations. This should include ways of introducing more competition into the provision of digital infrastructure*** and also the opportunities for dark fibre investment. In the longer term, up to 2050, nobody can predict what new innovations there will be in digital connectivity technology. But North Kent stands ready to be a test bed for new ideas and innovations as they emerge.

Work Stream 3: Creating new homes and communities

As is the case nationally, the rate of house building in North Kent has been too slow. At recent average rates (about 2,000 dwellings a year over the last decade) we will fail to meet our requirement, based on Local Plans, of 57,000 new homes between 2006 and 2026. We would need to build at a rate of around 3,700 a year over the next ten years to meet the requirement.

In 2013 TGSG carried out an exercise to establish the reasons why some development sites were not proceeding. Over 120 sites across the Thames Gateway were included in the exercise. At that time nearly half the sites were either proceeding more slowly than planned or were stalled. The conclusion was that there was no single overriding reason why sites were slowed or stalled. The causes were various but the key ones were **viability/market conditions and the cost of associated infrastructure**.

Since 2013 market conditions have improved. But viability remains a major constraint, particularly the further East you go, away from London, where land values are lower. Perhaps the key challenge is the one posed in the first question under this work stream in the Commission's report (What barriers exist to creating high-quality communities where people want to live, work and visit?). The challenge is to ensure that **schemes are both viable and high-quality in terms of sustainability, design, public realm and community infrastructure**. For the Thames Gateway to succeed in the long term it is essential that the quality of the development is high. There are many examples of high quality developments in North Kent, but also, sadly, some examples of more basic, unimaginative housing estates.

To stimulate both increased rates of delivery and high quality the Commission should develop proposals for::

- **spreading Garden City principles and standards more widely throughout the Thames Estuary** so that there is a clear focus on creating communities where people want to live and work. Ebbsfleet Garden City can provide the role model for this;
- **developing a range of innovative financial and funding mechanisms** to enable sites where viability is marginal, or where there are significant infrastructure requirements, to go ahead (see next work stream on 'Securing investment')
- **piloting incentives to encourage build out of planning permissions**. A key concern for local authorities in North Kent is that land owners and developers sometimes hold on to land which has been granted planning permission, benefitting from the rise in land values, but delaying the construction of much needed new homes. Authorities feel they do not have the tools to deal effectively with this problem. We suggest that the Commission consider mechanisms to incentivise the build out of sites which have planning permission. One option would be to give **local authorities powers to charge a proportion of council tax on undeveloped land that has been granted planning permission after a specified time period**.
- propose that the **Thames Estuary be a national pilot area for environmental innovation** leading the country in, for example:
 - green, low carbon and renewable energy production and self-sufficiency, especially on Hoo Peninsula and Isle of Sheppey;
 - Retro-fitting existing homes and commercial buildings to be low carbon and run on clean energy;
 - District and local energy networks are put in place and excess waste and heat from power stations recycled;
 - Plans for a new Thames Barrier (to be completed by 2070) should consider the scope for incorporating hydro-electric power as well as a further river crossing.
- Also we propose that the Thames Estuary be a **national pilot for innovation in health care provision**. Over the coming decades ensuring good health care provision for communities at a time of rising demand and pressure on national budgets is going to be a challenge across the country. But the problems will be more acute in growth

areas, such as the Thames Gateway, where the provision of new health care facilities can lag behind the growth in population.

- ***Green spaces/natural environment:*** North Kent has superb countryside and estuary landscapes. It is essential in an area with high growth potential, and with many large developments planned, that these natural assets are, wherever possible, protected and improved. In recent years, through the Thames Gateway programme, there has been significant investment in enhancing these natural assets through, for example, the establishment of a green conurbation of over 800 hectares at Cobham. Funding through the Thames Gateway 'Parklands' programme created a strategic programme of environmental projects designed to enhance the quality of life for North Kent residents. There are many new projects that could be undertaken, for example transforming the disused freight line between Gillingham station and Chatham Docks to create an attractive access corridor linking colleges, retail centres and local communities. Making the most of the Thames Estuary's natural assets will be key to attracting people to want to live and work in the area. ***The Commission should review the lessons from the Parklands programme and consider how a new programme for enhancement of green spaces could be established and funded.***

Work Stream 4: Securing investment

The Thames Estuary offers the opportunity for growth because it has the brownfield sites that can be used for development (20% of the Greater South East's brownfield sites in only 3% of the region). But these sites require upfront investment in land raising, decontamination, infrastructure etc. This often impacts on the overall viability of schemes and makes it more difficult to get the development moving in the first place. There is also a major challenge around the provision of the right type of commercial accommodation, which can be due to a number of factors – owners value expectations, demand and investment security, competing products in the investment market.

Local authorities do not have the mechanisms available to assist. Central Government loan schemes run through HCA are currently limited and have had poor take up in North Kent. The many schemes are fragmented and in any event usually only offer loans at what are often commercially available rates. A more comprehensive 'tool kit' of financial and funding mechanisms is needed. This could include:

- ***the creation of an infrastructure 'bank' to forward / part fund enabling infrastructure*** (including the provision of commercial accommodation to meet business needs) and to de-risk sites where short-term viability is hampered by weak market conditions;
- ***re-establishing 'gap funding' schemes on the lines of the successful 'City Grant' regime operated during the 1980s and 1990s.*** The City Grant scheme used expert appraisers to assess the minimum funding necessary to provide a developer with an adequate return and enable a scheme on a brownfield site to go ahead. EU state aid restrictions subsequently prevented gap funding schemes from continuing, except on a very limited basis. One opportunity arising from Brexit could be the chance to reintroduce updated gap funding regimes. Again the Thames Estuary could be a pilot for establishing the effectiveness of any new models.
- ***simplified mechanisms to enable local authorities to borrow for investment more easily on the basis of future income*** on the lines of the Tax Increment Financing schemes.

