

Ebbfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	14 June 2023	Paper Number:	EDC 023/054
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Title of paper	Chief Executive's Part One Update
Presented by	Ian Piper, EDC CEO
Sub-committee	NOT APPLICABLE

Purpose of Paper and Executive Summary

To provide the Board with an update on a range of strategic matters, not covered in other papers.

EDC Business Plan and KPIs

The items covered contribute to the general running and strategic performance of the organisation.

Recommendation

FOR INFORMATION

Board is asked to **NOTE** the paper and the matters covered.

Annexes

None

Delegation

Not Applicable.

Financial impact

Not Applicable, unless specifically referenced in the relevant section.

Legal impact

Not Applicable, unless specifically referenced in the relevant section.

Stakeholder impact

Some of the matters covered in this paper will impact on a range of stakeholders. Where this is the case, this is noted in the relevant section.

Sponsor impact

Some of the matters covered in this paper will impact on the Corporation's relationship and/or dealings with our sponsor department, DLUHC. Where this is the case, it is noted in the relevant section.

Ebbfleet Development Corporation

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1. Health, Safety and Well-being

- 1.1. There have been no health and safety incidents since the last report regarding our staff, or at the Observatory. Health and safety matters in respect of our regeneration programme activities are covered in relevant reports.

2. DLUHC Sponsor Team

- 2.1. Structure changes within DLUHC have resulted in a change within the team that sponsors EDC. Deputy Director John McManus and his team have moved to a different directorate. Both the chair and myself have written to thank John and his team for all the support they have given us over the last few years.
- 2.2. Lucy Wilkins, also a Deputy Director, has taken over day to day management of the team that support the Corporation, and Cathy Francis remains as the SRO for the relationship with EDC.

3. Board Effectiveness Review

- 3.1. We are required by Cabinet Office to conduct an annual review of the effectiveness of the Board in discharging its functions and responsibilities. At regular intervals, this process should comprise a review by an independent third party. This year the Chair agreed that the review should be undertaken by an independent third party and this has been commissioned.
- 3.2. The review will be conducted by Aman Dalvi OBE MSc, CMCIH and Hattie Llewelyn Davies OBE. They will attend the ARAC and Board meeting on the 14th June and will follow this with one-to-one interviews with Board members, senior executives and our sponsor department, DLUHC, before submitting their report and findings which will be shared and discussed at a subsequent board meeting.

4. Board Apprentice Programme

- 4.1. The Chair has agreed that we should take part in the Board Apprentice Programme again next year following the successful participation this year.

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5. Staffing and Capacity

- 5.1. As referred to elsewhere in the papers, due to a combination of some staff moving to other organisations and filling new roles now that our budgets have been confirmed, we have been doing a lot of recruitment over recent months. This has been with mixed success in terms of numbers of suitably qualified applicants. As a result we are experiencing capacity constraints across all teams but it has been most acute in the Corporate Services and Development directorates. We are of course working hard to address any capacity constraints, but we have recognised these challenges within the Corporate Risk register.

6. UKReiF

- 6.1. I attended the UKReiF conference in Leeds this month along with Ruth Bryan the Head of Ebbsfleet Central. Our aim was the continued promotion of our work delivering the garden city, and to raise awareness of the development opportunities at Ebbsfleet Central. The conference in only its second year had over 7,000 attendees, up from 2,000 in its inaugural year in 2022.
- 6.2. Amongst many things, we supported the launch of the “Investuary” – an inward investment platform operated by the Thames Estuary Growth Board – on which the opportunities at Ebbsfleet will feature.

PRESS

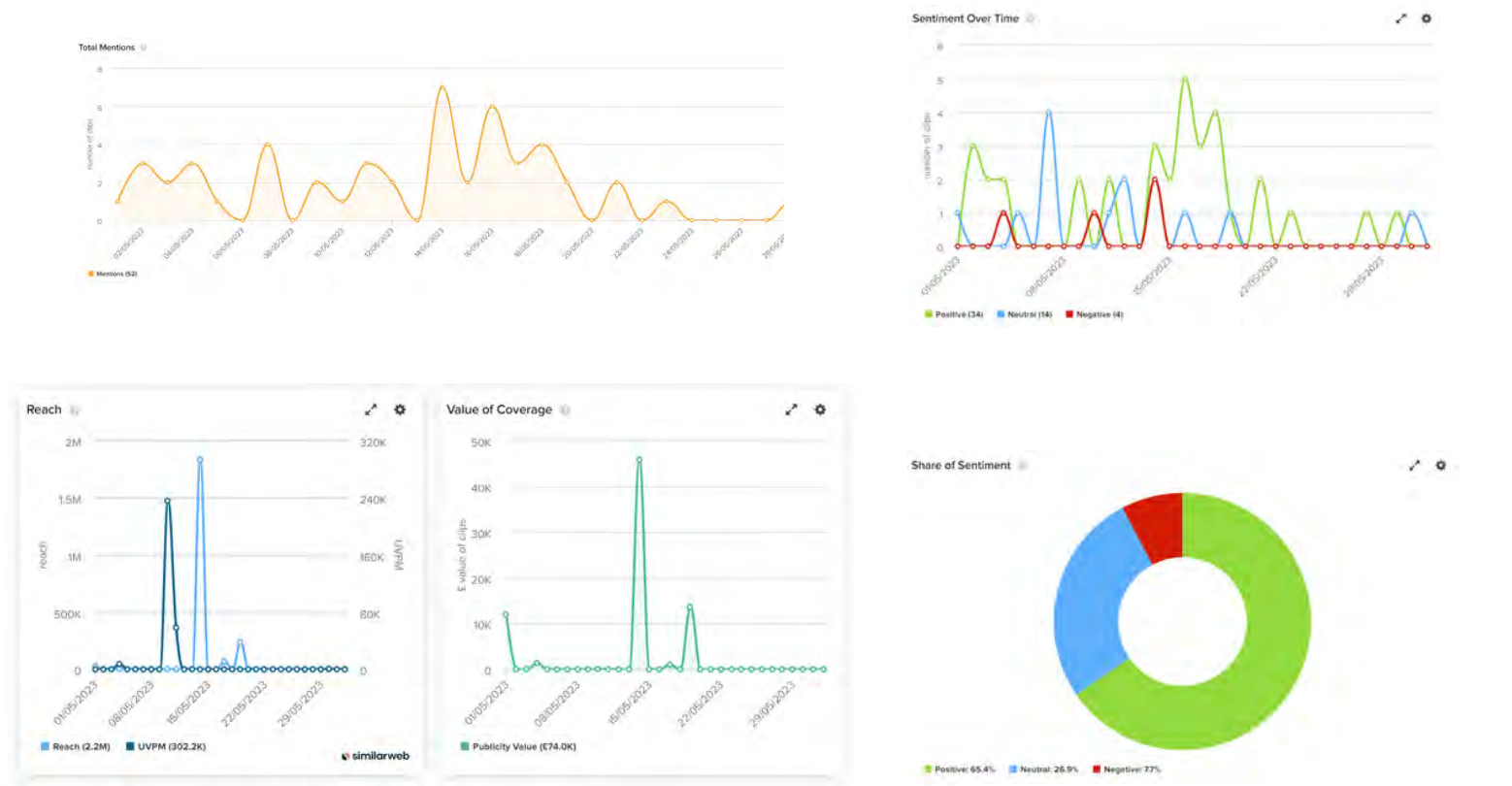
MAY 2023 BOARD MEETING



Ebbsfleet
DEVELOPMENT CORPORATION

Summary:

This document covers the period of 1st May - 31st May. Below is a highlight summary of outlets reporting on 'Ebbsfleet Garden City', 'Ebbsfleet' and 'Ebbsfleet Development Corporation' relevant to our work.



Article	Source	UVPM
Swanscombe cliff collapse: residents and businesses left with no answers one month on	Kent Online	236k
BBC Politics Programme	South East	916k
Unpopular flats plan approved after original decision overturned (Station Road, Gravesend)	Gravesend Messenger	5k
How to make a garden community successful	Housing Today	Subscription
Cultural Placemaking Event Held To Celebrate Successes Achieved in Ebbsfleet	EDC website	-
Director of Infrastructure and Enabling Works appointed to Ebbsfleet Development Corporation	EDC website	-
Bellway provides electric vehicle charging for all homes at two developments in Ebbsfleet	Bdaily News	142k

SOCIAL MEDIA

JUNE 2023 BOARD MEETING



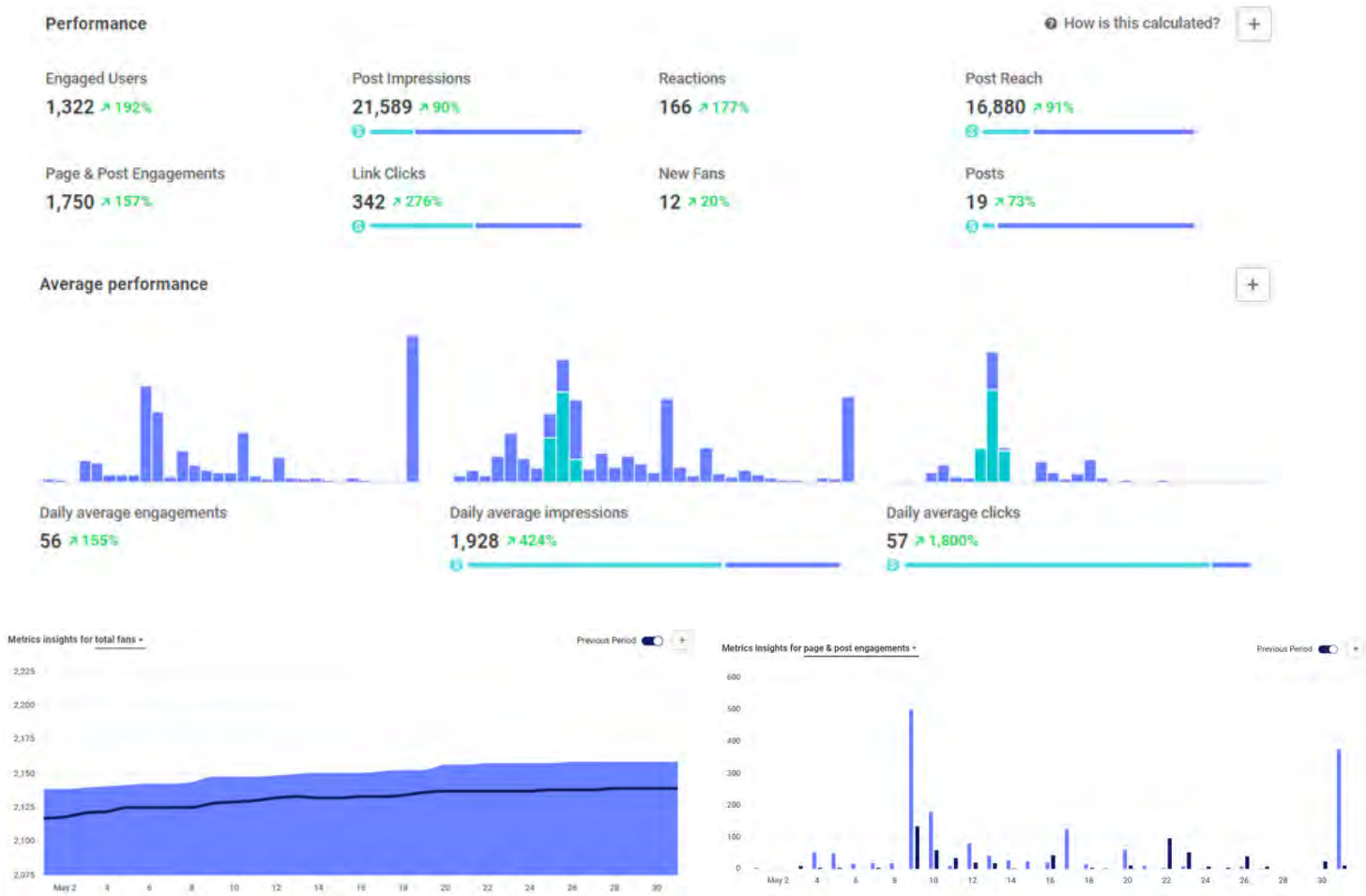
Ebbfleet
DEVELOPMENT CORPORATION

FACEBOOK

Summary:

This report covers period 1st May - 31st May 2023.

There is demonstrable benefit in sharing recruitment opportunities in Ebbsfleet to local pages - the Finance Officer roles had one of the highest Facebook post shares to date.



May 30, 2023 10:45am

In case you haven't seen already, the bridge in #PlatinumJubileePark is now open 🌉 If you are out enjoying the fresh air ☀️ or fancy a walk on your lunch break 🚶 there's a lovely path with ample seating and spaces to enjoy nature 🌿 #Ebbsfleet #CastleHill #LoveWhereYouLive

Post Clicks	Reactions	Impressions	Reach	Eng. Rate	Share
836	54	6,370	6,322	14.25%	—



May 8, 2023 09:25am

🗓️ **TOMORROW!** Don't forget to join us tomorrow at your Ebbsfleet Community Board taster session! 📍 Blue Bean Cafe, Castle Hill 📍 9th May 2023 📍 6pm-8pm Come along and get a taste of what it's like to be on your Ebbsfleet Garden City Community Board! 🗣️ Hear what's planned for 2023 🗣️ Share ideas about what you want to see in the future

Post Clicks	Reactions	Impressions	Reach	Eng. Rate
323	19	4,651	3,406	34.29%



May 11, 2023 12:00pm

#DidYouKnow the EDC Planning Team have put together some helpful 'Residents Guides' to answer questions about the developments, specific planning matters for the neighbourhoods, and how the builds tie into the wider ambitions for Ebbsfleet. Residents Guides are available for: 📍 Cable Wharf 📍 Craylands Lane 📍 The Old Mill 📍 The Old Mill

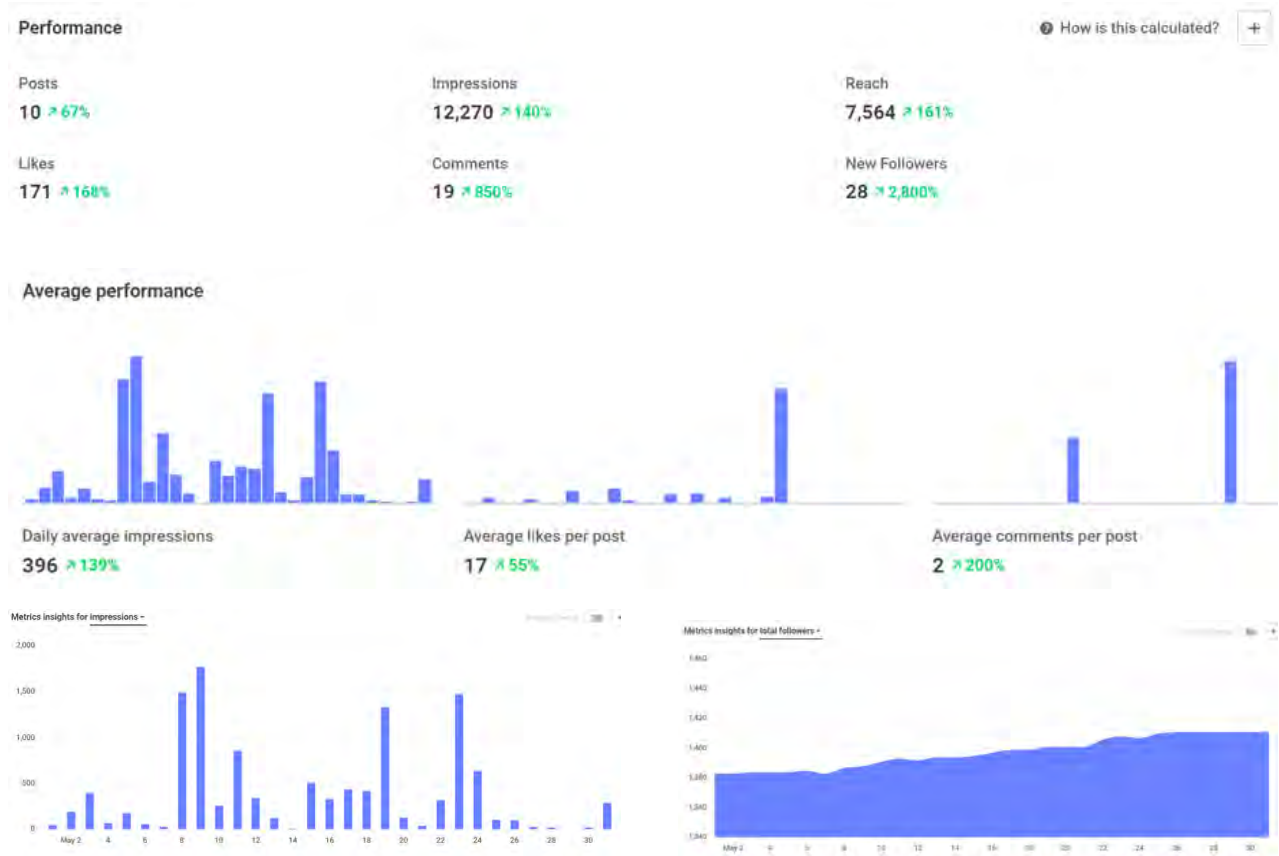
Post Clicks	Reactions	Impressions	Reach	Eng. Rate
102	2	865	816	12.37%

INSTAGRAM

Summary:

This report covers period 1st May - 31st May 2023.

