



Ebbsfleet
DEVELOPMENT CORPORATION



Ebbsfleet Development Corporation

Corporate Plan 2021-25

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Creating a better place for people to live, work and grow their families.

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Section 01

Ministerial Foreword

As the Minister responsible for Housing, I have the privilege of overseeing this country's first Garden City in a century.

This Government is clear that this should be a country that works for everyone, and this means building more of the right homes, in the right places. Ebbsfleet Garden City is vital to the Government's housing objectives, not least meeting our commitments to delivering new homes where they are needed most, but also improving access to home ownership, high quality and affordable housing and supporting the wider economic challenge as we battle with global inflation.

Since its inception in 2015, the Ebbsfleet Development Corporation has become one of the fastest delivering large sites in the country, whilst delivering high quality homes and staying true to its vision of an inclusive and sustainable new garden city. The Corporation is taking a leading role in championing and enabling this – bringing forward core infrastructure, setting high expectations on design, quality and sustainability and providing the necessary market confidence to leverage private sector investment.

This Corporate Plan sets out clear priorities up to 2025 to establish Ebbsfleet as not only our flagship Garden City but on track to be an exemplar for other places to follow. It means building more high-quality homes (including affordable housing) using modern methods of construction, supporting the creation of new jobs, bringing forward green infrastructure and leisure facilities, active and sustainable travel, and committing to net zero by 2050. I am confident that the momentum will continue – embedding quality design at the heart of the development – creating a better place for people to live, work and grow their families.

With a strong leadership team in place (spearheaded by a newly appointed Chairman) and its dedicated local authority partners at Dartford, Gravesham, and Kent County Council, the Corporation is well placed to deliver on these priorities.

I look forward to working with EDC to deliver an outstanding garden city for the future.



Marcus Jones MP
Minister of State for Housing



This Government is clear that this should be a country that works for everyone and this means building more of the right homes, in the right places



Section 02



Chair's Foreword

Following my appointment as the new Chair of the Ebbsfleet Development Corporation earlier this year, I am delighted to present this ambitious Corporate Plan for the next phase of the development of Ebbsfleet Garden City – the UK's first new Garden City in a century.

Strongly supported by Government as the flagship of the Garden Communities programme, our role is clear – to deliver a vibrant new community that includes high-quality and affordable housing that meets the needs of local people, alongside a thriving local economy with a wide range of new jobs. We have an exciting opportunity to build much needed beautiful new homes in the right places – regenerating brownfield and previously used industrial land to create a vibrant and sustainable community, whilst respecting the beauty of our open spaces and natural environment. By 2025 we will have delivered more than 5,000 homes – representing a third of the eventual total, and plans will be in place for up to 150,000 sq.m of future employment floorspace across three sites.

However, Ebbsfleet Garden City will be about so much more than new homes and jobs. The new community will be well served by a range of places to go and things to do, reflecting what residents have told us they want to do. We have ambitious plans for new parks and open spaces, a hierarchy of community buildings, a network of walking and cycling routes and a sustainable transport network that connects new and existing communities, a thriving arts and cultural scene, and initiatives that help people to live healthier lives. Ebbsfleet will be a place where people want to live, work and visit and where other new places can learn from.

A huge amount has been achieved since the EDC was established and the building blocks of development are now in place. However, some very significant challenges remain and tackling these is



a key focus of this Plan. The Garden City will play a leading role in the regional recovery from the pandemic, including supporting the levelling up agenda. We will ensure that our roadmap toward a zero carbon Garden City underpins all that we do and that the quality – of homes, buildings and places – is at the forefront of our agenda. Our first challenge is funding; early in this Corporate Plan period we will be putting forward an ambitious Spending Review bid to Government, alongside working with our many partners to ensure that significant amounts of private sector investment are levered in.

Clearly the task ahead of us is substantial, and we will not deliver the vision on our own; this project is one of collaboration, and we will work with partners from across the private, public and voluntary sectors to deliver the ambition. And most importantly we will be led by the local community to ensure that the Garden City is designed with them and delivered for them.

The next four years will mean substantial change and by 2025 Ebbsfleet Garden City will be a place that we will all be proud of. Our values will continue to guide us in all that we do – we will lead, collaborate, engage, innovate, learn and ensure that sustainability underpins all that we do. We invite those of you who share our ambition to join us on the journey.