The Commission should also examine the case for the Thames Estuary being a ***pilot zone for a reformed land valuation and taxation system***. The Thames Estuary could pilot a ***new regime of land valuation and capturing land value uplift***, to address the long-standing and inequitable sharing of risk between land-owners, developers and customers. This could transform the economics and dynamics of development, attract new classes of institutional and private investor and deliver more sustainable outcomes through longer-term interests in development outcomes. It would also enable innovative models for financing necessary infrastructure investments and have a moderating effect on property prices, improving affordability of both residential and commercial developments.

Work Stream 5: Harnessing innovation in the built environment

Under this work stream we suggest the Commission consider ***not just innovation in design, but how to achieve high design standards on developments throughout the Thames Estuary***. As referenced above there are challenges around viability and costs. But it is argued that good design need not cost more. The Commission should ***review best practice from past initiatives on promoting design excellence, including those carried out in the Thames Gateway*** (such as the CABA Design Pact, and the DENK initiative (Design Excellence in North Kent)). There could, for example, be merit in mandating greater use of design panels to provide advice and challenge on schemes at an early stage of their development.

The Commission should also examine the scope for greater use of ***modern methods of construction and off-site manufacturing in the Thames Estuary*** to increase both the pace of delivery and quality of developments.

Work Stream 6: Putting it together: centres of excellence

TGKP believes that the Partnership's Vision for North Kent set out at the beginning of this response remains valid, as does much of the Core Vision drawn up by Sir Terry Farrell and endorsed by partners in 2009. Our Vision has not changed significantly over time. Nor should it. What will change and need to be refreshed from time to time are the priorities and mechanisms for achieving that Vision, so as to respond to the changing world we live in.

In terms of centres of excellence we have identified four productivity clusters as outlined in our response to work stream 1 above.

What lessons can be learnt from previous initiatives in the Thames Estuary?

Finally the Commission's document asks what lessons can be learnt from previous initiatives in the Thames Estuary. There have been numerous initiatives, projects and schemes in the Thames Gateway over the last 20 to 30 years, many have been successful, some less so. Some initiatives have suffered because there has been a revised approach as a result of a change in Government, or because economic conditions have not been favourable. Progress has been slowed by economic recessions.

But, overall, and looked at over a realistic, long-term timescale, the Thames Gateway has seen real progress and significant delivery in terms of new homes, new jobs, new investments, and new and growing businesses. Docklands areas in London and Medway have been transformed. A brand new port handling the biggest container ships in the world

is now operating at London Gateway. A world leading financial centre has been created at Canary Wharf.

Key to the Thames Gateway's longevity as an initiative has been the consistent support it has received from all Governments – Conservative, Labour and Coalition. As we are only part way through, and are looking to continue this endeavour through to 2050, it is essential that the political support from Government continues.

This is because the Thames Gateway is not just a local initiative; it is a national priority. It needs active central Government support and direction. The major investment decisions in transport infrastructure for example can only be taken by Government.

The Commission should therefore consider how plans for the area's future, which are of necessity long term, can be future-proofed and made resilient so as to be able to adapt to changing political and economic cycles. Part of the answer, we would argue, is to look for opportunities for devolution of responsibilities and funding to local areas wherever possible

Given the right tools and adequate resources, much of the implementation is best decided and put into effect locally. When the Thames Gateway had its own dedicated Government budget and programme, local regeneration partnerships made of local authorities and the private business – three in North Kent - proved effective in planning and managing the programmes in their areas.

Conclusion

This response outlines the Partnerships preliminary views and suggestions; we recognise that many would require further work and analysis to become well evidenced, practical propositions. In a number of cases we have suggested that North Kent, either on its own, or as part of the wider estuary, could pilot some of these suggestions. We look forward to the opportunity to discuss and develop the ideas in more detail with the Commission over the coming months.

**Thames Gateway Kent Partnership
September 2016**

Thames Gateway Kent Partnership

Board Members (as at September 2016)

Chairman

Rob Bennett – Partner, BBP Regeneration

The Public Sector

The Councils

Councillor Andrew Bowles – Leader, Swale Borough Council (Vice Chairman)

Councillor John Cubitt – Leader, Gravesham Borough Council

Councillor Rodney Chambers – Cabinet Member, Medway Council

Councillor Jeremy Kite – Leader, Dartford Borough Council

Councillor Mark Dance – Cabinet Member for Economic Development, Kent County Council

Other public sector bodies

Paul Spooner – Chief Executive, Ebbsfleet Development Corporation

The Private Sector

Kamal Aggarwal – Partner, Thomson Snell and Passmore

Robert Goodman – General Manager Bluewater, Land Securities Group plc

Alan Everard – Head of Estates, Southern Region, Tarmac

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Andrew Pearce – Area Manager, Kent & South London, Environment Agency

TBA – Homes and Communities Agency

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