Further effort is being provided to maintain a strong calendar of creative posts to drive traffic to page and stories.



May 23, 2023 02:56pm

In case you haven't seen already, the bridge in #PlatinumJubileePark is now open 🌉. If you are out enjoying the sunshine ☀️ or fancy a walk on your lunch break 🚶 there's a lovely path with ample seating and spaces to enjoy nature 🌿🐦. #Ebbsfleet #CastleHill #LoveWhereYouLive

Likes	Comments	Impressions	Reach	Eng. Rate	S
105	13	961	879	12.28%	-



May 22, 2023 12:00pm

🌱 Only 4 days left to share your feedback on public art in #Ebbsfleet! 🌱 We're working with @upprojects to create a public art strategy for #EbbsfleetGardenCity and we want to hear from you! Feedback received online as well as through a series of in person workshops will help shape the final public art strategy to be launched in 2024.

Likes	Comments	Impressions	Reach	Eng. Rate	S
6	0	284	259	2.11%	-



May 11, 2023 12:02pm

#DidYouKnow the EDC Planning Team have put together some helpful 'Residents Guides' to answer questions about the developments, specific planning matters for the neighbourhoods, and how the builds tie into the wider ambitions for Ebbsfleet. Residents Guides are available for: 🌱 Cable Wharf 🌱 Crayland 🌱 Lark 🌱

Likes	Comments	Impressions	Reach	Eng. Rate
14	6	807	615	2.97%

LINKEDIN

Summary:

This report covers period 1st May - 31st May 2023. LinkedIn continues to provide a central focus for Corporate news and updates, as well as targeted advertising for recruitment opportunities. Paid advertising is optimised across this site for recruitment.

Performance

Followers

3,215 ▲ 2%

Impressions

12,168 ▲ 106%

New Followers

36 ▲ 10%

Clicks

536 ▲ 129%

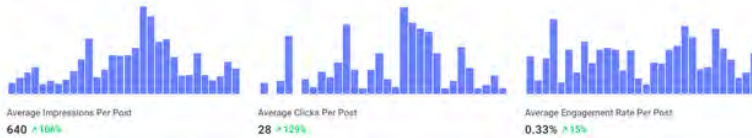
Posts

19 ▲ 73%

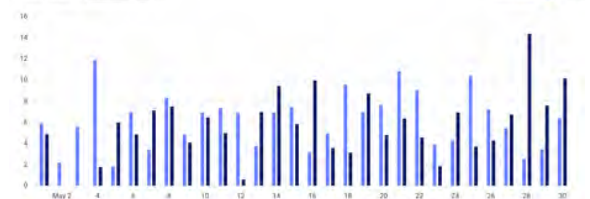
Engagement Rate

6.29% ▲ 15%

Average performance



Metrics insights for engagement rate



May 19, 2023 12:00pm

We are pleased to welcome Paul Abrahams who joins Ebbsfleet Development Corporation as Director of Infrastructure and Enabling Works! Paul will lead the delivery of a programme of projects integral to the delivery of #EbbsfleetGardenCity. He joins with a wealth of experience in the construction, residential and commercial sectors.

Impressions

2,686

Likes

72

Comments

55

Clicks

173

Eng. Rate

11.21%



May 19, 2023 02:53pm

Yesterday was an incredible opportunity for our team member Laura Bailey to showcase her, and her colleagues', fantastic work in embedding #culture and #creativity into the heart of our work in #Ebbsfleet. Whilst Laura shares her highlights of the day in her post below, we certainly loved listening to the wonderful things she said.

Impressions

1,168

Likes

18

Comments

3

Clicks

50

Eng. Rate

6.16%



May 16, 2023 09:22am

The EDC team will shortly be arriving at #UKREiF in #Leeds, we can't wait to share what they get up to! If you'd like to meet up with Ian Piper to discuss our vision for the first garden city in 100 years, the great progress we've made with Ebbsfleet Central and our ambitions around sustainability and high quality living, please email us at hello@ebbsfleetdc.org.uk.

Impressions

797

Likes

9

Comments

0

Clicks

46

Eng. Rate

6.90%

TWITTER

Summary:

This report covers period 1st May - 31st May 2023.

Twitter retains positioning as a supplement to LinkedIn and quick-access to short form information for our professional and industry stakeholders.

Performance

Tweets

20 ▲ 100%

Replies

2 ▲ 200%

Retweets

18 ▲ 500%

Clicks

30 ▲ 150%

Impressions

7,436 ▲ 330%

Likes

48 ▲ 434%

Engagements

124 ▲ 314%

New Followers

14 ▲ 1,400%

Top Tweet earned 1,528 impressions

Just under a week until @UKREiF! We're excited to meet both old and new contacts, talk about our plans for #EbbsfleetCentral and hear from industry experts.

If you're attending #UKREiF and would like to grab a coffee together, please email us at hello@ebbsfleetdc.org.uk.
pic.twitter.com/TQ5czfWQa



Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	14 June 2023	Paper Number:	EDC 023/055
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Title of paper	Marketing & Communications
Presented by	Caroline Doidge, Head of Marketing & Communications
Sub-committee	NOT APPLICABLE

Purpose of Paper and Executive Summary

To provide the Board with an update on a range of strategic matters, not covered in other papers.

EDC Business Plan and KPIs

The items covered contribute the general running and strategic performance of the organisation.

Recommendation

FOR INFORMATION

Board is asked to **NOTE** the paper and the matters covered.

Annexes

Annex A – Press Report

Annex B – Social Media

Delegation

Not Applicable.

Financial impact

Implementing the projects within Ebbsfleet Development Corporation's Marketing and Communications plan will incur resource spend from the Marketing and Communications budget.

Legal impact

Not Applicable.

Stakeholder impact

All communications efforts are targeted to deliver value for current & prospective residents, wider local communities, and industry stakeholders, with the long-term goal of demonstrating corporate value, strengthening brand loyalty and awareness, and ultimately promoting the success of Ebbsfleet Development Corporation.

Sponsor impact

Our sponsor Department, DLUHC, has an interest in the communications activity of the Corporation.

Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	14 June 2023	Paper Number:	EDC 023/055

1. Introduction

- 1.1. EDC and Built Environment Communications Group (BECG) are now entering the design and build phase of the website development.
- 1.2. As it stands, the current delivery ambition is to showcase the final draft of the EDC website to Board in July Part 2, before going live to the public.
- 1.3. The EDC team have been heavily involved in providing feedback and creative ideas to help bring the new website to life, the project leads are confident the new website will meet the needs of our complex stakeholder audiences and bring our vision for Ebbsfleet to life.
- 1.4. The Board are asked to note that during the July Board, members will be invited to have their Corporate photo retaken, which will then be placed on the website to accompany their personal bio.
- 1.5. As of 7th June, EDC have worked extensively with professional photography and drone operators 'V21' to take new footage of Ebbsfleet and key sites within the area to add to our marketing resources. These photos and drone shots are currently being edited and will be used to complement the launch of the new website.
- 1.6. The team are scoping opportunity to utilise the new footage to create a 1-2 minute 'vision' video, which will sit on the website to offer an alternative and complementary medium that explains our ambitions and vision for Ebbsfleet Garden City. Quotes are currently being obtained with a view to ensure optimum return on investment.
- 1.7. EDC are further exploring opportunities to update the EDC website maps and create a multi-layered, interactive, Urban Development Map. Current providers are under consideration which will ensure that we balance use and engagement opportunities with spend on resource.
- 1.8. In May, The EDC team held a Community Board Taster Session, which is outlined further in the Ebbsfleet Living paper. Residents were provided with the opportunity to experience a Community Board session and ask questions about the positive impact the Ebbsfleet Community Board can have on the local community. The event was promoted across social media, with a number of attendees expressing interest in joining.
- 1.9. Community Board recruitment will take place throughout June and July, with a dedicated campaign to support this programme.
- 1.10. Communications are also supporting newly launched Community drop-in sessions, the first having taken place on 7th June at Castle Hill Community Centre, alongside the planned Community Welcome events which are currently in development and proposed to take place twice a year.

Ebbsfleet Development Corporation

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- 1.11. Ian Piper and Ruth Bryan attended UKREiiF, with updated resources and promotion across social media to support their attendance.
- 1.12. A Communications and Marketing plan is currently in creation for EDC's Sustainability Framework, which will be further developed in July alongside the start of the newly appointed Environment and Sustainability Manager. A Fastrack communications strategy is also in creation, which will ensure communications is aligned to updated proposals and works for the scheme, with information shared across social media and the new website.
- 1.13. Recruitment continues to be delivered, with paid social media supporting a variety of role opportunities within the Corporation across a variety of platforms and recruitment outlets.

2. Media

- 2.1. The full media report can be found in **Annex A: Press Report**.
- 2.2. The Press Report covers releases from the previous calendar month to ensure consistency when reporting.
- 2.3. EDC Chair Simon Dudley appeared on BBC Politics South East (14/05) to discuss sustainability, housing demand and the environment across Kent and Sussex.

3. Website

- 3.1. The team are continuing with the final design concepts of the new website, before entering the build out phase.
- 3.2. Throughout May, the BECG and EDC teams have conducted a variety of workshops and meetings to ensure that progression aligns with staff feedback and professional insight.
- 3.3. An audit was conducted of our stakeholder mapping process and utilised findings to align with the new wireframe of the website. This will ensure that content is placed and tailored according to the user journey of visitors.
- 3.4. Board Members are asked to make a note for their diaries that at the next Board meeting, updated professional photographs will be taken to accompany the new website design.
- 3.5. Website performance (last 30 days):
- 3.5.1. 5016 sessions (+5%)
 - 3.5.2. 9,848 page views (-1%)
 - 3.5.3. 3,392 tracked users (+3%)

Ebbsfleet Development Corporation

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3.6. Website performance (top visited pages):

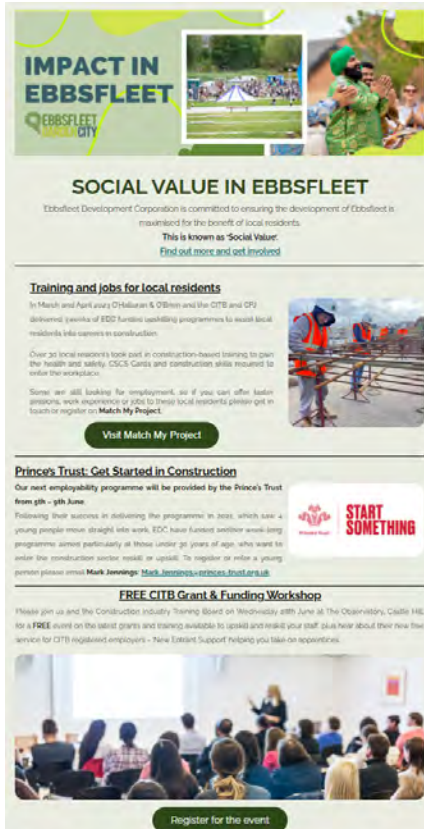
- 3.6.1. Work for us – Ebbsfleet Development Corporation (976 views)
- 3.6.2. The Vision (493 views)
- 3.6.3. Planning (473 views)

3.7. The top referrals to the EDC website are from LinkedIn, Facebook, and Planning Resource jobs.

3.8. Stakeholders continue to be encouraged to sign up to receive our digital newsletter, with audiences segmented to receive relevant news and updates. The database continues to be promoted across social media, however as it is in its infancy uptake will be monitored to ensure best use of the resource and alignment with audience needs.

3.9. Since inception early 2023, three digital newsletters have been sent, which can be viewed below:

- 3.9.1. [Impact: Maximising Social Value in Ebbsfleet](#)
- 3.9.2. [Thank you for attending the Community Board Taster Session](#)
- 3.9.3. [Impact in Ebbsfleet: 2nd Edition](#)



Ebbsfleet Development Corporation

Board Meeting Part	One
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4. Social Media

- 4.1. A full social media report can be found in **Annex B: Social Media Report**.
- 4.2. The Social Media Report showcases metrics for the previous calendar month to ensure consistency with reporting.
- 4.3. The team are continuing to contribute to the digital calendar, with paid advertising allocated to focuses for the month ahead, including recruitment opportunities for the Community Board (taking place throughout June & July), as well as Ebbsfleet 'drop-in sessions', and utilising the summer weather to advertise parks, open spaces, and biodiversity ambitions in Ebbsfleet.
- 4.4. Further focuses for month ahead:
 - 4.4.1. Ebbsfleet drop-in session
 - 4.4.2. Community Board recruitment
 - 4.4.3. EDC recruitment
 - 4.4.4. Student careers in construction
 - 4.4.5. Housing Conference Manchester

5. Recommendations

- 5.1. The Board are asked to note the work undertaken in the paper.

Ebbsfleet Development Corporation

Planning Committee

Terms of Reference and Procedures

1 TERMS OF REFERENCE

- 1.1 To carry out the functions of the Ebbsfleet Development Corporation conferred upon the Development Corporation under The Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No. 748) as provided for within the Scheme of Planning Delegations below.
- 1.2 The Ebbsfleet Development Corporation Planning Committee constitutes a subcommittee of the Ebbsfleet Development Corporation Board as provided for in Section 13 of the 'Terms of Reference: Ebbsfleet Development Corporation Board' (approved on 21 April 2015).
- 1.3 The Standing Orders to apply to sub-committees as set out in Section 14 of the 'Terms of Reference: Ebbsfleet Development Corporation Board' shall apply to the Planning Committee with the exception of (as allowed for in paragraph 14.1):
- (a) 10.1 resolution in writing
- (b) 13.4 quorum of committees.