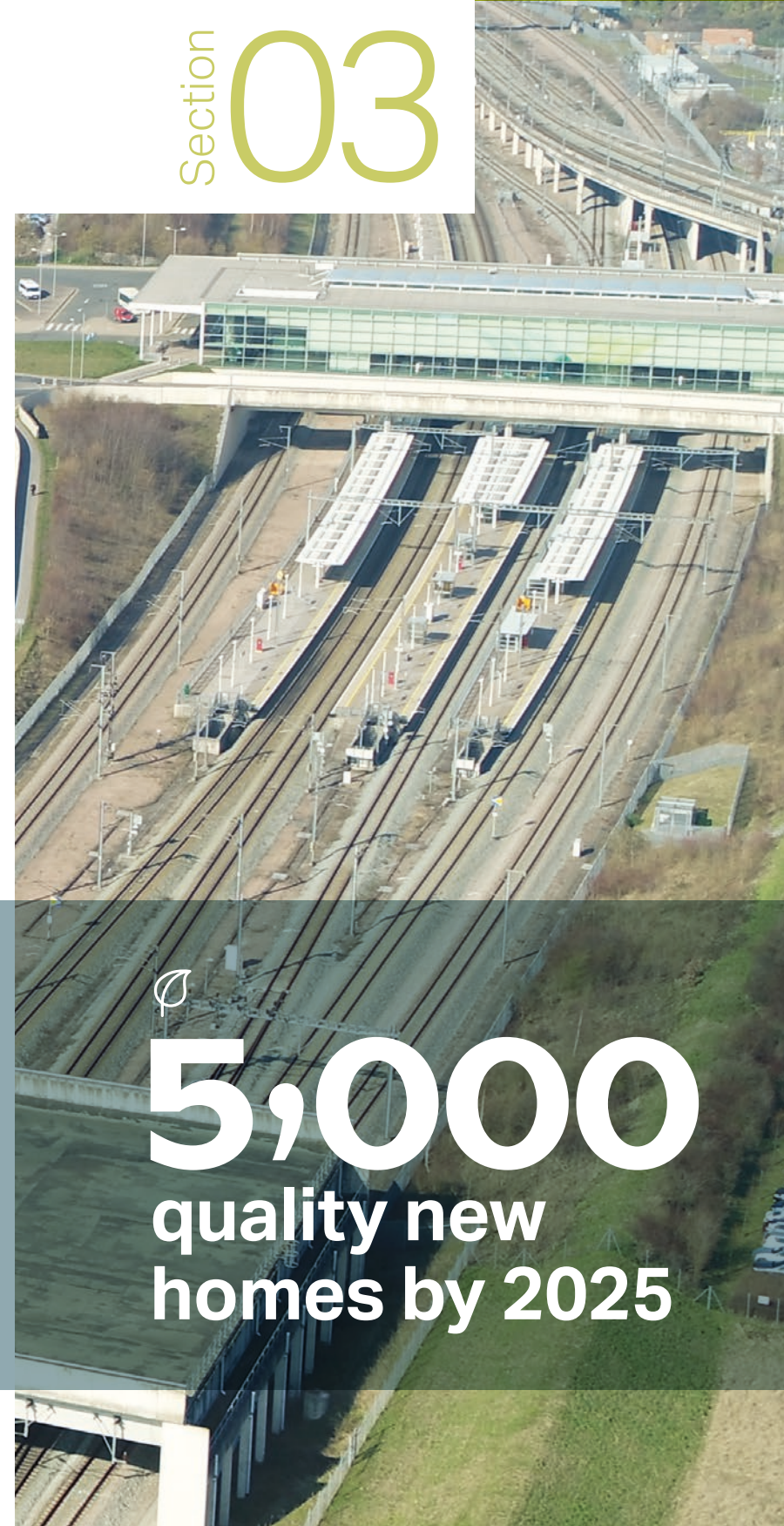


Simon Dudley
Chair, Ebbsfleet Development Corporation

Section 03



European high speed rail hub 17 minutes from Central London and two hours from Paris



**5,000
quality new
homes by 2025**

The Garden City Vision

Ebbsfleet Garden City in 2035

Where London meets the Garden of England, on the banks of the River Thames, Ebbsfleet exploits its strategic location to continue the tradition of great place-making in the UK; combining the best of urban and rural living and building on the ethos and pioneering spirit of Georgian, Victorian and Edwardian planned communities to deliver a new benchmark for 21st century development including 15,000 high quality new homes.

Ebbsfleet Garden City will be recognised as a place to do business, capitalising on its role as a European high speed rail hub 17 minutes from Central London and two hours from Paris, and benefiting from its proximity to Bluewater and junctions with the M25 and the A2 motorways. Ebbsfleet Garden City will act as a magnet for inclusive economic growth and a destination of choice for investment and innovation, attracting and sustaining a variety of job opportunities across the Garden City and surrounding areas.

Building on the unique landscapes inherited from its industrial legacy where gorges, bridges, tunnels and clefts connect former chalk quarries, Ebbsfleet promotes its identity as a healthy and dynamic Garden City which is seen as a prime destination for recreation and leisure in Kent.

Ebbsfleet Garden City is the first in a generation of new sustainable places which embraces its neighbouring communities and towns to create a cohesive community connected by modern public transit, offering a diverse range of opportunities to live, work and play for people of all ages, backgrounds and incomes. The delivery of well-designed and well-served neighbourhoods, workplaces, schools and town centres ensures that our residents will enjoy a high quality of life, with easy access to everything they need for healthy and successful lives.

Section 04

Who We Are

Ebbsfleet Garden City

Ebbsfleet Garden City is an emerging planned new town developing on brownfield land on the banks of the River Thames between Dartford and Gravesend in North Kent, and has been designated by Government as the first new Garden City in a century. The creation of Ebbsfleet Garden City is an opportunity to grow a new community and business location where London meets the Garden of England. The area benefits from exceptional transport links, and has the potential for up to 15,000 homes and many thousands of new jobs.

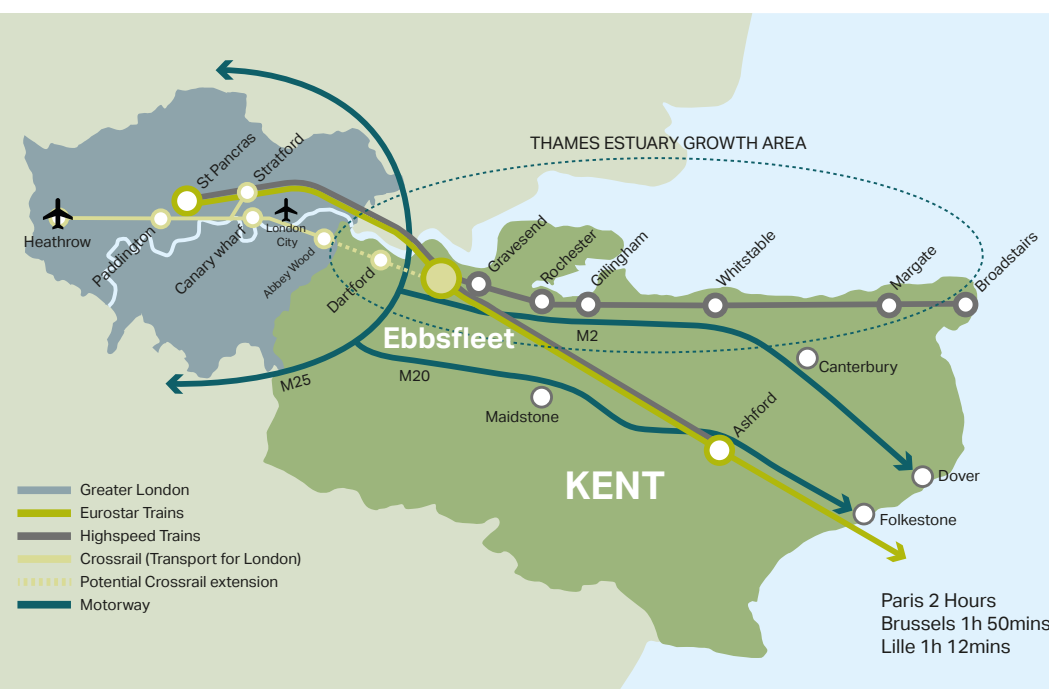
Our Role

The Ebbsfleet Development Corporation (EDC) is an Urban Development Corporation established by Government in 2015. Our objective is to secure the regeneration of our designated urban development area - encompassing land within the Dartford Borough Council, Gravesham Borough Council and Kent County Council areas - through the creation, at pace, and to a very high level of ambition of a new Garden City for the 21st century. We are the local planning authority for development management

functions for the urban development area, with these powers having transferred to us from the local authorities in 2015. Our sponsor Department is the Department for Levelling Up, Housing and Communities (DLUHC).

We are tasked with enabling the delivery of the Garden City, including bringing forward key infrastructure and creating the conditions for private sector investment in high quality, accelerated development on what were previously stalled sites. Having made very significant progress since 2015, the EDC is now a major landowner in the area, enabling us to unlock elements of the Garden City plans which so far have not been brought forward by the private sector.

Whilst the Corporation has a direct role in investing and delivering projects within the area, we also play a crucial leadership role, partnering and collaborating with stakeholders – public, private and voluntary sector – to deliver the overall vision for the Garden City. These partnerships form the bedrock of the EDC's work.