2 PLANNING COMMITTEE DETAILS

- 2.1 The frequency, composition and operation of the Planning Committee shall be as follows:

Ebbsfleet Development Corporation Planning Committee		
Aspect of the Committee	Number/Frequency	Information
Number of Committees	1	To reflect the objective of creating a unified Garden City, the EDC has a single planning committee.
Number of Members	8	Provides for a reasonable balance of membership between EDC Board members, local authority members and 'other' members as well as reflecting the current local planning authority roles and responsibilities within the EDC area, and the size of the EDC Board, whilst not including any person who is a member of staff of EDC.
Chairman/ Vice-Chairman	Each position	Presence of one of these two Members is necessary to reach quorum. The Chairman and Vice Chairman of the Committee should be a Board member.

Board Members	Up to 3 (Not Local Authority representatives)	If a local authority Board Member wishes to sit on the Planning Committee, this would then contribute to the local authority allocation of seats.
Other Members	2	The appointment of 2 'Other Members' to the EDC Planning Committee allows for representation of wider interests, particularly in fields that are relevant and applicable to the creation of the Garden City. These members offer the Committee as wide a range of knowledge and experience as possible.
Local Authority Members	Up to 1 Dartford Borough Council. Up to 1 Gravesham Borough Council. Up to 1 Kent County Council. (1 named substitute for each authority)	This approach reflects the current different roles and responsibilities for the existing authorities and would provide assurance that local views will be represented. The local authority composition is 1 member for each of the Borough Councils, and 1 for Kent County Council. Each authority will be able to nominate a named substitute.
Cycle	Monthly	In general, meetings are scheduled every 6 weeks over a 12 month period but with the flexibility for any meeting to be cancelled if there is no relevant business to consider or additional ones to be added if there is urgent business. As the items for consideration will be of public interest the meetings normally start at 6pm. EDC seeks to set dates which avoid the days on which the local authorities hold their own Planning Committees.
Quorum	4 voting members (1 Chair or Vice Chair, 1 other Board Members, 2 any other Members)	The Quorum of the Planning Committee is 4. The make-up should minimise the likelihood of a cancellation of the Committee to avoid delays in decision-making. In the case of an equality of votes, the Chairman of the Meeting shall have a second or casting vote (paragraph 8.2 'Terms of Reference: Ebbsfleet Development Corporation').
Public involvement	5 minutes for supporters; 5 minutes for objectors. Members will also be provided with the opportunity to ask questions of speakers as points of clarification in relation to matters raised.	Both supporters and objectors are each given five minutes in total to present to the Committee in order to take account of local interests and views, with the option to extend at the Chair's discretion. Members of the public selected to speak will need to agree to work with the others who may wish to make similar representations. It will be for these individuals to agree their approach, not the EDC. The EDC does not practice a first come first served policy so that opportunity is given for as many people as possible to express their interest. Representatives have the right to speak in support of or against any application in the

	This would not be included within the 5 minute speaking slot. Please refer to the Protocol for Public Speaking below.	absence of representatives of the opposing viewpoint. Follow-up questions as points of clarification from the Committee would not contribute towards the five minutes.
Committee Site Visits	At the discretion of the Planning Committee / Chair.	Site visits may aid the understanding of Planning Committee Members in respect of an application and may be undertaken at the recommendation of EDC officers (subject to the Chair's approval) prior to the relevant Committee meeting, or pursuant to a decision of the Planning Committee to defer a decision pending a site visit to clarify a particular matter or matters. See further below.

3 ROLES AND RESPONSIBILITIES

- 3.1 All members of Planning Committee are required to undertake specific training before sitting on the Committee. The Committee members shall be mindful of the guidance set out in the Planning Advisory Service publication "Probity In Planning – Advice for councillors and officers making planning decisions" and "Openness and transparency on personal interests" published by the Ministry for Housing, Communities and Local Government.
- 3.2 All members of the Planning Committee are expected to attend informal briefings and developer presentations where possible along with annual refresher training.
- 3.3 The appointment of the independent members to the Planning Committee shall be through an accountable recruitment process which shall, on each occasion, be for up to 3 x 3-year terms.

4 SCHEME OF PLANNING DELEGATIONS

- 4.1 The Board of the Ebbsfleet Development Corporation (the "Corporation") has delegated the functions conveyed on the Development Corporation under The Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No. 748) to the Planning Committee and Chief Planning Officer as follows:
- (a) delegations to the Planning Committee – relating to town and country planning development management as set out at 4.2 below;
 - (b) delegations to the Chief Planning Officer – relating to town and country planning development management as set out at 4.3 below; and
 - (c) such other delegations as set out at 4.4 below.
- 4.2 **Delegations to the Planning Committee - relating to Town and Country Planning matters**

- (a) The Board of the Ebbsfleet Development Corporation has delegated to the Planning Committee of the Corporation:
 - (i) the functions and responsibilities of the Corporation relating to town and country planning matters as set out in the Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No. 748) (and any legislation amending or replacing the same); and
 - (ii) giving responses concerning or of interest to the Corporation as local planning authority (as statutory or other consultee or otherwise) to any other authority, other body or person on applications, notifications and certificates for which the Corporation is not the decision making authority or which fall outside of the development area as defined in The Ebbsfleet Development Corporation (Establishment) Order 2015 (SI 2015 NO. 747) (and any legislation amending or replacing the same) save in respect of responses on any such matter under this sub-paragraph 4.2(a)(ii) as the Board of Ebbsfleet Development Corporation shall have decided to give in place of the Planning Committee

4.3 **Delegations to the Chief Planning Officer relating to Town and Country Planning matters**

- (a) Except in relation to the functions and responsibilities specified in paragraph 4.3(b) below, the Board of the Corporation has delegated the town and country planning functions and responsibilities of the Corporation to the Chief Planning Officer as set out in parts i), ii) and iii) of this paragraph below. The Chief Planning Officer may authorise any other officer of the Corporation with appropriate planning qualifications and experience to act on his/her behalf in carrying out the functions hereby delegated to him/her, but shall remain fully accountable to the Corporation for the discharge of such functions.
 - (i) town and country planning decisions on any town and country planning matter within the powers of the Corporation as set out in the Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No.748); and
 - (ii) giving responses concerning or of interest to the Corporation as local planning authority (as statutory or other consultee or otherwise) to any other authority, other body or person on applications, notifications and certificates for which the Corporation is not the decision making authority or which fall outside of the development area as defined in The Ebbsfleet Development Corporation (Establishment) Order 2015 (SI 2015 No. 747) (and any legislation amending or replacing the same) save in respect of responses on any such matter under this sub-paragraph 4.3(a)(ii) as the Board of Ebbsfleet Development Corporation shall have resolved to give in place of the Planning Committee

(b) **Exceptions to the Chief Planning Officers' delegations**

The following matters are excepted from the delegation of functions and responsibilities to the Chief Planning Officer set out in paragraph 4.3(a) above:

- (i) applications for planning permission including planning applications submitted under Articles 5 or 6 of the Town and Country Planning (Development

Management Procedure) (England) Order 2015 (as amended) for major development (as defined therein) made by or on behalf of the Corporation; and ;

- (ii) planning applications which a Planning Committee Member has requested in writing, with planning reasons, to the Chief Planning Officer (within 21 days of the notification of receipt of the application by the Corporation as local planning authority) should be determined by the Corporation's Planning Committee; and
- (iii) applications for planning permission including planning applications submitted under Articles 5 or 6 of the Town and Country Planning (Development Management Procedure) (England) Order 2015 (as amended) by officers of the Corporation, EDC Board Members or members of the EDC Planning Committee or any close relation thereof (as defined in section 28(10) Localism Act 2011); and
- (iv) Planning applications which in the opinion of the Chief Planning Officer:
 - (A) are of a significant or potentially contentious nature;
 - (B) have received significant objections and the application is recommended for approval or have received significant support and the application is recommended for refusal;
 - (C) propose development which involves a significant departure from the adopted Development Plan (which would be required to be subject to notification to the Secretary of State) where it is proposed to approve the application;
 - (D) any matter, which, in the opinion of the Chief Planning Officer in terms of its impact on the purposes, functions or responsibilities of the Corporation should be referred to the Corporation's Planning Committee for consideration;
- (v) the signing of planning obligations on behalf of the Ebbsfleet Development Corporation (the same falling to the Chief Executive or in his/her absence the Director of Corporate Services).

4.4 **Other delegated matters**

- (a) Subject to consideration of financial delegations and the exceptions set out in sub-paragraph (b) below, the Board of the Corporation has delegated to the Chief Planning Officer, the authority to give responses concerning or of interest to the Corporation as local planning authority (as statutory or other consultee or otherwise) to any other authority, other body or person on:
 - (i) new or amended town and country planning legislation, policies, guidance, plans, frameworks or strategies, and consultations or proposals in respect of the same; and

- (ii) local plan and supplementary planning consultation documents for the Boroughs of Gravesham and Dartford and Kent County Council and/or neighbouring authorities.
- (b) The delegation in sub-paragraph (a) above shall not apply in relation to:
 - (i) responses to consultations which a Corporation Board Member considers should be agreed by the Corporation's Board; and
 - (ii) consultations on matters which in the opinion of the Chief Planning Officer:
 - (A) are of a significant or potentially contentious nature;
 - (B) impact on the purposes, functions or responsibilities of the Corporation that they should be referred to the Corporation's Board for consideration.

5 PROTOCOL FOR PUBLIC SPEAKING AT PLANNING COMMITTEE

- 5.1 Public representations can be made to the Ebbsfleet Development Corporation (EDC) Planning Committee in relation to those planning matters that it determines. The EDC Planning Committee is a meeting to which the public have access. The purpose of the committee is for the committee members to debate and decide the matters on the agenda. The EDC invitation to speak at its Planning Committee provides an opportunity for members of the public, organisations and landowners/developers to directly address the committee on planning related matters of interest/concern to them.
- 5.2 All aspects of public speaking at the EDC Planning Committee meetings are subject to the discretion of the Planning Committee Chair. Normally, a maximum of ten minutes in total is allocated for those wishing to speak on each planning application or related matter on the agenda (with a maximum of five minutes for those in support and five minutes for those against). This time includes speaking by an applicant and/or their agent. Multiple agenda items related to a single site may be considered as a single matter, and in such cases public speakers may only address the committee once, regardless of how many agenda items the matter comprises.
- 5.3 Public speaking only applies to items that are on the agenda of the meeting for which a request to speak has been made. The Planning Committee will only hear oral submissions and no new information, photographs or additional written material will be accepted as part of any public speaking.
- 5.4 To speak at an EDC Planning Committee the speaker should normally have made written representations on the planning matter in question. Notification of a wish to speak must be made no later than 12 noon on the date falling two working days before the date of the planning committee. A speaker may nominate a representative to speak on their behalf.

- 5.5 The people who can speak at the Planning Committee, and the order in which they will be invited to speak, are:
- (a) those who are opposing the application; followed by
 - (b) those who are supporting the application. This includes the applicant or its agents, who have the right of reply to any points made.
- 5.6 If more than one individual or representative wishes to speak, they will be required to agree amongst themselves how the time will be allocated and/or who should speak on their behalf. The Chair may use his/her discretion to increase the amount of time people may speak.
- 5.7 Speakers have the right to speak in support of or against any application in the absence of representatives of the opposing viewpoint.
- 5.8 Upon making a request to speak, speakers must provide:
- (a) their name, and daytime telephone number (and email address, if available);
 - (b) the application number and details of the proposed development to which it refers or details of the other matters;
 - (c) confirmation of whether the speaker is in support of or against an application or other matter;
 - (d) confirmation of whether the speaker is representing themselves or anyone else; and
 - (e) confirmation that the EDC can provide the speakers details to other people also wishing to speak so that agreement can be made regarding the apportionment of the allocated time.
- 5.9 In the event that the speaker is unable to attend the planning committee meeting they may nominate a substitute. Notification should be no later than 4.00pm on the working day immediately before the day on which the Planning Committee meeting is due to be held.
- 5.10 At the Committee the Chair will ask the appropriate officer to introduce and, if necessary, update the report relating to the relevant agenda item. The speaker/s will then be asked to address the Committee about the proposal or matter in question.
- 5.11 The Committee will listen to what the speaker says, but will not debate the speaker/s opinions with them. The Committee may, however, at the end of each five minute speaking slot, ask questions of a speaker as matters of clarification in relation to comments they have made. For clarification, any questions asked will sit outside of the allocated speaking time. Questions from Committee Members will be addressed through the Chair of the Committee.
- 5.12 Speakers should not discuss matters relating to the applicant's past behaviour, nor speculate about what the speaker thinks their possible future intentions may be.

- 5.13 The speaker may not discuss boundary disputes, covenants, reduction in property values or matters dealt with by other law (e.g. licensing).
- 5.14 After public speaking is complete, the Planning Committee will consider the application or other matter. This will normally be debated in public but there will be no further opportunities for non-committee members to speak.

6 SITE VISITS

- 6.1 Site visits may be undertaken by the Planning Committee for the sole purpose of better informing Committee Members of the application site, its context and surroundings, and the proposal and its potential effects. In general it is expected that sufficient information will be capable of being provided by Officers who have visited the application site and whose reporting would allow a detailed consideration of the proposal by Committee Members, and a determination of it by them in the formal Committee meeting.
- 6.2 Site visits however may be considered necessary where:
- (a) applications propose development which may have a significant impact on their surroundings which would be important for Committee Members to understand in the proper context; or
 - (b) applications have, after debate at a formal Committee meeting, left members undecided on a particular issue or issues in respect of the proposal and where a greater understanding of those matters would assist in reaching a decision.
- 6.3 Any Member of the Planning Committee may make a request to the Chair of the Planning Committee that a site visit be held and Officers may recommend to the Chair that a site visit is necessary, particularly on larger-scale or complex developments where Committee Members would likely benefit from visiting the site.
- 6.4 The decision as to whether a site visit should or should not be held in a particular case is at the discretion of the Chair of the Planning Committee however the Planning Committee may decide when debating an application to defer its decision pending a site visit in order to clarify a particular issue or issues raised by the proposal.
- 6.5 Site visits undertaken in any situation are limited to Members of the Planning Committee only, along with EDC officers and advisors as required. Members of the public and applicants are not invited to Committee site visits, save to the extent as absolutely necessary in order to provide access to the site or premises. Applicants, agents, objectors or other parties (as relevant) will be contacted by EDC officers to arrange the necessary access at a convenient and agreed time but shall otherwise not be invited to take part in the site visit. EDC officers and advisors will attend the site visit along with Committee Members as required and will seek to ensure that uninvited parties do not accompany Members on the site visit and that such persons do not make representations to Members during the visit.
- 6.6 Planning Committee Members will not debate the merits of the proposal at the site visit and no decisions will be made or indicated in any way during the visit. Members may ask questions for the purposes of clarification in respect of the proposal, the application site or its

surroundings. The non-attendance by any Committee Member at a site visit shall not prohibit or limit the ability of such a Member from fully participating in the formal Committee Meeting at which the application is considered.

Ebbsfleet Development Corporation

Planning Committee

Terms of Reference and Procedures

1 TERMS OF REFERENCE

- 1.1 To carry out the functions of the Ebbsfleet Development Corporation conferred upon the Development Corporation under The Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No. 748) as provided for within the Scheme of Planning Delegations below.
- 1.2 The Ebbsfleet Development Corporation Planning Committee constitutes a subcommittee of the Ebbsfleet Development Corporation Board as provided for in Section 13 of the 'Terms of Reference: Ebbsfleet Development Corporation Board' (approved on 21 April 2015).
- 1.3 The Standing Orders to apply to sub-committees as set out in Section 14 of the 'Terms of Reference: Ebbsfleet Development Corporation Board' shall apply to the Planning Committee with the exception of (as allowed for in paragraph 14.1):
- (a) 10.1 resolution in writing
- (b) 13.4 quorum of committees.