The Board encompasses a wide range of skills and experiences from across sectors to provide effective oversight of the Garden City project

Our Board and Staff

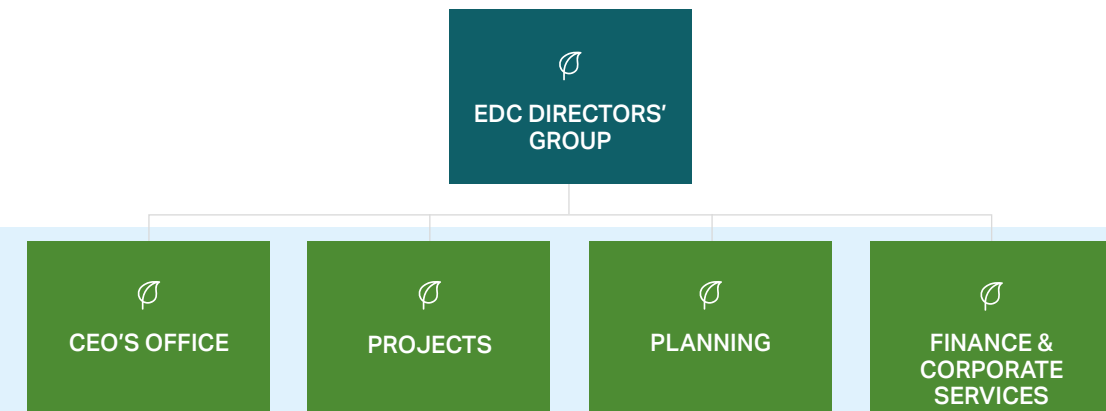
The EDC Board is Chaired by Simon Dudley. The Board comprises eleven members, including the Chair, six non-executive directors, nominated representatives from Dartford Borough Council, Gravesham Borough Council and Kent County Council, and the EDC Chief Executive Officer. The Board encompasses a wide range of skills and experiences from across sectors to provide effective oversight of the Garden City project. Details of our current Board membership is available on the EDC website.

Our work is organised around four directorates as follows:

Headed by our Chief Executive, Ian Piper, the senior leadership team comprises the EDC's Finance Director, Chief Planning Officer and Director of Projects. The majority of our work is cross-cutting, with delivery through multi-disciplinary project teams that involve staff from across the Corporation – often also including partner organisations.

Our Funding

Our main source of funding comes from Central Government, allocated through the Spending Review process. We also work with partners to attract and lever in funding from other sources where this will add to our work.



The Ebbsfleet Development Corporation (EDC) is an Urban Development Corporation established by Government in 2015

Leadership, collaboration, sustainability, engagement, innovation, learning



How We Work:

The EDC is a focussed programme delivery organisation that strives to deliver a great place efficiently and at pace. As a Government delivery body, our role is also to ensure that we interpret Government priorities into delivery ‘on the ground’ whilst reflecting our local context. This means that we work closely with our sponsor Department, DLUHC, to ensure that Government policy – on areas such as housing, sustainable development and transport – is embedded into the Garden City development whilst enabling new and existing residents to help shape their future and the place they have chosen as their home.

Our mission is to support the delivery of the UK’s first new Garden City in a century; creating an exemplar cohesive community which maximises the potential of our sites, location, context and connectivity to set a benchmark for the quality of development expected for the 21st century. We work to deliver a liveable Garden City that is greener, more beautiful, more sustainable, and that offers a better range of housing opportunities, places to go, and things to do than would have been delivered without our interventions.

As a Development Corporation we have four main means of achieving our objectives, and a crucial part of our work involves selecting the right tool – or combination of tools – in order to deliver our objectives. These tools enable us to act in multiple guises; as landowner, investor, local planning authority, and partner.

TOOLS TO SUPPORT THE DELIVERY OF OUR MISSION	DESCRIPTION
Investment	Investment of EDC funding and resources through others, including grant funding or supply of resources through partners that are best placed to deliver (e.g. forward funding of utilities, road upgrades and delivery of transport improvements).
Direct Development	Direct EDC investment and delivery, including land acquisitions, feasibility and enabling works and project delivery.
Planning	Statutory responsibilities for dealing with development management matters within the EDC urban development area; including the determination of planning applications, monitoring developer contributions and enforcement/ compliance. Engagement with plan-making authorities that cover the area and undertaking statutory responsibilities in relation to the engagement on nationally significant infrastructure projects.
Influence	Using our wider influencing role, we collaborate with partners to increase the pace of development, raise the bar on quality, ensure that social infrastructure and community facilities suitable for the needs of the local area are delivered, and strive to ensure that we do not settle for anything that does not meet the expectations of our growing community.

Our Values:

Our culture and the way we work is driven by the following six core values:

- Leadership**
We take a leadership role across the Garden City to enable the delivery of our vision and to ensure that we bring key players together, tackle key issues, remove obstacles that block progress and give development at Ebbsfleet a strong voice.
- Collaboration**
We take a collaborative approach in all that we do. Internally we work across boundaries and as one team. Externally we promote the value of working holistically and collaboratively, co-ordinating across varying interest groups and co-designing our community buildings, parks and open spaces with our community to achieve a better result for the Garden City.
- Sustainability**
Along with our partners we work to create a Garden City that stands the test of time and that people stay proud of. We consider long-term management of our place from the outset and we seek to build environmental sustainability into all that we do.
- Engagement**
We are open and transparent, we engage regularly and meaningfully with our communities and we communicate progress and activity to our partners and stakeholders, locally and nationally.

- Innovation**
We seek innovative solutions in all that we do, pushing the boundaries to create a Garden City for the 21st century that is delivered effectively and works better for our communities. We invite ideas from as wide an audience as possible, and develop partnerships where appropriate to test new ideas, and demonstrate new technologies which can improve the efficiency of construction or quality of life of our residents.
 - Learning**
As we develop the Garden City we learn from other places and projects and we share our lessons with others. As we proceed with our work we capture our own learning and work in partnership where appropriate to measure our impact including outside of Ebbsfleet. We will ensure all of our staff have a good level of knowledge and understanding of our role and our work, including the work of teams across the EDC.
- As an organisation we work hard to ensure that these values underpin all that we do. We maintain a continuous focus on the development of the EDC, seeking opportunities to change and improve as the Garden City grows and changes. We want the EDC to be a great place to work, an organisation where talented people choose to spend part of their career, and where they feel empowered to deliver excellent results.

Section 05

Ebbsfleet Garden City in 2021

Ebbsfleet Garden City in 2021 is a very different place from the Ebbsfleet of 2015 when the EDC was established, demonstrating the very significant progress that we and our partners have made in the first phase of our work.

The Ebbsfleet of 2015 was characterised by stalled development sites, challenging and inaccessible land, limited private sector interest in investing, negative media coverage, and transport and utilities infrastructure that required significant investment. Whilst there was outline planning permission in place for c. 12,000 homes, very few homes had moved beyond that stage. The area had significant potential but needed investment and momentum to drive forward delivery, and this was the task given to EDC by the Government.

Fast-forward to 2021 and the impact of the EDC and its partners is visible across the entire Garden City.