2 PLANNING COMMITTEE DETAILS

- 2.1 The frequency, composition and operation of the Planning Committee shall be as follows:

Ebbsfleet Development Corporation Planning Committee		
Aspect of the Committee	Number/Frequency	Information
Number of Committees	1	To reflect the objective of creating a unified Garden City, the EDC has a single planning committee.
Number of Members	8	Provides for a reasonable balance of membership between EDC Board members, local authority members and 'other' members as well as reflecting the current local planning authority roles and responsibilities within the EDC area, and the size of the EDC Board, whilst not including any person who is a member of staff of EDC.
Chairman/ Vice-Chairman	Each position	Presence of one of these two Members is necessary to reach quorum. The Chairman and Vice Chairman of the Committee should be a Board member.

Board Members	Up to 3 (Not Local Authority representatives)	If a local authority Board Member wishes to sit on the Planning Committee, this would then contribute to the local authority allocation of seats.
Other Members	2	The appointment of 2 'Other Members' to the EDC Planning Committee allows for representation of wider interests, particularly in fields that are relevant and applicable to the creation of the Garden City. These members offer the Committee as wide a range of knowledge and experience as possible.
Local Authority Members	Up to 1 Dartford Borough Council. Up to 1 Gravesham Borough Council. Up to 1 Kent County Council. (1 named substitute for each authority)	This approach reflects the current different roles and responsibilities for the existing authorities and would provide assurance that local views will be represented. The local authority composition is 1 member for each of the Borough Councils, and 1 for Kent County Council. Each authority will be able to nominate a named substitute.
Cycle	Monthly	In general, meetings are scheduled every 6 weeks over a 12 month period but with the flexibility for any meeting to be cancelled if there is no relevant business to consider or additional ones to be added if there is urgent business. As the items for consideration will be of public interest the meetings normally start at 6pm. EDC seeks to set dates which avoid the days on which the local authorities hold their own Planning Committees.
Quorum	4 voting members (1 Chair or Vice Chair, 1 other Board Members, 2 any other Members)	The Quorum of the Planning Committee is 4. The make-up should minimise the likelihood of a cancellation of the Committee to avoid delays in decision-making. In the case of an equality of votes, the Chairman of the Meeting shall have a second or casting vote (paragraph 8.2 'Terms of Reference: Ebbsfleet Development Corporation').
Public involvement	5 minutes for supporters; 5 minutes for objectors. Members will also be provided with the opportunity to ask questions of speakers as points of clarification in relation to matters raised.	Both supporters and objectors are each given five minutes in total to present to the Committee in order to take account of local interests and views, with the option to extend at the Chair's discretion. Members of the public selected to speak will need to agree to work with the others who may wish to make similar representations. It will be for these individuals to agree their approach, not the EDC. The EDC does not practice a first come first served policy so that opportunity is given for as many people as possible to express their interest. Representatives have the right to speak in support of or against any application in the

	This would not be included within the 5 minute speaking slot. Please refer to the Protocol for Public Speaking below.	absence of representatives of the opposing viewpoint. Follow-up questions as points of clarification from the Committee would not contribute towards the five minutes.
Committee Site Visits	At the discretion of the Planning Committee / Chair.	Site visits may aid the understanding of Planning Committee Members in respect of an application and may be undertaken at the recommendation of EDC officers (subject to the Chair's approval) prior to the relevant Committee meeting, or pursuant to a decision of the Planning Committee to defer a decision pending a site visit to clarify a particular matter or matters. See further below.

3 ROLES AND RESPONSIBILITIES

- 3.1 All members of Planning Committee are required to undertake specific training before sitting on the Committee. The Committee members shall be mindful of the guidance set out in the Planning Advisory Service publication "Probity In Planning – Advice for councillors and officers making planning decisions" and "Openness and transparency on personal interests" published by the Ministry for Housing, Communities and Local Government.
- 3.2 All members of the Planning Committee are expected to attend informal briefings and developer presentations where possible along with annual refresher training.
- 3.3 The appointment of the independent members to the Planning Committee shall be through an accountable recruitment process which shall, on each occasion, be for up to 3 x 3-year terms.

4 SCHEME OF PLANNING DELEGATIONS

- 4.1 The Board of the Ebbsfleet Development Corporation (the "Corporation") has delegated the functions conveyed on the Development Corporation under The Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No. 748) to the Planning Committee and Chief Planning Officer as follows:
- (a) delegations to the Planning Committee – relating to town and country planning development management as set out at 4.2 below;
 - (b) delegations to the Chief Planning Officer – relating to town and country planning development management as set out at 4.3 below; and
 - (c) such other delegations as set out at 4.4 below.
- 4.2 **Delegations to the Planning Committee - relating to Town and Country Planning matters**

- (a) The Board of the Ebbsfleet Development Corporation has delegated to the Planning Committee of the Corporation:
 - (i) the functions and responsibilities of the Corporation relating to town and country planning matters as set out in the Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No. 748) (and any legislation amending or replacing the same); and
 - (ii) giving responses concerning or of interest to the Corporation as local planning authority (as statutory or other consultee or otherwise) to any other authority, other body or person on applications, notifications and certificates for which the Corporation is not the decision making authority or which fall outside of the development area as defined in The Ebbsfleet Development Corporation (Establishment) Order 2015 (SI 2015 NO. 747) (and any legislation amending or replacing the same) save in respect of responses on any such matter under this sub-paragraph 4.2(a)(ii) as the Board of Ebbsfleet Development Corporation shall have decided to give in place of the Planning Committee

4.3 **Delegations to the Chief Planning Officer relating to Town and Country Planning matters**

- (a) Except in relation to the functions and responsibilities specified in paragraph 4.3(b) below, the Board of the Corporation has delegated the town and country planning functions and responsibilities of the Corporation to the Chief Planning Officer as set out in parts i), ii) and iii) of this paragraph below. The Chief Planning Officer may authorise any other officer of the Corporation with appropriate planning qualifications and experience to act on his/her behalf in carrying out the functions hereby delegated to him/her, but shall remain fully accountable to the Corporation for the discharge of such functions.
 - (i) town and country planning decisions on any town and country planning matter within the powers of the Corporation as set out in the Ebbsfleet Development Corporation (Planning Functions) Order 2015 (SI 2015 No.748); and
 - (ii) giving responses concerning or of interest to the Corporation as local planning authority (as statutory or other consultee or otherwise) to any other authority, other body or person on applications, notifications and certificates for which the Corporation is not the decision making authority or which fall outside of the development area as defined in The Ebbsfleet Development Corporation (Establishment) Order 2015 (SI 2015 No. 747) (and any legislation amending or replacing the same) save in respect of responses on any such matter under this sub-paragraph 4.3(a)(ii) as the Board of Ebbsfleet Development Corporation shall have resolved to give in place of the Planning Committee

(b) **Exceptions to the Chief Planning Officers' delegations**

The following matters are excepted from the delegation of functions and responsibilities to the Chief Planning Officer set out in paragraph 4.3(a) above:

- (i) applications for planning permission including planning applications submitted under Articles 5 or 6 of the Town and Country Planning (Development

Management Procedure) (England) Order 2015 (as amended) for major development (as defined therein) made by or on behalf of the Corporation; and ;

- (ii) planning applications which a Planning Committee Member has requested in writing, with planning reasons, to the Chief Planning Officer (within 21 days of the notification of receipt of the application by the Corporation as local planning authority) should be determined by the Corporation's Planning Committee; and
- (iii) applications for planning permission including planning applications submitted under Articles 5 or 6 of the Town and Country Planning (Development Management Procedure) (England) Order 2015 (as amended) by officers of the Corporation, EDC Board Members or members of the EDC Planning Committee or any close relation thereof (as defined in section 28(10) Localism Act 2011); and
- (iv) Planning applications which in the opinion of the Chief Planning Officer:
 - (A) are of a significant or potentially contentious nature;
 - (B) have received significant objections and the application is recommended for approval or have received significant support and the application is recommended for refusal;
 - (C) propose development which involves a significant departure from the adopted Development Plan (which would be required to be subject to notification to the Secretary of State) where it is proposed to approve the application;
 - (D) any matter, which, in the opinion of the Chief Planning Officer in terms of its impact on the purposes, functions or responsibilities of the Corporation should be referred to the Corporation's Planning Committee for consideration;
- (v) the signing of planning obligations on behalf of the Ebbsfleet Development Corporation (the same falling to the Chief Executive or in his/her absence the Director of Corporate Services).

4.4 **Other delegated matters**

- (a) Subject to consideration of financial delegations and the exceptions set out in sub-paragraph (b) below, the Board of the Corporation has delegated to the Chief Planning Officer, the authority to give responses concerning or of interest to the Corporation as local planning authority (as statutory or other consultee or otherwise) to any other authority, other body or person on:
 - (i) new or amended town and country planning legislation, policies, guidance, plans, frameworks or strategies, and consultations or proposals in respect of the same; and

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6 SITE VISITS

- 6.1 Site visits may be undertaken by the Planning Committee for the sole purpose of better informing Committee Members of the application site, its context and surroundings, and the proposal and its potential effects. In general it is expected that sufficient information will be capable of being provided by Officers who have visited the application site and whose reporting would allow a detailed consideration of the proposal by Committee Members, and a determination of it by them in the formal Committee meeting.
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surroundings. The non-attendance by any Committee Member at a site visit shall not prohibit or limit the ability of such a Member from fully participating in the formal Committee Meeting at which the application is considered.

Planning Highlight Report – June 2023

Annex C

Eastern Quarry

Developers currently on site:

- Henley Camland
- Taylor Wimpey
- Clarion
- Countryside Properties
- Westerhill Homes
- Bellway
- Redrow

Detailed Consents

Residential	Commercial	Community	Other
2,825 homes	<ul style="list-style-type: none">• Castle Hill 5no. Commercial Units including Co-op• Alkerden Market Centre Supermarket (+ café)• Gym	<ul style="list-style-type: none">• Cherry Orchard Primary School• Castle Hill Community Centre• Alkerden Education Campus (2FE primary and 8FE secondary schools; sports centre)• Alkerden Market Centre Nursery	<ul style="list-style-type: none">• 6 Neighbourhood Greens including Castle Hill Linear Park/Lake Edge Open Space• 1 Village Green• 1 Local Park

Key Highlights

- Alkerden Market Centre Phase 2/3 – Ongoing discussions for reserved matters application (412 residential units, 4097m² (44100sqft) of commercial floorspace) in relation to detailed design and strategic approach to commercial floor space and affordable housing.
- Major Urban Park – Design Forum have met to review the pre-application details which were also presented to the Community Board.
- Alkerden 5B – Pre-application engagement for residential development comprising c.162 homes with submission expected in June.
- Alkerden South Phase 2 – Revised information submitted and out to consultation. Officers are targeting July committee.

Ebbsfleet Green

Developers currently on site:

- Redrow

Detailed Consents

Residential	Commercial	Community	Other
911 homes	Marston's Public House	Ebbsfleet Green Primary School	Linear Park

	Marston's Hotel Co-op Retail Unit Redrow Office		2 no. LEAP MUGA Allotments
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Key Highlights

- Community Buildings & Sports Pitches/Courts – Meeting to take place to discuss proposed amendments to the approved scheme.
 - Residential – Ongoing discussions with Redrow regarding outstanding planning conditions, with particular focus on Phases 2C, 3 and 4.
 - Allotments and Community Gardens – LPA have contacted Redrow to advise that delivery is overdue and to highlight outstanding planning approvals required – no formal submissions received yet.
-

Ebbsfleet Central

Developers currently on site:

- National Highways/Balfour Beatty

Detailed Consents

Residential	Commercial	Community	Other
-	-	-	A2BE Junctions HMRC Facility

Key Highlights

- Ebbsfleet Central East – Meetings took place with applicant, KCC and LPA following response to updated transport information, including junction designs and crossings. A further meeting to discuss the ES Review between technical specialists on behalf of applicant and LPA took place ahead of producing an ES Addendum in due course. Initial high level discussion on planning obligations took place between applicant and LPA including lawyers to discuss high level principles – a further meeting being arranged to engage the local authorities. Updated NHS consultation response received seeking financial contributions.
-

Thames Way Development Area

Developers currently on site:

- None

Detailed Consents

Residential	Commercial	Community	Other
-	-	-	-

Key Highlights

- Rectory Cottage (Springhead Bungalow) – Re-development of the site with the erection of a six-storey, mixed use building comprising 4no. offices and 10no. apartments and associated works. Amended plans and site surveys are required to address consultee feedback. Project Plan agreed with developer targeting September committee.

Springhead Park

Developers currently on site:

- Countryside Properties
- Bellegrove Developments

Detailed Consents

Residential	Commercial	Community	Other
799 homes	-	Eastgate Centre Springhead Park Primary School	Springhead Bridge Penn Green Park Linear Park Allotments

Key Highlights

- Open Spaces – Allotments and community garden almost complete, arrangements being made for planning site compliance inspection by EDC's landscape advisor. Minor change proposed to the play area equipment under review. Linear Park work practically complete and subject to LPA compliance inspection.
- Wingfield Bank Bridge – Application for approval of restoration works to provide permanent pedestrian connection between the site and land by Sainsbury's expected this month.

Northfleet Riverside

Developers currently on site:

- Keepmoat Homes
- Bellway
- ArchSpace Architecture

Detailed Consents

Residential	Commercial	Community	Other
736 homes	2no. retail units Berkeley Modular Housing Factory	Henley Building (c.150sqm)	Bulk Aggregates Import Terminal Bulk Powders Import Terminal Various temporary industrial uses

Key Highlights

- Cable Wharf – Updated flood wall management plan submitted following ongoing discussion between parties including Homes England and EA, awaiting formal EA response. Proposed

soft landscaping in vicinity of flood defence now agreed with the EA subject to minor amendments. Application received for non-material amendments to allow phased conversion/delivery of the WT Henley Building.

- Cable Wharf Primary School – Formal pre-app engagement expected later this month, ahead of planned resubmission in September.
- Northfleet Embankment West (Residential Land) – Updated Phasing and Implementation Plan for delivery of site wide infrastructure (including Fastrack, open spaces and community building) submitted and out to external consultation. Ongoing discussions and correspondence regarding the Fastrack route, including regular all parties meetings including landowners. RMA applications for development along riverfront and Fastrack corridor (Phases 3A and 3B) have been submitted, comprising c.310 dwellings, community building and promenade public space. Various condition discharge applications received relating to Phase 1B.
- Northfleet West (Employment Land) – Ongoing discussions with landowner in respect of their strategy and proposals for the land. RMA applications for employment land (Triangle Land and Vineyard Pit) and open storage (Church Path Pit) submitted. Application to remove requirement for an employment masterplan approved.

Land North of London Road

Developers currently on site:

- Bellway Homes

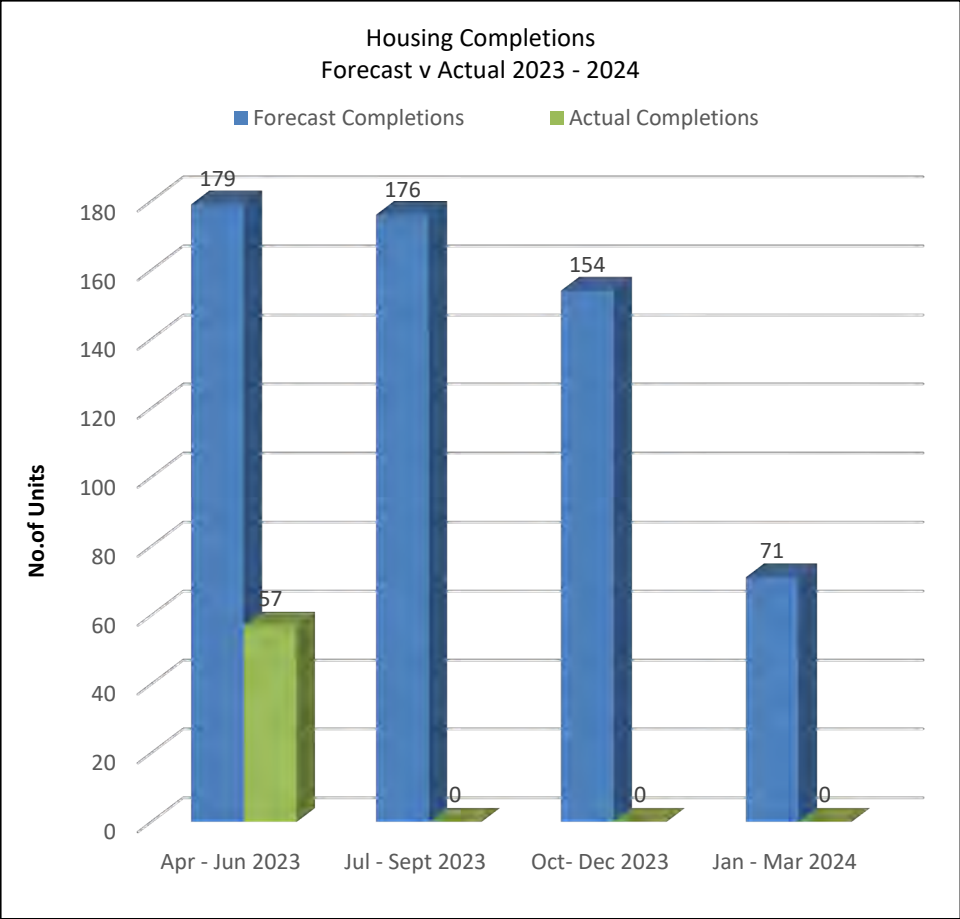
Detailed Consents

Residential	Commercial	Community	Other
332 homes	5,937 sq. m	-	-

Key Highlights

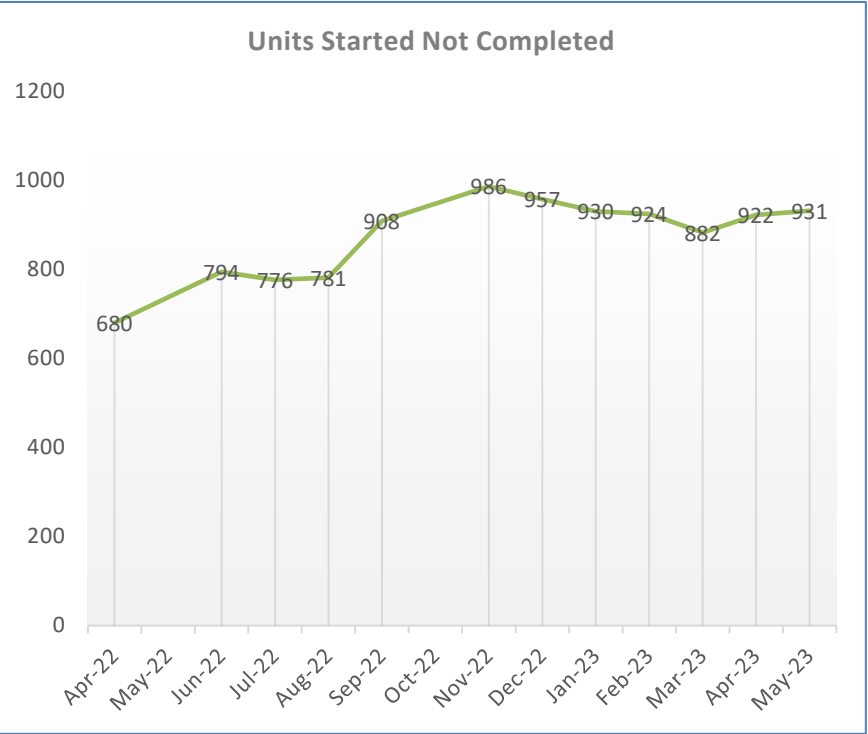
- Croxton and Garry – Retrospective planning application submitted for temporary contractors car park on Tiltman Avenue and under review. Ongoing discussions regarding outstanding planning conditions including landscaping, boundary treatments and lighting. Non-material amendment application submitted to seek additional allocated parking space.
- Craylands Lane – Officers liaising with Bellway regarding outstanding planning compliance issues.
- Ingress Park – Planning application for car park to serve the community centre under review by LPA.
- Northfleet Industrial Estate – Waste application for Rod End Industrial Estate approved in May, related condition discharge applications submitted and being processed by KCC on behalf of EDC.

ANNEX D
EBBSFLEET HOUSING DELIVERY
DASHBOARD – 14 JUNE 2023



Consented and Completed Affordable Homes Per Site				
Location	Total No. of Consented Affordable Homes Per Site	Current No. of Completed Affordable Homes Per Site	Total % of Affordable Homes Per Site	Current % of Affordable Delivered Per Site
Ebbsfleet Green (Weldon)	241	154	38%	63.5%
Castle Hill - Whitecliffe	425	425	26%	100%
Alkerden	330	0	28%	0%
Ashmere	130	15	25%	11%
Springhead Park	288	288	27%	100%
Ebbsfleet Cross (Craylands Lane)	30	30	30%	100%
Ebbsfleet Cross (Croxton)	70	6	33%	9%
Cable Wharf	224	159	32%	71%
Totals	1738	1077		

Ebbsfleet Housing Numbers
Detailed Planning Consent
5,603
Housing Completions
3,573
Affordable Homes
1077
EDC 2023/24 Business Plan Target
Completions – 580



Employment Space Completed	
Location	Building
Ebbsfleet Green (Weldon)	Redrow Regional Office Building
Northfleet Embankment East Employment	Berkeley Modular Housing Factory

Top Risks to Delivery		
Risk	RAG Status	Current position
Supply Chains for Materials & Build Costs	Red	↓
Submission of Valid Applications and Revised Plans	Amber	▬
Supply of Labour on Site	Amber	↓
Maintain Design Quality during implementation	Amber	▬
Interest Rate/Mortgage Products	Amber	▬
Delays in consultation responses	Green	↑

HOUSING STARTS AND COMPLETIONS		
YEAR	STARTS	COMPLETIONS
2014-2015	15	40
2015-2016	63	60
2016-2017	549	141
2017-2018	547	312
2018-2019	590	613
2019-2020	526	553
2020-2021	282	347
2021-2022	657	533
2022-2023	817	619
2023 - 2024	104	57

Completed Homes Per Site	
Location	No. of Homes
Ebbsfleet Green (Weldon)	754
Castle Hill	1419
Springhead Park	799
Craylands Lane	100
Croxton	20
Cable Wharf	286
Ashmere (Western Cross)	138
Alkerden Village	50
Northfleet (Lawn Road)	7

Community Space, Schools and Retail Completed	
Type of Space	Project
Primary Schools	Hope Community School (2FE) Cherry Orchard (2FE) Ebbsfleet Green (2FE)
Pub/restaurants & Hotels	The Spring River PH Marstons Hotel - 104 Bed
Retail Units	Co-Op (Weldon) Co-Op (Castle Hill) Pharmacy (Castle Hill) Estate Agent (Castle Hill) Café' (Castle Hill)
Community Space	Eastgate Centre Castle Hill Community Centre

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	14 June 2023	Paper Number:	EDC 023/056
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Title of paper	Planning, Design and Delivery Report
Presented by	Mark Pullin, Director of Planning & Place
Sub-committee	Planning Committee

Purpose of Paper and Executive Summary

This paper provides Board with an update on the planning and design functions of EDC and the overall delivery of Ebbsfleet including housing numbers.

EDC Business Plan and KPIs

The speed and quality of planning decisions, the quality of new development and delivery performance are all priority areas for the EDC in relation to the Business Plan and KPIs which align with National Performance requirements for the determination of planning applications.

Recommendation

FOR DECISION

Board is asked to **NOTE** the update and **APPROVE** the reviewed Planning Committee Terms of Reference

Annexes

Annex A – EDC Planning Committee Terms of Reference Tracked Changes

Annex B – EDC Planning Committee Terms of Reference 2023

Annex C – Planning Highlight Report

Annex D – Ebbsfleet Housing Delivery Dashboard

Delegation

Not Applicable

Financial impact

This paper may contain information on developer contributions and obligations secured through S106 agreements.

Legal impact

None

Stakeholder impact

The paper contains an update on development delivery across the EDC. Stakeholder engagement takes place through the planning consultation process.

Sponsor impact

None

Ebbsfleet Development Corporation

Board Meeting Part One			
Date of meeting:	14 June 2023	Paper Number:	EDC 023/056

1. Introduction

- 1.1. This paper provides an update as of June 2023 on planning and design activity across the EDC area. It provides details on planning committee activities and an update on development proposals and delivery.

2. Planning Committee Update

- 2.1 The next Planning Committee is scheduled for July where we expect to report the second phase of the Redrow scheme at Alkerden South along with some informal presentations.
- 2.2 Current live applications which we anticipate will be reported to Planning Committee in due course include: -
- Alkerden Market Centre Phase 2/3
 - Alkerden South Phase 2
 - Harbour Village Phase 2
 - Harbour Village Phase 3A
 - Harbour Village Phase 3B
 - Cable Wharf Primary School
 - Ebbsfleet Central East
 - Rectory Cottage
- 2.3 Following the recent local elections we have received nominations from the two Borough Council for the Planning Committee. Dartford have nominated Cllr David Mote and Gravesham have nominated Cllr Lee Croxton with Cllr Lauren Sullivan as a substitute. Nominations have been passed to the public appointments team at DLUHC and inductions will be arranged for the Councillors.
- 2.4 We have carried out a review of the Planning Committee Terms of Reference. These were most recently reviewed in 2020. A tracked change version is included in Annex A. The main changes to the document are: -
- Removing the ability for objectors or supporters to submit a 500 word statement to be read out at a meeting. This was added in June 2020 to cater for the virtual meetings that were taking place at that time and the concern that some of the community would not be able to join such meetings. Objectors and supporters are now able to join the Planning Committee meetings in person and so this wording is no longer needed. Representations on planning applications are also accepted following the publication of the Committee agenda and these are reported to the Committee in a supplementary agenda.
 - Amended and additional text has been included to address applications made by EDC staff, Planning Committee members and Board members. The EDC now employs local residents and it is appropriate to consider how any

Ebbsfleet Development Corporation

Board Meeting Part		One	
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planning applications would be dealt with. The terms of reference will require these to be reported to Planning Committee regardless of the size or nature of the development.

- Other minor changes to remove duplication and provide clarity.

- 2.5 A clean version of the terms of reference are included in Annex B and the board is asked to approve this document.

3. Development Sites Update

- 3.1 The planning highlight report is attached to this paper in annex A. This report outlines the developers currently active on each site, the planning consents issued to date and highlights of the key work taking place.
- 3.2 This month we have received a collection of major reserved matters application for residential and commercial development at Northfleet Embankment West. These applications were submitted by Bellway and NWM. The EDC is facilitating conversations between landowners and developers at Northfleet Embankment West relating to the Fastrack connection through the site.
- 3.3 The next major application we are expecting to be submitted is Alkerden 5B by Westerhill Homes. This is expected in June.

4. Other Matters

- 4.1 We are still awaiting a response from the Planning Inspectorate in relation to the costs claim for the London Resort DCO. PINS had advised a decision should have been expected by late April and we continue to regularly seek updates.
- 4.2 The EDC Design Forum met this month to review the proposals for the Major Urban Park. The Park will form a significant area of open space and the forum discussed a range of issues including maintenance, street furniture, ecology and community gardens.

5. Housing and Delivery

- 5.1 The Ebbsfleet Housing Delivery Dashboard is attached in annex B.
- 5.2 This month we are reporting 39 starts and 32 completions bringing the annual total so far to 104 starts and 57 completions. Information from developers has been limited this month and if this continues a manual count will take place to support the Q1 reporting next month.

Ebbfleet Development Corporation

Board Meeting Part		One	
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- 5.3 We previously reported the access to the linear park at Springhead Park is open. This month Henley Camland opened access to the southern side of Castle Hill Lakes expanding the amount of publicly accessible open space in Castle Hill.

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	14 June 2023	Paper Number:	EDC 023/057
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Title of paper	Ebbsfleet Living June 2023
Presented by	Kevin McGeough, Head of Strategy and Placemaking
Sub-committee	N/A

Purpose of Paper and Executive Summary

To update the EDC Board on progress and activities related to community building in Ebbsfleet Garden City during May 2023 period.

EDC Business Plan and KPIs

Matters covered will impact on some or all of the priorities within the EDC's Business Plan and associated KPIs.

Recommendation

FOR INFORMATION

The Board is invited to **NOTE** the report.

Annexes

Not Applicable.

Delegation

Not Applicable.

Fiscal impact

Activities funded by EDC are from within existing approved budgets.

Legal impact

Not Applicable.

Stakeholder impact

This report records community activities and events across Ebbsfleet and surrounding neighbourhoods when relevant, including those delivered directly or funded by EDC.

Sponsor impact

This report highlights how the EDC supports local communities in the delivery of our Corporate Plan objectives and DHLUC Levelling Up ambitions.

Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	14 June 2023	Paper Number:	EDC 023/057

1. Introduction

- 1.1. This paper sets out community building activity across the Ebbsfleet area including our neighbouring communities during May 2023.
- 1.2. This paper distinguishes as far as is activities and events which have been:
- Delivered by the community, partners, or local stakeholders themselves with or without EDC funding
 - Delivered by EDC through a partnership with stakeholders for the benefit of local communities with EDC or third-party funding
 - Delivered directly be EDC

2. Community Building in Ebbsfleet

- 2.1 The Ebbsfleet Community Board held an 'open meeting' on 9th May 2023 at 18.00 at the Blue Bean Café. This was the first time that the Community Board offered a 'taster' session, where residents from Ebbsfleet and surrounding neighbourhoods were invited to observe a typical Community Board session in advance of a fresh recruitment for new members to follow. The meeting included a presentation from Henley Camland and their consultants on their emerging ideas for the Major Urban Park being proposed in Whitecliffe, which will be part of the grid of seven City Parks planned across Ebbsfleet. The meeting was well attended by interested residents, who were offered an opportunity to ask questions at the end of the meeting about key issues of interest and concern to them in the Ebbsfleet area.
- 2.2 The Community Board will now launch a fresh recruitment drive for new resident members, which will start on week commencing 12th June. EDC will promote the opportunity across all of our social media channels and leaflets will be distributed to homes to make residents aware of the opportunity. The recruitment approach will be led by resident members who have agreed to review applications and agree the fresh intake with an ambition to include a greater range of members interests and representation from a wider geography including the new developments at Ashmere and Cable Wharf. New Community Board members should be agreed by end of July 2023, in advance of the next meeting on 5th September 2023.