- we have successfully laid the foundations for an ambitious 21st century Garden City. We invested early to bring forward the core infrastructure required to kick start development and give our private sector partners the confidence to invest; this included investment in electricity capacity, forward funding the A2 upgrades by National Highways and investment in the Fastrack local bus network that is driving a sustainable transport solution across North Kent;
- there are now over 5,000 new residents living in 2,500 quality, new homes and our annual housing completion rate exceeds that of most other large UK sites. Seven housing developers are now active on site, with development underway across all areas of the Garden City;



- there has been significant progress in developing a strong and active community in the Garden City. We attracted almost £2 million through partnership programmes, including the NHSE 'Healthy New Towns', to stimulate and support events and activities for new and existing residents. A Community Board has been established to give local residents a voice in shaping their future place;
- the EDC is now a significant landowner, having acquired land at Northfleet East, Grove Road, and adjacent to Northfleet Station. We also acquired 125 hectares of land around Ebbsfleet International Station in 2019;
- the newly opened Springhead Bridge provides a key connection from the east of the Garden City to Ebbsfleet Central;
- significant progress in facilitating community infrastructure; more than 12 hectares of new parks and open spaces have been delivered, three primary schools have opened, plans for a secondary school have been approved, and there are two active new community centres;
- there are an increasing number of shops and other local amenities to serve the growing population, including two new supermarkets and a pub/restaurant and hotel;
- other new job opportunities have been created at Berkeley's new modular build factory, and progress has been made in bringing forward the proposed London Resort which has the potential to create many thousands of new jobs.



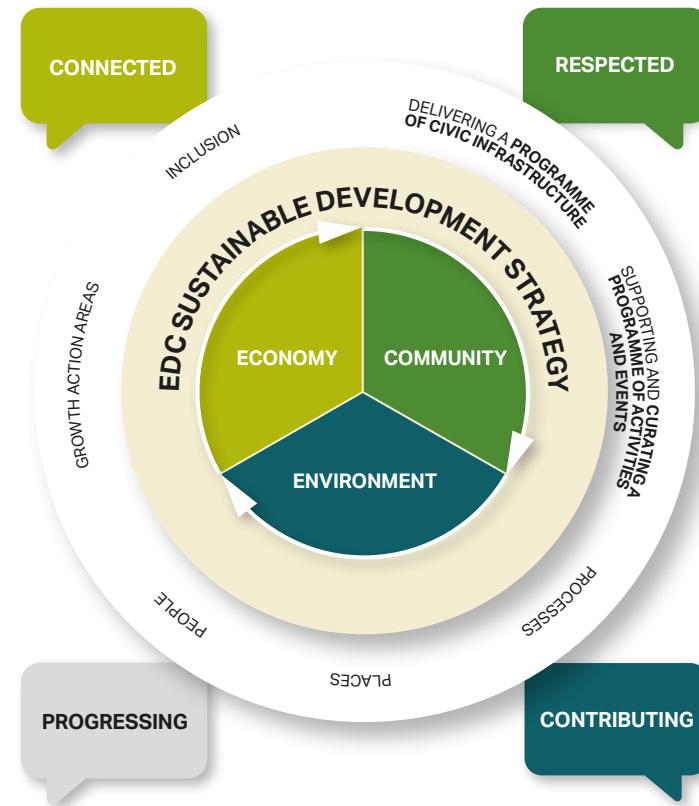
A Series of Complex Challenges Remain

Whilst there has been significant progress since 2015, there is still much to do if the EDC, our partners and the local community are to achieve the Garden City vision. Some very complex challenges remain including:

- supporting local communities and the economy in the recovery from the COVID-19 pandemic;
- continuing to build community cohesion across the Garden City and between new and existing communities through creating places to go and enabling things to do which reflect local ambitions;
- maintaining the pace of housing delivery required and increasing the choice of housing products available;
- continuing to raise the bar on quality in the delivery of homes and neighbourhoods, across all development sites – both on sites the EDC is in the lead, as well as the two thirds of homes that will be delivered by our developer partners;
- making progress at the Ebbsfleet Central site, where part of the land has been notified by Natural England as a Site of Special Scientific Interest and where funding for future development is subject to Government approval;
- the need to make a step change on environmental sustainability toward a zero carbon Garden City;
- continuing to work with LRCH on their plans for the London Resort that has the potential to make a significant contribution to the economy of the North Kent area, whilst playing our part to ensure the scheme is the best it can be, bringing benefits across the region;
- restoring and reimagining Blue Lake and agreeing a way forward for the Northfleet Waste Water Treatment facility, working with National Highways to complete the A2 junction upgrades and supporting the operator to ensure that the Fastrack network provides excellent public transport coverage and connections across Ebbsfleet and beyond.

12
hectares of new parks
and open spaces have
been delivered

Section 06



Our Strategy

Creating a Great Place to Live, Work and Visit

Our approach to placemaking builds on the 3 pillars of sustainable development.

As we work towards achieving our Garden City vision for 2035 we take a 'whole place' approach to planning and delivering a great place to live, work and visit, where new and existing communities can benefit from the additional facilities and activities available, and where future businesses will have confidence to invest. The delivery of up to 15,000 much needed new homes and new employment areas requires careful planning and a commitment to good place-making, excellent design and sustainable development. Our approach to achieving sustainable development is to ensure we continually consider the community, the economy and the environment together at all stages of the development process.

We create added value in the development of the Garden City through our commitment to co-designing with local residents and businesses, and coordinating delivery across land ownerships to ensure a full range of services, amenities and facilities are delivered to serve our communities as soon as is feasible in the development process. Acting as a conduit between national Government and local residents, we pilot new housing models, drive quality and deliver world-class parks and open spaces whilst facilitating innovation and minimising our impact on the environment. We are committed to ensuring that local residents benefit from inclusive economic growth through long-term investment, including through the creation of a range of new job opportunities.

Creating a Great Place to Live, Work and Visit

We have reinterpreted and redefined the ethos and principles of the first Garden Cities and we demonstrate this through:

- our strong vision, leadership and commitment to co-design and co-production of community assets;
- capturing economic and social value for the long-term benefit of both new and existing residents in the area;
- supporting a wide range of homes including types, and tenures, that reflect local need and which are affordable;
- ensuring homes are beautiful, functional, future-proofed and environmentally sustainable;
- stimulating investment in a wide range of jobs accessible to local residents;
- enabling healthy and active lifestyles through the provision of social, cultural and recreational facilities in walkable neighbourhoods early in the development process;
- supporting the delivery of a sustainable transport system that provides choice and supports healthier lifestyles;
- delivering a network of parks, open spaces and green and blue infrastructure that enhances biodiversity and contributes toward our ambitions for a zero carbon Ebbsfleet Garden City;
- providing opportunities for residents to grow and share their own food, including through our Edible Ebbsfleet network;
- ensuring long-term community influence over the stewardship of assets through our work with the Ebbsfleet Garden City Trust.