Ebbsfleet Development Corporation

Board Meeting Part One

Date of meeting:	14 June 2023	Paper Number:	EDC 023/057
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3. Community activities delivered directly during May 2023

3.1. The weekend of 6th to 9th May, saw celebrations to mark the Coronation of King Charles III marked across Ebbsfleet and surrounding neighbourhoods. EDC commissioned 2500 commemorative badges which were distributed to children in all of the Ebbsfleet and surrounding neighbourhood schools. EDC provided bunting to animate street parties in Castle Hill and Northfleet, and funding to events at Springhead and Castle Hill.

3.2. The biggest celebration of the weekend was held in Springhead Park on Monday 8th May when local resident artist Agnes delivered a neighbourhood-scale where over 300 residents attended a picnic to celebrate the Coronation. Agnes had participated in the capacity training that was delivered as part of The Creative Exchange programme, and from that developed the skills and confidence to produce her own event with the mentorship of a local arts producer. The aim of the event was to bring together members of the new and existing communities to share in the celebration of the coronation, whilst supporting local businesses and artists. Despite the inclement weather, residents took shelter and took part in a community doodle workshop that spanned three meters and Sonia's workshop which produced over 120 crowns.



Ebbsfleet Development Corporation

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- 3.3. The Ebbsfleet Baptist Church teamed up with the Salvation Army to deliver a Coronation picnic event in Elephant Park, Castle Hill on Sunday 7th May. Again, despite the inclement weather, the event was well attended and brought together residents from across the Whitecliffe and Ebbsfleet Green developments



- 3.4. The Ebbsfleet Baptist Church continues to deliver a series of events every week including the ever-growing Sunday Active Groups which now includes options for; a Health Walk, Run for Fun, Fitness in the Foyer, or Active Kids Club. Run for Fun is also held on Thursday evenings, whilst the Baptist Church also host a Friday coffee morning in Castle Hill community Centre.
- 3.5. The Salvation Army, continue with the delivery of two events every week including 'Meet up Mondays,' a wellbeing space, 7.30-9pm in the Blue Bean Cafe. They also facilitate an informal walk and talk on Tuesday lunchtime between 12.30-1.15, leaving from the Blue Bean Cafe

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- 3.6. There are now two additional weekly 'Walk and Talk' groups happening in Ebbsfleet, run by local volunteers which form part of DBC's 'One You' project. The groups aim to increase physical activity and reduce social isolation. EDC have been promoting these groups via our social media and set up 'boosted points' on the Better Points app which has helped stimulate good attendance. Walkers particularly enjoyed being able to cross over the newly opened lake at Jubilee Park on the day that it was opened to the public. EDC will be working with GBC to try to establish a walking group to start from Springhead Park primary school in response to requests from local parents.
- 3.7. Residents at Ebbsfleet Green, led by local resident and Methodist Minister Bart Woodhouse, had a replant day to revamp the Edible Ebbsfleet planters in the Ebbsfleet Green neighbourhood. This is one of 10 Edible Ebbsfleet sites across the garden city and surrounding neighbourhood. EDC will be collaborating with community champions over the summer to help develop a network of support to ensure all sites are fully utilised, including at Ebbsfleet International Station.



Edible Ebbsfleet at
Ebbsfleet Green

Ebbfleet Development Corporation

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Community activities delivered in partnership with EDC

- 3.8. 'Outstanding' was the conclusion by Sir Nicholas Serota, Chair of Arts Council England, in response to learning about EDC's 'Cultural Journey' over the past 5 years, which was showcased at an event held on 18th May in Castle Hill Community Centre. The event brought together an array of partners, residents, artists, EDC staff and funders, to celebrate and share the successes, challenges and lessons we have learnt to date, and to look forward with the launch of the Ebbfleet Cultural Prospectus, which sets out future opportunities for the cultural and creative industries in Ebbfleet as a central location within the Thames Estuary Production Corridor.
- 3.9. Through talks, film and performance, the event demonstrated how the cultural programme at Ebbfleet has grown from initial seed funding for small projects through the Healthy New Town Programme to a highly regarded, long term strategy and series of partnership programmes which collectively aim to empower local residents to shape their place, and to attract investment to embed culture and the creative industries in the future of the garden city. To date EDC has levered in over £1 million of investment in programming, capacity building, and support to artists including through the Cultural Development Fund and the This Must be the Place Programme, which has included how culture can be embedded into community infrastructure.

Ebbfleet Cultural Showcase



Ebbsfleet Development Corporation

Board Meeting Part One

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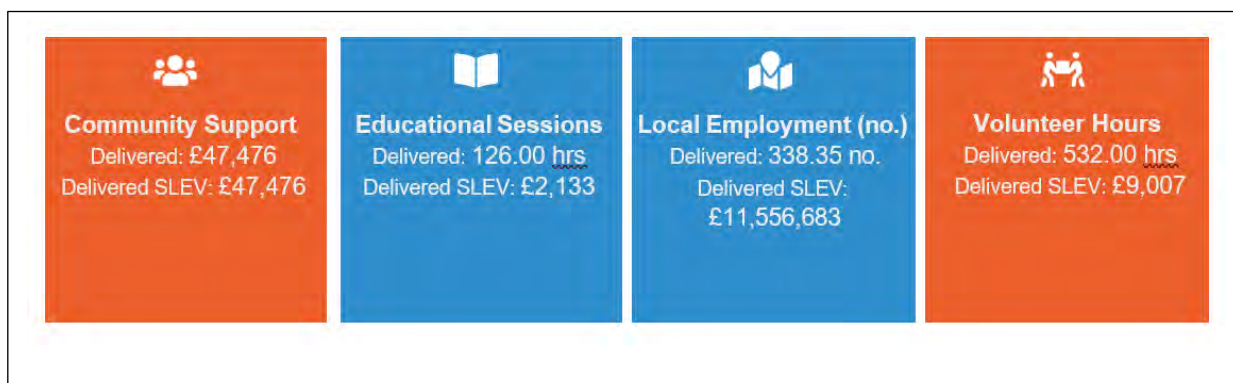
3.10. Delegates to the 'The Cultural Showcase' event were welcomed by EDC Chair Simon Dudley. The event was structured around the three priorities in EDC'S Culture Vision, which had been produced 5 years ago with seed funding of £8k from Arts Council England. Partners, residents, and EDC staff including Laura Bailey, who have shaped and delivered cultural projects, programmes, and events against each strategy area, spoke about their experiences, giving the opportunity for delegates to get a wide sense of what has been achieved and the opportunities for the future for the creative industries in Ebbsfleet. Delegates were invited into Platinum Jubilee Park to experience a dramatic performance by the Loop Dance Company, in collaboration with students from Northfleet School for Girls. In his impromptu summary of what he had seen in Ebbsfleet, Sir Nicholas Serota, expressed how impressed he was with the work of the EDC Placemaking Team and that EDC were genuinely about listening and responding to local ambitions which totally reflects the Arts Councils 10 year strategy 'Lets Create' which aims to value the creativity in each of us and to ensure it is given the chance to flourish. Following on from this event EDC has submitted a bid to Arts Council England, in partnership with local arts organisation Blueprints Arts for funding to continue the Creative Exchange Programme.



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3.11. The Social Value Portal have produced an interim report on existing developers' activities and local workforce in the Ebbsfleet area, as a baseline starting point for our garden city-wide measurements. The report is for the period 1st January – 30th June 2022 and includes data gathered from eight developers/contractors including Balfour Beatty at A2 Bean, Countryside at Springhead and Ashmere, Erith at Whitecliffe, Redrow at Ebbsfleet Green, Keepmoat at Cable wharf and Chartway at Alkerden. The interim report highlights a very encouraging proxy value of over £11.6m of social and local economic value generated by these developers within the EDC red line boundary, including through the 4 Outcomes shown below. This proxy value is 'added value' over and above core development contracts, and this activity was achieved without any S106 or EDC procurement obligations. The most significant value added was £11.5 million of local employment for residents of Dartford and Gravesham boroughs which aligns positively with EDC's Inclusive Growth Strategy. This positive figure will fluctuate over time; however, this is a very encouraging interim result. The Social Value Portal are collating a report for the whole annual period of 2022 which will be reported to Board in the autumn.



3.12. EDC's 3rd Employability Programme was delivered by CITB and CPJ at CITB's National Construction College, Erith at the end of April. The 5-day programme for unemployed, low-skilled, or low-paid local residents was designed to deliver upskilling training to assist people into jobs in the construction sector. The course included a range of skills including; Behavioural Safety Awareness, Level 1 Health & Safety, employability skills, CVs, and soft skills. EDC and United Living addressed present on opportunities during the week. O'Halloran & O'Brien also delivered some of the training. Over the 3 Employability Programmes 34 local residents started the programmes, twenty-seven completed (79%), and 76% passed their CSCS card exam. Nine participants progressed into work immediately.

Ebbsfleet Development Corporation

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- 3.13. Aim A Little Higher have delivered training to seven volunteer mentors for the Ebbsfleet appren. es. They will be matched with the apprentices in June and will have a 6-month activity programme of engagement that will support the apprentices in their careers. EDC are recruiting an Apprentice Planner into the team and hosted an online seminar for local young people to understand the role of a planner and ask questions. The role was widely promoted via local secondary schools in Dartford and Gravesham, which resulted in over thirty applicants.
- 3.14. EDC's Education Outreach Programme continues via EDC's contract with Construction Youth Trust in local secondary schools and North Kent College. EDC staff also attended Wilmington Academy, Leigh Academy and Northfleet Technology College during May.
- 3.15. EDC are hosting an intern from Imperial College London for the next 6 months, who is developing her research into community participation and ownership. The student developed her master's project with EDC the EDC Placemaking team during 2022, which helped her to win a grant from RSA to continue developing her project over 2023. EDC will also host a year 11 student from Ebbsfleet Academy for 1 week in July and a University of Kent student (from Gravesend) for 4 weeks during July and August as a paid intern.
- 3.16. EDC have appointed Mary Rouse as our Community Development Manager who will be the lead conduit between Ebbsfleet residents, and our community stakeholders, ensuring their voices are heard, and they are able to influence the development of EDC projects, community initiatives and business planning. The Community Development Manager will work with and residents and local stakeholders to foster a sense of community and local pride, encouraging social cohesion between new and existing residents through the development and delivery of appropriate projects and initiatives that reflect local needs and ambitions. The Community Development Manager will collaborate with colleagues across EDC to support the development and delivery of placemaking strategies and action plans, building on the legacy of the Healthy New Town Programme, to achieve an age friendly garden city where residents are enabled to live healthier lifestyles. In the first month with this resource, we have been able to re-establish connections with a number of local stakeholders and community groups.

Ebbsfleet Development Corporation

Board Meeting Part One

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- 3.17. EDC's Back Yard Nature collaboration with local schools has completed. This project provided staff to work with children to co-design outside space at Cherry Orchard, Ebbsfleet Green and Springhead Park Primary Schools. The ideas the children produced included sensory gardens and allotments. Cherry Orchard have applied for funding to turn their ideas into reality
- 3.18. EDC's collaboration with Lawn Primary School in Northfleet has now concluded, with the completion of their garden to complement their Learning Bus. The project was an extension of the Edible Ebbsfleet programme to install community gardens in all of the new garden city schools, and those in the neighbouring communities where they were requested. The project supported Lawn Primary School to transform their recently purchased double decker bus into an attractive outdoor learning space, through collaboration with local artists, and to transform derelict adjacent space into a learning environment for the children. EDC's investment brought artists on board to help design and transform its appearance in collaboration with teachers and pupils. The aim of this project was to enrich the curriculum offer related to healthy living and lifestyle, through connections to nature and food growing. EDC funding has helped the school to maximum benefit realisation, to allow for an extension of the school curriculum to include nature, growing, cooking and healthy eating classes. The school are using their new bus as a therapeutic space to support pupils with social, emotional, and mental health (SEMH) needs and as a coffee space where parents can talk through their personal challenges with teachers.



Ebbsfleet Development Corporation

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4 Forward Look

4.1 Following on from the success of last year's Fusion Festival which marked the opening of Platinum Jubilee Park in Castle Hill, a second Fusion Festival will be held on Saturday 8th July. The event is being coordinated by Cohesion Plus as part of their year long programme of events to be developed in collaboration with local residents.






4.2 EDC will be celebrating the NHS's 75th Birthday with a 'Big Tea' fundraiser at the Fusion Festival in July and attending the local school's summer fayres. We plan to run a taster session for the community at Cyclopark over the summer with incentives to access activities there and have been supporting a collaboration of local organisations to deliver some youth provision in open spaces over the summer period.


4.3 EDC will be holding our first 'Welcome to Ebbsfleet' event in August for residents to be able to connect with each other and find out more about the area and opportunities to get involved and are launching a programme of monthly community drop-ins to offer residents an opportunity to have an informal conversation with a member of EDC staff, starting in June. We are also currently reaching out to local Town and Parish councils to improve our communication with them.

Ebbsfleet Development Corporation

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- 4.4 EDC have partnered with the national programme 'Multiply' government-funded programme to help adults improve their numeracy skills to deliver a 'Healthy Eating on a Budget' course. It is designed to boost confidence and well-being, as well as improve maths and English skills. Learners will learn about cooking on a budget and receive recipe cards and free food parcels to cook with. Multiply will be delivering a 3-week engagement course at Springhead Park Primary School in July. If all goes well, they will offer a longer course in September.





Healthy Eating on a budget!

Learn how to cook tasty, nutritious meals on a budget!

During the course, you will use Maths to learn the basic measurement skills for:

- Weight, capacity, and ratio

You will also use maths to save money!

You will be given FREE ingredients and recipe cards to cook nutritious dishes.

This is a practical and fun, everyday Maths taster course, with the bonus of **free food** to cook with.

Course details:

Dates: 06/07/2023 - 20/07/2023

Times: 1pm to 3pm

Venue: Springhead Primary School

Contact: Louisa Howarth LHowarth@springhead.kent.sch.uk or Tania Lunney tania.lunney2@kent.gov.uk

OR Tania Lunney tania.lunney2@kent.gov.uk 07888011369

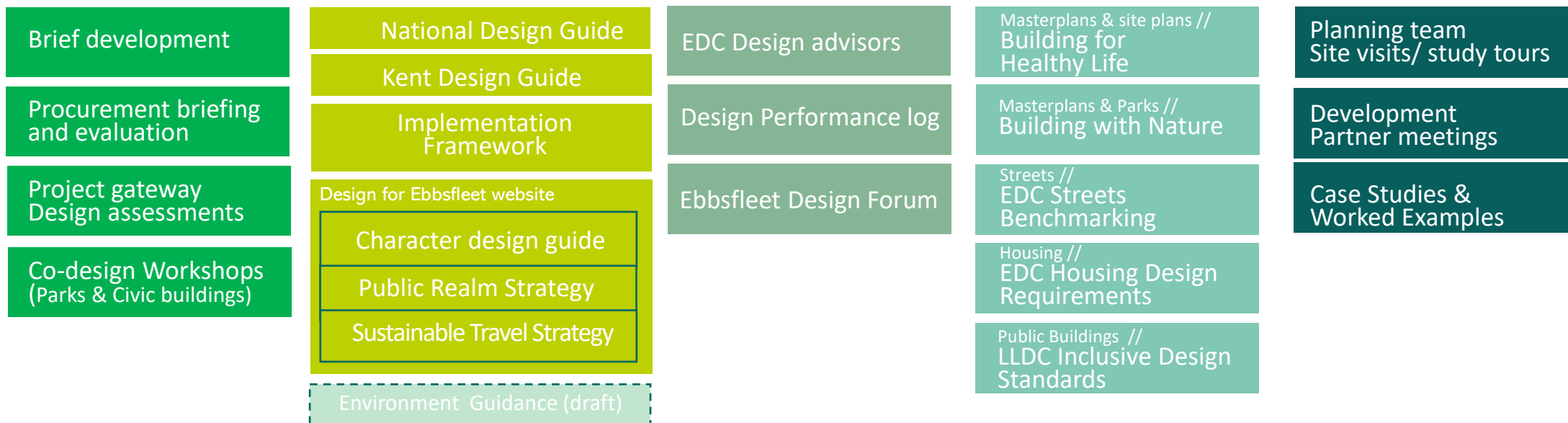
Annex 1 : Design Management 23/24

Summary of EDC Design Management Systems

EDC's Design management system



Design Tools + Services



Design guidance in Ebbsfleet

The table to the right clarifies the key design performance areas, and the guidance publications that are used by EDC, to create an objective evaluation framework across delivery projects and planning applications within Ebbsfleet.

EDC Guidance

3rd Party Guidance

Design Performance Areas

		Project Types			
		Neighbourhood Masterplanning	Parks	Streets	Sites / Buildings
Character		National Design Guide / Urban Design Compendium			
		Ebbsfleet Implementation Framework			
		Design for Ebbsfleet Character Guide			
		Ebbsfleet Public Realm Strategy			
Inclusive design		London Legacy Development Corporation Inclusive Design Standards			
					B.Reg's M4 Part2
Safety and security		Secured by Design			
		Kent Design Guide / Manual for Streets / LTN 1/20			
Health and wellbeing		Sports England : Active Design			
					Nationally Described Space Standards
					GLA Outdoor Space Standard
Environmental sustainability		Ebbsfleet Sustainable Travel Strategy			
					HAPPI (Housing for older people)
					LETI / BREEAM
Biodiversity		Building with Nature			
Water management		Water People and Places : KCC Guide			
		CIRIA SuDS Manual			
Cost (viability, affordability, maintenance, sustainability)					

Annex 2 : Design Management 23/24

Summary of Planning Applications Design Performance 22/23

Masterplanning // Building for Healthy Life assessments of Ebbsfleet planning applications 2016-2013

[illegible]

Street Design // Ebbsfleet Public Realm Evaluation

- A street evaluation assessment is undertaken to ensure new streets are designed in accordance with Ebbsfleet Public Realm Strategy requirements.
- All of the streetscape design reports follow a consistent format, that notes the proposed dimensions next to the requirements set out in the Public Realm Strategy.
- All of the reports are presented in a table, which clearly highlights whether requirements have been met or not through colour coding as red, amber or green. This is a very clear way of presenting the information and allows the team to identify the key strengths and weaknesses of each the scheme.

Summary 2022-2023					
EPRS Minimum Requirements	Level 1 Street (primary street)	Level 2 Street (secondary street)	Level 3 Street	Level 4 Street - Mews	Level 4 - Lanes
Alkerden Market Centre Phase 1					
Area of planting					
No. of trees					
Width of Fastrack/Carriageway					
Footway Width					
Cycle Lane Width					
Green Median Width					
Front Boundary Planting/Privacy Strip					
Minimum Parking Space					
Tree Distance to kerb					
Tree Distance to façade					
Street Lighting Heights	No details provided	No details provided			
Alkerden South Redrow					
Area of planting					
No. of trees					
Width of Fastrack/Carriageway					
Footway Width					
Cycle Lane Width			N/A	N/A	
Green Median Width					
Front Boundary Planting/Privacy Strip					
Minimum Parking Space					
Tree Distance to kerb					
Tree Distance to façade					
Street Lighting Heights	No details provided	No details provided	No details provided	No details provided	

Park Design // ‘Building with Nature’ assessments of Ebbsfleet planning applications 22-23

Building with Nature is an assessment tool that has been developed to improve the quality of green infrastructure within new developments. We use the tool at Ebbsfleet to assess Ebbsfleet’s Parks and Open Spaces.

Similar to a Building for a Healthy Life Assessment, there are 12 standards which are scored using red, amber or green colour coding, A score of 12/12 greens enables a scheme to be put forward for a Building with Nature award.

BwN expects all of the standards to be treated as a collective, considering the interactions and interdependencies between themes, hence the 12/12 requirement to be met.

Two Building with Nature reports were completed this year. Alkerden Local Centre scored 12/12 greens across all of the standards. Northfleet Riverside Bevan’s Park scored 11/12 greens, with 08 Supports Equitable and Inclusive Places scoring an amber, due to an absence of lighting for the sports pitch, reducing the provision of out of hours use.

	CORE			WELLBEING				WATER		WILDLIFE		
Building with Nature Assessments 2022 - 2023 (2.0)	1	2	3	4	5	6	7	8	9	10	11	12
Alkerden Local Centre	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Northfleet Riverside Bevan's Park 2B	Green	Green	Green	Green	Green	Green	Amber	Green	Green	Green	Green	Green

Accessible Homes // M4 Part 2 compliance of Ebbsfleet planning applications 22-23

		No. Homes	M42	M43	M42%	Affordable Housing				Market Housing			
						M42 Apartments		M42 Homes		M42 Apartments		M42 Homes	
2016													
Springhead Park 1A	Countryside	298	94	0	32%	27	29%	0		48	51%	19	20%
Springhead Park 1B	Countryside	80	0	0	0%								
Castle Hill Phase 2	Clarion	125	115	0	92%	65	57%	50	43%	0		0	
Castle Hill Phase 3A	David Wilson	154	0	0	0%	0		0		0		0	
Castle Hill Phase 3A	Clarion	42	42	0	100%	36	86%	6	14%	0		0	
Castle Hill Phase 3B	Barrett	112	0	0	0%	0		0		0		0	
Castle Hill Local Centre	Newcrest	56	46	0	82%	46	100%	0	0%	0		0	
Castle Hill PAP2	Taylor Wimpey	138	0	0	0%	0		0		0		0	
Castle Hill LDO B	Taylor Wimpey	69	0	0	0%	0		0		0		0	
Castle Hill Site I	Clarion	68	55	0	81%	37	67%	18	33%	0		0	
Castle Hill Site L	Clarion	27	18	0	67%	15	83%	3	17%	0		0	
Springhead Park Phase 2A	Countryside	123	31	0	25%	10	32%	21	68%	0		0	
		1292	401		31%	236		98		48		19	
2017													
Castle Hill South -Parcel B	Taylor Wimpey	133	25	0	19%	25	100%	0	0%	0		0	
Castle Hill South - Parcel C	Taylor Wimpey	199	63	0	32%	63	100%	0	0%	0		0	
Castle Hill South -GHJK	Clarion	163	50	0	31%	28	56%	22	44%	0		0	
Springhead Park Phase 2B	Countryside	126	0	0	0%					0		0	
Ebbsfleet Green Phase 3 Redrow	Redrow	205	41	0	20%	33	80%	8	20%	0		0	
		826	179	0	22%	149		30					
2018													
Springhead Park Phase 3	Countryside	172	6	0	3%	6	100%	0		0		0	
Cable Wharf	Keepmoat	598	205	9	34%	185	90%	20	10%	0		0	
Craylands Lane	Bellway	100	79	0	79%	34	43%	45	57%	0		0	
Ebbsfleet Green Phase 4	Redrow	133	46	5	35%	0	0%	16	35%	30	65%	0	0%
		1003	336	14	33%	225		81		30		0	
2019													
Ashmere Phase 1	Countryside	281	272	0	97%	56	21%	15	6%	119	44%	82	30%
Ebbsfleet Green Phase 2C	Redrow	126	121	5	96%	47	39%	0	0%	74	61%		
Croxton and Garry	Bellway	232	181	3	78%	56	31%	14	8%	92	51%	19	10%
Castle Hill Local Centre	Newcrest	4	4	0	100%	0	0%	0	0%			4	100%
		643	578	8	90%	159		29		285		105	
2021													
Ashmere Phase 2	Countryside	235	220	0	94%	26	12%	33	15%	51	23%	110	50%
Alkerden Parcel 3	Bellway	138	138	0	100%	34	25%	0	0%	104	75%	0	
Alkerden Parcel 5A	Bellway	182	62	0	34%	40	65%	0	0%	22	35%	0	
Alkerden Parcel 7	Westerhill	67	21	2	31%	11	52%	10	48%	0		0	
Northfleet West 1B	Bellway	121	59	0	49%	28	47%	10	17%	0		21	36%
		743	500	2	67%	139		53		177		131	
2022													
Alkerden South Phase 1	Redrow	227	132	0	58%	69	52%	27	20%	36	27%	0	
Alkerden market Centre Phase 1	Henley	83	83	0	100%	83		0		0		0	
Henley Building	Keepmoat	4	0	0	0%	0		0		0		0	
High Street	Private	7	0	0	0%	0		0		0		0	
		321	215		67%	152	47%	27	8%	36	11%	0	0
Ebbsfleet area-wide Totals		5471	2209		40%	1060	19%	318	6%	576	11%	255	5%

Annex 3 : Design Management 23/24

Summary of Planning Applications Schemes 22/23

Following slides provide a one page visual summary of the key projects that the EDC Planning and Design teams have enabled to achieve planning permission during 2022-23.

Redrow Alkerden South

Alkerden south is the first Redrow phase in Alkerden village, and introduces a range of bespoke houses and apartments blocks for Redrow.

Planning and design teams worked closely with Redrow to align standard Redrow house types with the ambitions of the design code.

Design highlights include

- a well planted linear park which sweeps down the hill to provide a view corridor from the local centre to the lake,
- bespoke house types designed specifically for Ebbsfleet (i.e. not a standard Redrow product typically used across the country)
- parking integrated into the houses or concealed in rear parking courts to provide streets with significantly greater levels of planting and street trees.
- Apartment block have all been individually designed to provide a distinctive form and character, and ensure residents have a unique sense of address.



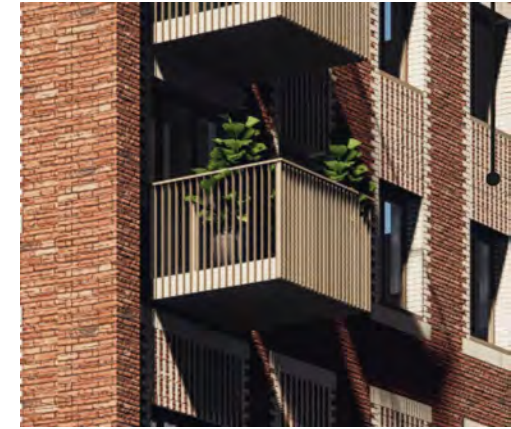
Alkerden Centre Phase 1 // Alkerden

Major mixed use development in the heart of Alkerden village, accommodating apartment, supermarket, gym, nursery and café, neighbourhood green and public car park.

The work of the Design Forum and pre-application discussions led to the relocation of a surface car park under the neighbourhood green, concealing the cars from view, and creating much more efficient layout and enhanced green space. This move unlocked the site, driving spatial efficiencies.

Design highlights include ;

- Distinctive brickwork features including entrance porticos, windows and balusters which create a highly distinctive character to the scheme.
- High quality green space , with generous planting and a high quality play area in the heart of the village.
- Rain gardens integrated into the street design, providing innovative sustainable drainage.
- Good range of affordable house types including duplexes, and 1 and 2 bed apartments, with every home having access to a private outdoor space, as well as a generous communal terrace overlooking the neighbourhood park.



Weldon Neighbourhood House // Weldon (Ebbsfleet Green)

Design and Placemaking teams co-wrote project brief, which has led to a highly distinctive and attractive pavilion building that opens out into the surrounding park and public realm, allowing community activities to flow inside and out.

Placemaking team led a series of co-design events which have informed the design of the neighbourhood house.

The building is designed as a robust and highly flexible facility that can accommodate a broad range of community activities and events, with best practice accessible design and BREEAM 'Outstanding' levels of sustainability embedded into the scheme.



Weldon Community Hub // Weldon (Ebbsfleet Green)



4 High Street // Northfleet

Challenging urban infill project on the high street within Northfleet, this site is very prominent, and highly constrained by a cliff to the rear, and streets to the south and west.

Again planning and design teams worked hard with the developer to develop the scale and form to relate to the adjacent former Public House building, incorporate the maximum number of parking spaces on the site while creating an attractive ground floor for passers by.

Despite is constrained site, the scheme managed to provides generous balconies for all apartments, as well as a generous glazed entrance foyer and a communal roof terrace.

Post planning permission the EDC team continued to work with the developer to develop the detailing and material specification, ensuring the use of a distinctive light grey brick to blend with the colouring of the chalk cliff to the rear, and the neutral colours of the adjacent pub building, and the design of the timber louvers to add warmth and visual interest to the ground floor.



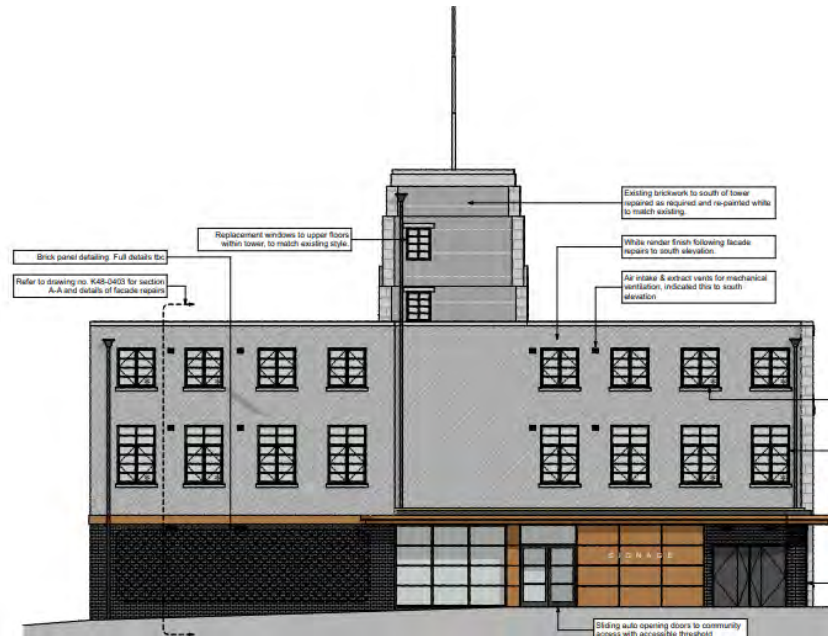
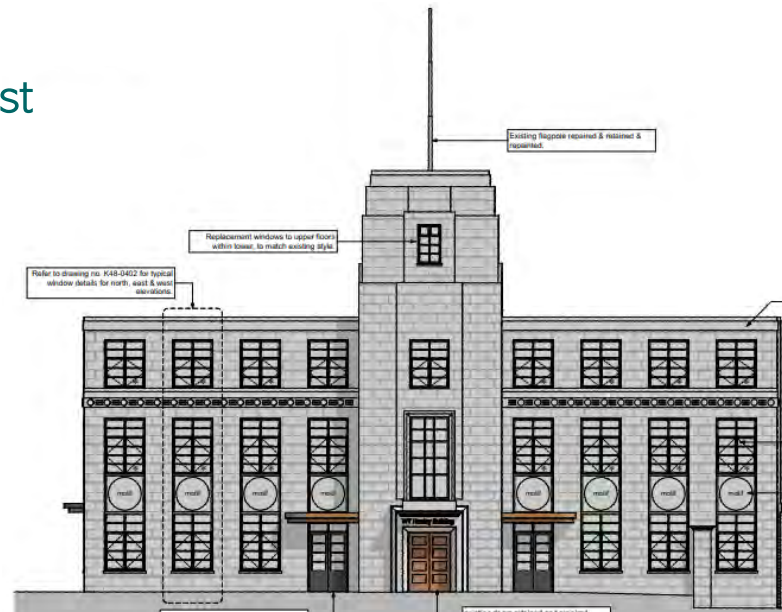
Henley Building // Northfleet East

Scheme includes the refurbishment of the historic Henley office building to provide a community facility on the ground floor, and apartments on the upper two storeys.