We are committed to ensuring that local residents benefit from inclusive economic growth













Putting the needs and ambitions of our existing and future residents at the heart of everything we do



Our approach to sustainable placemaking ensures that we complement our neighbouring communities and towns to create a cohesive community connected by modern public transit, offering a diverse range of opportunities to live, work and play for people of all ages, backgrounds and incomes. We lead by example to deliver a 21st century benchmark, where the quality of development sets the scene for the conservation areas of the future and where local people are enabled to live sustainable and healthy lives.

We will achieve this by:

-  putting the needs and ambitions of our existing and future residents at the heart of everything we do, ensuring development reflects what local people have told us they want to see in their future Garden City;
-  delivering a network of community spaces across the Garden City that support a vibrant community, providing a variety of places to go and opportunities for residents interested in arts and culture, sports and leisure, developing new skills or just meeting with their neighbours;
-  ensuring all of our community spaces are co-designed with residents, and are delivered to the highest quality and environmental standards to ensure they are future-proofed and sustainable;
-  enabling and empowering our residents and local groups to provide a diverse programme of activities and events across the Garden City such that there is something to do for everyone;

-  driving short term investment to support the long-term foundations of inclusive growth locally, creating a strong identity for Ebbsfleet, recognising its potential contribution to North Kent and the wider South East economy;
-  capitalising on our unparalleled connectivity to attract investment to deliver the next generation of high quality, flexible workspace, creating a new dynamic and innovative sub-regional business hub offering a variety of job opportunities;
-  ensuring that growth achieved through investment in the Garden City is inclusive, benefiting new and existing residents, helping them to develop appropriate skills to gain access to the jobs and growth achieved, particularly as we recover from the pandemic;
-  enhancing the landscape and environment that we have inherited to create a green and biodiverse Garden City, where over 40% of the land area is taken up by a grid of Garden City parks and open space;
-  committing to net zero by 2050 through well designed public realm and green spaces with vibrant, sustainable urban neighbourhoods supporting sustainable lifestyle choices;
-  leading by example through our own procurements and ways of working internally, and through the delivery of exemplar neighbourhoods within the Garden City where EDC is the landowner.



Delivering a network of community spaces across the Garden City that support a vibrant community





Meeting the Housing Challenge

We are working to support the delivery of up to 15,000 high quality homes offering a variety of opportunities which reflect local need, and that appeal to individuals and families across income levels, ages and backgrounds.

We support the delivery of new homes in a number of ways including delivering the infrastructure to unlock housing sites; providing an efficient and effective planning service to support developers to deliver homes on their sites; by bringing forward additional land to facilitate homes; and by introducing a wider range of housing options through our market interventions where appropriate.

Build More; Build More Beautifully; Build Greener

We will work with our partners to ensure we reflect national priorities to build more homes (up to 650 per annum), build greener homes which contribute toward our zero carbon Garden City ambitions, and to build more beautifully, delivering homes that local people support and which reflect our context. We will ensure we achieve an appropriate balance between pace, quality, and sustainability, and ensure that the facilities and amenities new residents need are provided in tandem with the new homes.

Homes for Everyone

We will work with our sponsor department DLUHC to introduce a menu of products which enable local people to get access to new

homes in the Garden City including help to buy, help to build, shared ownership, market rent, affordable rent, and social rent. We will put ourselves forward to pilot further new products such as first homes to ensure there is an option for everyone both in the long and short terms.

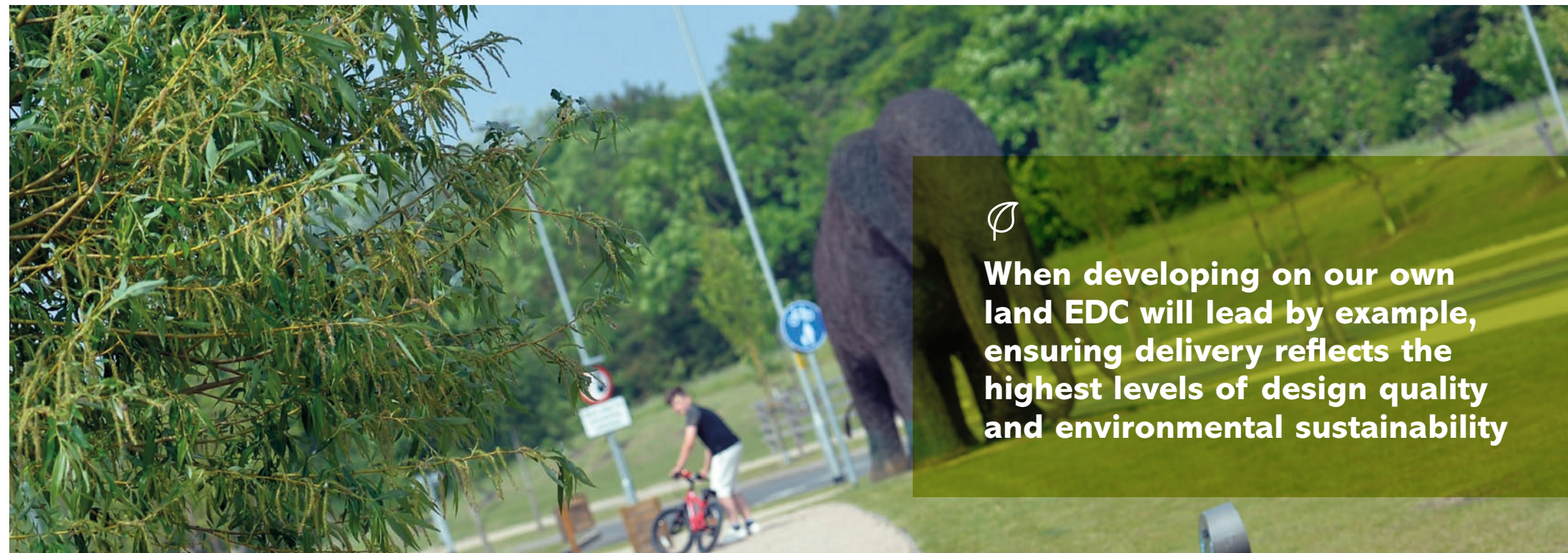
We will intervene in the housing market where appropriate to ensure a full range of housing options are available, including housing for older and vulnerable residents, and for residents who want to commission or build their own homes through a range of specialist, custom build and self-build housing opportunities. Where necessary, EDC will bring forward these housing typologies on our own land.

Leading by Example

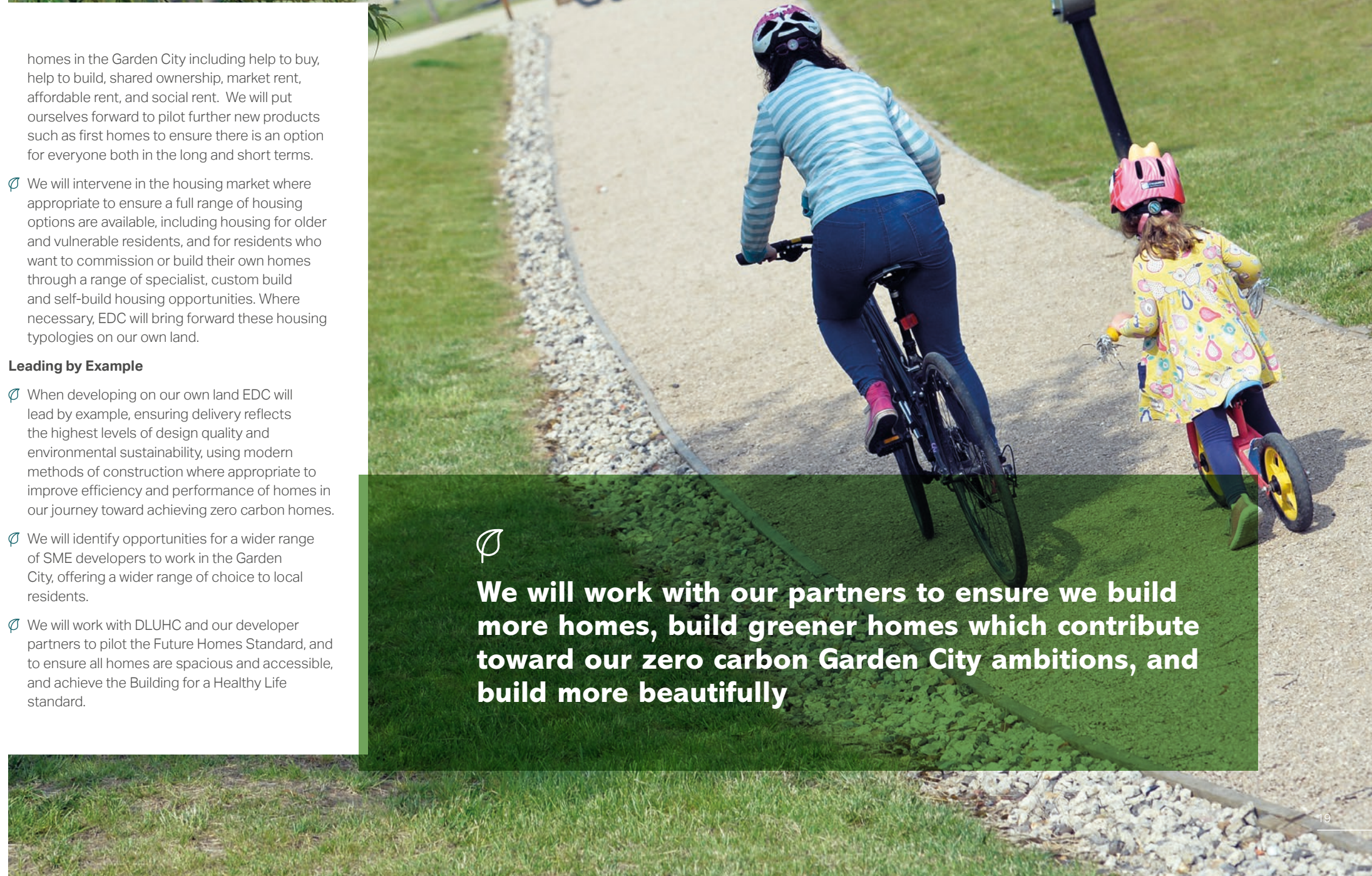
When developing on our own land EDC will lead by example, ensuring delivery reflects the highest levels of design quality and environmental sustainability, using modern methods of construction where appropriate to improve efficiency and performance of homes in our journey toward achieving zero carbon homes.

We will identify opportunities for a wider range of SME developers to work in the Garden City, offering a wider range of choice to local residents.

We will work with DLUHC and our developer partners to pilot the Future Homes Standard, and to ensure all homes are spacious and accessible, and achieve the Building for a Healthy Life standard.



When developing on our own land EDC will lead by example, ensuring delivery reflects the highest levels of design quality and environmental sustainability



We will work with our partners to ensure we build more homes, build greener homes which contribute toward our zero carbon Garden City ambitions, and build more beautifully

Ebbsfleet Garden City in 2025

Subject to the resources we are allocated through the next Spending Review, the four year period from 2021-25 has the potential to bring a very significant step-change to Ebbsfleet Garden City as we continue on the journey to deliver the vision for 2035. The theme of the EDC's work for the coming four year period is that of tackling the remaining difficult sites in the area, enabling development platforms and laying the foundations for future private sector housing and commercial development to come forward.

Environmental sustainability will thread through the entire Garden City starting with how we work as an organisation

3 NEIGHBOURHOOD CENTRES

5 COMMUNITY BUILDINGS

5 PRIMARY SCHOOLS

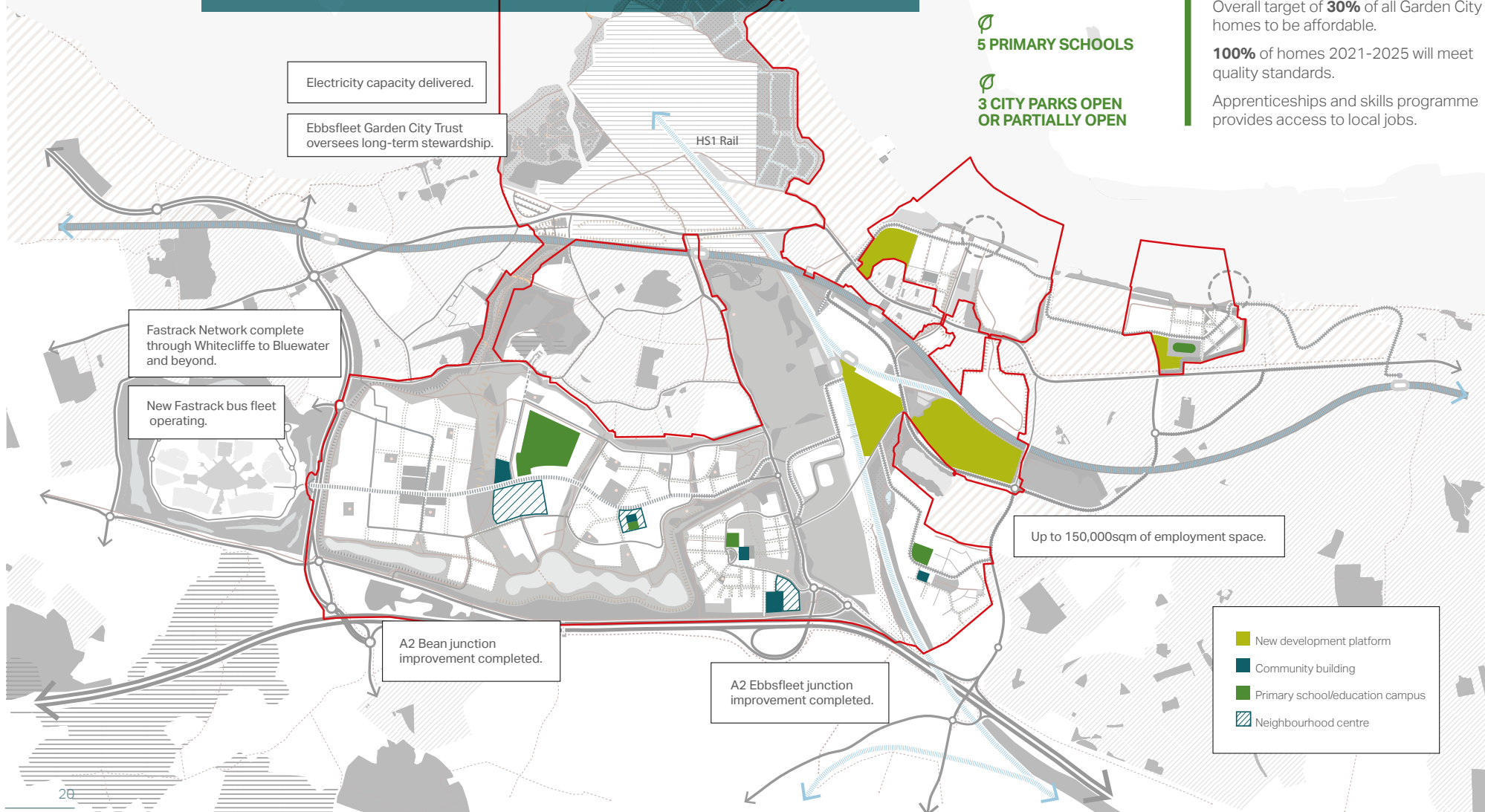
3 CITY PARKS OPEN OR PARTIALLY OPEN

Up to
5,000
new homes

Overall target of **30%** of all Garden City homes to be affordable.

100% of homes 2021-2025 will meet quality standards.

Apprenticeships and skills programme provides access to local jobs.



By 2025, the growing community will be served by three neighbourhood centres, five primary schools, and five community buildings

Our ambition for Ebbsfleet Garden City in 2025 is as follows:

By 2025, up to 5,000 new homes will have been completed in Ebbsfleet Garden City, offering an increasingly diverse range of options for purchase or rent to reflect local needs and responding to the ambitions of our changing society. We will make continued progress against our overall target of 30% of all Garden City homes to be affordable, and every home completed in the next four years will meet the Building for a Healthy Life 'green light' standard and nationally described space standards.

The EDC will have delivered on spatial commitments, having sought planning approval and delivered development platforms ready to bring forward the next phase of housing and commercial development at Ebbsfleet Central, the Thames Way Development Area and Northfleet Riverside. Plans will be in place for up to 150,000 sq.m of employment space across Ebbsfleet Central, Northfleet West and Northfleet East. This will be supported by the completion and opening of core infrastructure projects including the A2 junction upgrades, electricity capacity, Fastrack bus services, and cycling and walking improvements.

By 2025, the growing community will be served by three neighbourhood centres, five primary schools, and five community buildings, including a Community Hub at Alkerden adjacent to a new education campus. Residents will be empowered to take a lead in shaping their Garden City and delivering a range of activities and events. The new Ebbsfleet Garden City Trust, which will have established itself as a key partner of the EDC, will have control of a number of the estate management companies operating in the area, alongside community facilities and local parks, building the future legacy of the Garden City.

Ebbsfleet will be recognised as a best practice example of healthy placemaking; at least three Garden City Parks will be open, whilst our ambition to re-imagine Blue Lake into a world-class destination for leisure and recreation will be well underway.

Working with our local authority partners, we will have made good progress in the delivery of our Environmental Action Plan, supporting our journey toward a zero carbon Garden City. Environmental sustainability will thread through the entire Garden City starting with how we work as an organisation, how we invest in the Garden City and how we procure and deliver the buildings, infrastructure and parks to serve our residents and investors. We will also support our residents to lead more environmentally sustainable lifestyles and provide the infrastructure to enable sustainable businesses to become the norm in the Garden City.

Ebbsfleet will have experienced a quick bounce back from the pandemic; our new skills programme and approach to inclusive growth will ensure there are a wide range of opportunities for local people, and the Garden City will increasingly be seen as a magnet for the relocation of existing business and the start-up of new businesses. Working with the developer of the proposed London Resort we will seek to maximise the regeneration benefits that the scheme could bring either directly or indirectly.

We will have cemented our reputation as a delivery agency in the North Kent area that delivers on its promises; through our partnership working with the Thames Estuary Growth Board, local authorities and other agencies we will ensure that Ebbsfleet benefits from growth in the region, and in turn ensures that the Garden City plays a part in the ambitions of partners across the Estuary.

Our Approach to Delivery 2021-25

In order to deliver our objectives for Ebbsfleet Garden City in 2025 – the focus of this Corporate Plan - our approach will be as follows:

Investment and Direct Delivery

of the following integrated package of work across three areas:

1. An **area focus** on three priority development areas
 - Ebbsfleet Central
 - Thames Way Development Area
 - Northfleet Riverside
2. Delivery of **integrated projects** that are 'whole Garden City'
 - Infrastructure projects - including transport and utilities
 - Community facilities - including community facilities delivered by the EDC or with EDC investment
 - Connected parks and open spaces - providing the spaces people need across the Garden City neighbourhoods
3. A continued and growing **focus on long term sustainability for the community** of Ebbsfleet Garden City
 - Establish and embed long term stewardship and legacy arrangements
 - Enable inclusive economic growth
 - Support for the community of the Garden City

Planning - as the local planning authority, **we will use our planning powers** to ensure that only schemes that meet our ambition for the Garden City receive approval

Influence – through our leadership and collaboration role, **we will support and challenge our partners** across the public, private and voluntary sectors to ensure that the places that are delivered meet the expectations of the local community, including ensuring that key local services – including schools and health infrastructure – are provided according to need

Building the EDC - we will also **continue to build the EDC as an exemplar Government delivery organisation** that delivers on its promises, invests in its people and that does great things

Our delivery objectives for each of these areas for the period 2021-2025 are as follows:

INTERVENTION	OBJECTIVES 2021 – 25
Investment and Direct Delivery	
An area focus on three priority development areas	
Ebbsfleet Central	<ul style="list-style-type: none">• Securing a new outline planning approval for development of the site.• Secured approval for the next phase of public investment required to deliver the vision.• Delivery of the first development platform ready for the market to deliver commercial and residential development.
Thames Way Development Area	<ul style="list-style-type: none">• Plans approved to restore Blue Lake.• Secured approval for the public investment required to deliver the agreed plans.• Delivery of the development platform for the first phase of the new neighbourhood.• Plans approved to relocate the waste water treatment works at Northfleet and for development platform for new homes.
Northfleet Riverside	<ul style="list-style-type: none">• Secured approval and delivered development platform for the Grove Road regeneration project.• Secured approval and delivered a platform for commercial development at Northfleet Embankment West and Northfleet Embankment East.• Secured approval and delivered the first phases of community infrastructure and open space.
Delivery of integrated projects that are 'whole Garden City'	
Infrastructure projects – transport and utilities	<ul style="list-style-type: none">• A2 Bean and Ebbsfleet Junction improvements complete along with improvements for non-motorised users.• Electrical capacity for future development of Garden City available.• Substantial sections of the Fastrack Network open including tunnels to Bluewater, and fleet of new buses operating.• Phase 3 of cycle and walking improvements completed and approval for Phase 4 secured.• Review and implement opportunities for multi-modal sustainable transport, including innovative pilot schemes.
Infrastructure projects – community projects	<ul style="list-style-type: none">• Secured approval and delivered new community building in Castle Hill.• Secured approval and invested in new community buildings in Ebbsfleet Green.• Secured approval and invested in delivery of Alkerden Community Hub.• Identified the requirements for the next phase of community buildings for later phases of the Garden City.
Connected parks and open spaces	<ul style="list-style-type: none">• Made substantial progress in delivering the Blue Lake Park and one section of Ebbsfleet River Park.• Made substantial progress in delivering the first phase of Northfleet Riverside Park at Northfleet Harbour and a further phase of Ebbsfleet River Park.• Commenced delivery of supporting infrastructure such as way finding to connect parks together.

continued overleaf

continued

INTERVENTION	OBJECTIVES 2021 – 25
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A continued and growing **focus on long term sustainability for the community** of Ebbsfleet Garden City

Establish and embed long term stewardship and legacy arrangements	<ul style="list-style-type: none">• The Ebbsfleet Garden City Trust will have been established and maturing into its long term stewardship role.• The first assets will have been transferred to the Trust and be under its stewardship.
Enable inclusive economic growth	<ul style="list-style-type: none">• Established an approach to Social Value that allows new and existing communities to benefit from the investment in the Garden City.• Established an apprenticeships and skills programme which allows local residents the opportunity to access new jobs in the Garden City, including construction roles.
Build the community and place of the Garden City	<ul style="list-style-type: none">• Enabled a programme of activities and events with residents that help generate a vibrant Garden City including through an active Ebbsfleet Garden City Community Board.• Supported a network of community champions, volunteers, and practitioners to evolve to serve the Garden City.

Planning

Using our **planning powers to raise the bar on quality** whilst **maintaining pace**

Maintain a high quality planning service	<ul style="list-style-type: none">• Meet statutory planning performance levels as set by DLUHC.• Proactively engage with development teams through efficient pre-application discussions, negotiation on applications and dealing with post decision matters.• Explore opportunities for the way in which technology and the digital agenda can support an efficient planning service.• Carry out regular training and briefings for Planning Committee members.• Maintain a proactive design management service including the Ebbsfleet Design Forum.• Test, enhance and implement a comprehensive suite of design evaluation tools and systems to measure and monitor design quality across all project types.
Review and produce planning guidance to ensure that our aspirations on design quality and the environment are clearly set out	<ul style="list-style-type: none">• Maintain and develop the Design for Ebbsfleet website to provide an exemplar design guide for new development.• Review existing design guidance in light of the publication of the National Design Code.• Finalise the 'Designing for Sustainability' guidance.• Draft other guidance as necessary including any needed to reflect national policy change
Support plan-making activities carried out by the local authorities	<ul style="list-style-type: none">• Work collaboratively with Dartford, Gravesham and Kent County Council on the production of any development plan documents.

Influence

Building on our reputation as an organisation that delivers, by leading and collaborating with others to get the best for our community.	<ul style="list-style-type: none">• Consistently meet spend and receipts targets by managing our resources and allocated budgets efficiently and effectively.• Utilise effective collaboration methods and platforms to involve the community and stakeholders in the design and development of proposals across the Garden City.
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Section 07

Performance and Risk

Measuring our performance

Our headline targets for Ebbsfleet Garden City by 2025 are set out in Section 6.

For the 2021-25 period we will continue to measure our performance through the following suite of Key Performance Indicators – covering the full scope of the EDC's work. Detailed targets will be set each year within our annual Business Plan based on resources allocated and agreed with our sponsor Department, DLUHC.

KPI	CATEGORY	MEASURED BY (TARGETS TO BE SET ANNUALLY)
1	Housing Delivery	The number of new home completions
2	Quality of Homes and Neighbourhoods	Homes delivered that meet defined homes and neighbourhood quality standards
3	Diversification of Housing	Number of diversified homes delivered (e.g. custom-build, self-build, co-housing or specialist homes with features to support older or vulnerable people)
4	Affordable Homes	Number and proportion of affordable homes completed
5	Commercial & Community Floorspace	Commercial and/or community floorspace completed
6	Private Sector Investment	£ of private sector investment levered in across EDC sites
7	Footpaths and Cycle Ways	Footpaths and/or cycleways completed in the EDC urban development area, or in the wider area through EDC investment
8	Public Transport Connections	Proximity of new homes delivered to current or future public transport route / connection
9	Parks, Open Spaces and Recreation Areas	New parks, open spaces and recreation areas completed
10	Investment in Social and Community Infrastructure	£ of investment in social and community infrastructure levered in across EDC sites
11	Good Financial Management	Spending within allocated budgets and recovery of invested funds as set out in project business cases






To ensure we manage risks effectively, the EDC has a Risk Management Strategy








Managing our Risks

As we enter the next phase of the development of Ebbsfleet Garden City there are a number of significant risks that could result in the ambitions of this Plan not being achieved. As of April 2021, the top risks we expect the EDC to face over the coming four years are:

-  continued Covid-19 uncertainty and the impact this may have on economic activity and housing delivery;
-  availability of sufficient capital and revenue resources to deliver the objectives in this Plan;
-  a failure to achieve the design quality and high standards of environmental sustainability and other aspects of great placemaking that will make the Garden City a great place to live and work;
-  failure to deliver the heart of the Garden City at Ebbsfleet Central due to lack of funding, uncertainty caused by environmental designations or timescales for delivery of the London Resort.

To ensure we manage risks effectively, the EDC has a Risk Management Strategy in place, which defines the procedures, tools and processes put in place to manage risks related to the delivery of the Garden City. The key elements of the EDC's risk management arrangements are:

-  responsibility for the management of risk across the Corporation resides with the EDC's Chief Executive, with oversight from the EDC Board;
-  the EDC Board owns and approves the Risk Management Strategy, reviews the Strategic Risk Register periodically and sets the risk appetite for the EDC;
-  a Risk Sub-Committee comprising EDC officers meets regularly to review risks and consider mitigations;
-  the Corporation's Audit & Risk Assurance Committee is responsible for assessing and challenging the overall effectiveness of the risk management processes; and
-  the Investment & Infrastructure Panel is responsible for regularly reviewing and monitoring the capital programme and project risks.



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