Pre-application discussions focussed on ensuring the community facilities were highly functional and accessible, as well as complimenting the art deco character of the original building.

The introduction of copper panels introduces warmth and visual interest for visitors at key entrances, all of are elegantly detailed in keeping with the Art Deco style.

A particular highlight is the re-use of the ground floor external area facing onto the Thames to support the café .



Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	14 June 2023	Paper Number:	EDC 023/057(B)
Title of paper	Design Management Update		
Presented by	Simon Harrison, Head of Design		
Sub-committee	NOT APPLICABLE		
Purpose of Paper and Executive Summary			
This report provides an update on Design Management in Ebbsfleet, reporting on design performance during 2022-23, identifying current key challenges to design performance, and priority areas for improving design quality in 2023-24.			
EDC Business Plan and KPIs			
02 Quality Homes and Neighbourhoods 03 Diversification of Housing 05 Commercial and community workspace 07 New footpaths and cycle tracks 09 Parks open spaces and recreation areas			
Recommendation			
FOR INFORMATION			
Board is asked to NOTE the updates provided in this report on progress made in 2022-23.			
Annexes			
Annex 1 : Design management framework			
Annex 2 : Design audit for 22/23			
<ul style="list-style-type: none">BFL assessment tablesStreet design auditBuilding with NatureM4 Part2 Assessment table			
Annex 3 : 22/23 Scheme summary			
Delegation		N/A	
Financial impact		None	

Ebbfleet Development Corporation

Board Meeting Part	One
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Legal impact	None
Stakeholder impact	None
Sponsor impact	None

1. Introduction

- 1.1. This paper provides an update on EDC's design management framework, progress made during 2022-23, current challenges, and proposed approaches to addressing these issues, and sets out our priorities for improving design performance in 2023/24.
- 1.2. The design management function is delivered through the Planning and Place Directorate, with two design advisors working closely with the Placemaking, Planning and Development teams to promote design quality, and embed the design advice from EDCs design guides and placemaking studies into project planning, design and delivery.
- 1.3. Annex 1 provides a one page summary of EDC's design management system, which is applied across both our planning and project delivery functions.

2. Summary of design performance in 2022-23

- 2.1. EDC design advisors assess planning applications, using a combination of nationally recognised design tools, and custom tools developed by EDC to drive quality and measure different aspects of design performance. These tools are used to move the perception of design quality away from subjective assessment techniques, and more towards a quantitative, data driven approach.
- 2.2. Annex 2 provides a detailed breakdown of how planning applications have performed using these design tools during 2022/23, and a summary is provided below of the key design areas. The table below sets out the various assessment tools used to quantitatively assess and benchmark design quality currently.

Design performance area	Summary of performance 22-23
Masterplanning / urban design Tools used : <ul style="list-style-type: none">• Building for a Healthy Life• Building with Nature• Ebbfleet Sustainable Travel Checklist	All schemes achieved the required minimum 9 greens from a potential 12, with the EDC led community buildings at Weldon (Ebbfleet Green) scoring a maximum 12/12. However the mixed use refurbishment of the Henley Building on Northfleet West received a red for failing to provide a private outdoor space for apartments,

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		despite two feasible solutions being available to the applicant. This was flagged, but permission was granted under delegated powers on the basis of planning balance, given the general quality of the scheme overall.	
Street design Tools used : Ebbsfleet Public Realm Strategy Evaluation Framework		<p>Most streets align or surpass key street metrics set out in the Public Realm Strategy, ensuring good levels of tree planting, and generous footpaths, verges and cycle tracks.</p> <p>The small number of streets that scored an amber was as a result of the scheme house types utilising more driveways than was planned in the Public Realm Strategy layouts, which results in typically 1-trees less than required per 50m length of street.</p>	
Park design Tools used : Ebbsfleet Park Design Principles Building with Nature Ebbsfleet Public Realm Strategy Evaluation Framework		<p>Two parks have been assessed this year (Bevans Park in Northfleet Embankment West and Alkerden neighbourhood park in Alkerden Local Centre). Both parks met the park design principles, and scored 11 and 12/12 on the Building with Nature tool incorporating high quality planting, sustainable drainage, broad range of play and recreational facilities expected to be regional and national exemplars once constructed.</p>	
Architectural character Tools used : Ebbsfleet Character Guide		<p>All of the schemes have used a design narrative to generate characterful buildings with distinctive design feature. This is the first time all schemes have achieved during the course of a single year, and shows a step forwards in the architectural quality.</p>	
Housing quality			
House size : Tools used : Nationally Described Space Standards		<p>All homes meet the national described space standards.</p>	
Outdoor space provision : Tools used : EDC's outdoor space standards EDC Balcony design objectives.		<p>99% of homes granted planning permission in 22-23 provide an outdoor space.</p> <p>77% of homes included an outdoor space that exceeds the minimum space standard. The 22% that provide an outdoor space but which do not meet the</p>	

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	EDC standard were apartments with balconies in Alkerden Market Centre Phase1. This scheme was submitted prior to the EDC balcony design guide being published, and the developer declined to increase the size of their balcony to meet the requirement.		
Accessible homes Tools used : M4 Part 2 compliance M4 Part 3 Compliance	The overall number of house types meeting M4 part 2 have continued to increase, achieving 67% this year, however we continue to struggle to deliver M4 part 2 complaint market homes. The current project defined in section 4 is aimed at addressing this issue for market houses.		
	% Homes meeting M42	22-23	Ebbfleet wide
	Affordable apartments	47%	19%
	Affordable houses	8%	6%
	Market apartments	11%	11%
	Market houses	0	5%
Community buildings			
Tools used : <ul style="list-style-type: none"> • Ebbfleet Community Building Design Requirements checklist • Building for Healthy Life • BREEAM (Sustainability) • London Legacy Inclusive Design Standards (Inclusive design) • Ebbfleet Sustainable Travel Checklist 	Both Ebbfleet Green community buildings and the Henley Building community space have been assessed against the relevant tools, and meet all required criteria, meeting all accessible criteria for public buildings, achieving BREEAM outstanding, and 9 greens or more for Building for Healthy Life.		

3. Key challenges to design quality post planning permission

- 3.1. Over the past five years we have seen a steady improvement in design quality at planning application stage, as demonstrated by the longitudinal analysis of design assessment tools in annex 2. The introduction of EDC's design guidance, the setting up of the Ebbfleet Design Forum in 2020, and the growing use of design assessment tools at application stage have all contributed to a clear step change in quality between earlier phases of development in Castle Hill and

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Ebbsfleet Green, and the current projects being built out across Alkerden, Ashmere and Northfleet.

- 3.2. This increased focus on design quality has been recognised by applicants in their use of higher quality design practices, which has also contributed to the better-quality applications. However significant challenges remain in delivering high quality, which can be framed within two key areas;

3.3. **Degradation of design quality during the detailed design / construction package stage**

This remains a common issue across the industry, and has become increasingly noticeable as the level of ambition and the quality of planning applications has increased in recent years. A broad range of factors contribute to this issue which include;

- 3.3.1. **Replacement of design practices.** The replacement of the original design teams responsible for developing the planning application (usually with an in-house construction team or a technical drawing practice) to develop the construction package is generally the most problematic factor. This often leads to the submission of detailed drawings at conditions stage that don't align with the original application, or detrimental changes in the specification of materials, or the use of 'standard' drawings from previous projects that don't include the points of distinctiveness that have been incorporated into the reserved matters application. All of which cause significant delays at the conditions stage, and without significant resourcing by EDC planning and design teams and careful policing can lead to quality dropping dramatically between planning permission schemes and constructed projects.
- 3.3.2. **Material availability.** Although it is often difficult to pinpoint whether material availability is genuinely an issue, or just a tactic to support cost-cutting, in recent years this has become most common in relation to bricks and tiles. In Ebbsfleet the most frequent occurrence is the request to substitute white or grey bricks (included in planning application to blend with the colour of the chalk cliffs and create a more distinctive architecture), with a buff / yellow brick which are generally cheaper, but don't blend so well with the landscape, and are much less distinctive.
- 3.3.3. **Inflation and value engineering.** The inflationary pressures of the past two years has placed additional pressure on the design and specification of permitted schemes, as applicants have sought to value engineer their

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scheme to mitigate these price rises. In practice, value engineering has generally been less impactful than the other identified factors, primarily due to careful policing and significant resourcing by EDC's design and planning teams, attending value engineering workshops with applicant teams to proactively identify areas for costs savings, and the use of planning conditions to manage the process, and balance competing pressures.

3.4. Degradation of design quality during construction

- 3.5. In a number of recent schemes there has been a significant issue in the quality of construction. Post-completion audits of completed stages have revealed a large number of deviations between the projects as constructed and the permitted scheme. These deviations extend across the construction of buildings and landscape / public realm, and include issues such as missing architectural details, poorly finished material interfaces, missing planting or incorrect planting methods leading to extensive die-back in the first few months etc. These issues point to a concern with the general practice of quality management during the construction stage, with a potentially large number of contributing factors such as staff turnover, availability of skilled labour, and active site monitoring.
- 3.6. To collectively address these issues to design quality post-planning permission stage, we intend to explore potential approaches / policies that encourage the original architectural practice to be retained to complete the construction packages, or to oversee these stages in a quality assurance capacity. For example, London Legacy Development Corporation have trialled a mechanism within the Olympic Park to tackle this very issue. We propose to review approaches with the Planning Committee in due course.
- 3.7. We have undertaken a review of the planning validation checklist and the wording of our planning conditions, benchmarking against conditions used by other forward thinking planning authorities, to more clearly articulate and define our information requirements, particularly in relation to architectural and landscape detailing and specification, to enable tighter policing of quality post planning permission.
- 3.8. This approach will require closer policing and more regular site inspections during the construction stages, to ensure any deviations from agreed details / specifications are identified quickly, and can thus be corrected quickly to minimise cost and delay. Such an approach will have implications on EDC's planning and design team resourcing, and will need to be carefully managed.

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- 3.9. It is proposed we also work with development partners to collectively review their quality management practices, and seek to align them with planning monitoring and enforcement protocols.

4. **Priorities for design management in 2023 / 2024**

In addition to tackling the post planning application issues highlighted in section 3, we have identified three specific areas to focus on strengthening our guidance, advice and evaluation mechanisms to improve design performance;

- 4.1. **Sustainability** - Building on the work around carbon modelling, and the current project to develop a sustainable performance specification for EDC projects, we will translate the performance specification into non-statutory design guidance for non-EDC projects. It is intended to be developed as a practical checklist, that can be used by applicants and planning colleagues to benchmark and report to planning committee on a project's sustainable performance across key metrics.
- 4.2. **Accessible design** - During the course of the current year we are looking enhance accessibility and inclusiveness for all parts of our community. This will include;
- 4.2.1. Publishing new guidance on typical housing layouts (currently in development through Levitt Bernstein Architects), to demonstrate how the most common house layouts used by housebuilders in Ebbsfleet can be tweaked to improve the accessibility for everybody including those with prams/ pushchairs and wheelchairs, without compromising the general usability and amenity for all users. The objective is to increase the number of homes across all typologies achieving M4 Part2 to 90% or higher in future developments.
- 4.2.2. Trialling the application of new guidance on designing for dementia, to allow streets, parks and public buildings to be comfortable for dementia sufferers.
- 4.2.3. Reviewing design of parks and open spaces to enhance safety and security for everybody throughout the day, with a specific focus on safety of women.
- 4.3. **Co-design**: We will continue to facilitate opportunities for residents to be involved in the co-design of Ebbsfleet's public spaces and buildings, by planning and supporting the hosting of co-design events within planning applications as well as

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EDC projects, and in so doing develop practical guidance and models for enabling co-design in future projects. This will include promoting co-design in the development of the Ebbsfleet Central Area Masterplan and Design Code.

- 4.4. This workstream will also include the ongoing support of the younger person's 'Ebbsfleet Design Group' currently funded through EDC's Placemaking Programme. We have supported the group in actively engaging in the co-design of the Major Urban Park in Whitecliff and developing a forward programme of co-design events throughout 2023.

5. Conclusion and Recommendations

- 5.1. Board are asked to note the progress made in 22/23, the challenges identified, and support the priorities and approaches being taken to drive design quality in 23/24.

Budget Heading	Full Year Budget 2023/24 £	YTD Budget Month 2 - May 23 £	YTD Actual £	YTD Variance £	Full Year Forecast Outturn £	Full Year Forecast Variance £	Comments
Board Fees							
Chairman	28,000	4,700	4,700	-	28,000	-	
Other Board Members	90,000	15,000	13,000	(2,000)	88,000	(2,000)	
Independent Members (Planning Committee)	14,000	2,300	1,000	(1,300)	14,000	-	
Employer's Oncosts - Board Members	13,000	2,200	1,010	(1,190)	11,900	(1,100)	
	145,000	24,200	19,710	(4,490)	141,900	(3,100)	
Employee Salary Costs							
CEO Team	323,000	53,800	47,000	(6,800)	306,000	(17,000)	
Projects & Development Team	496,000	82,700	51,000	(31,700)	430,000	(66,000)	
Infrastructure & Enabling Team	342,000	57,000	19,730	(37,270)	282,000	(60,000)	
Planning & Place Team	1,109,000	184,800	151,200	(33,600)	1,075,400	(33,600)	
Corporate Services Team	726,000	121,000	84,000	(37,000)	656,000	(70,000)	
Employer's NICs	413,500	68,900	41,480	(27,420)	385,500	(28,000)	
Employer's Pension Contributions	602,500	100,400	71,400	(29,000)	573,500	(29,000)	
Staff Incentive Scheme / Pay increase	55,000	-	-	-	55,000	-	
	4,067,000	668,600	465,810	(202,789)	3,763,400	(303,600)	
Interim/ Agency Staff Costs	120,000	40,000	66,000	26,000	310,000	190,000	
External HR and MHCLG Payroll	26,000	3,800	1,800	(2,000)	26,000	-	
	146,000	43,800	67,800	24,000	336,000	190,000	
TOTAL PAY COSTS	4,358,000	736,600	553,320	(183,280)	4,241,300	(116,700)	
Premises Costs (Owned/Leased/Temp Usage)	302,000	37,300	34,000	(3,300)	302,000	-	
ICT	222,000	37,000	35,500	(1,500)	222,000	-	
Office Equip/ Consumables / Stationery / Postage	30,000	3,000	2,300	(700)	30,000	-	
Corporate Legal Support	20,000	3,000	3,000	(0)	20,000	-	
Other External Support to Corporate Services	55,000	2,450	1,450	(1,000)	55,000	-	
External Audit (National Audit Office)	50,000	8,000	8,000	-	50,000	-	
Internal Audit (Government Internal Audit Agency)	25,000	4,000	4,000	-	25,000	-	
Insurance	45,000	7,500	7,500	-	45,000	-	
Comms/ Business Engagement	60,000	10,000	10,440	440	60,000	-	
Travel & Subsistence	26,000	2,000	1,300	(700)	26,000	-	
Vehicle hire	10,000	1,600	2,000	400	10,000	-	
Recruitment Advertising	15,000	2,500	5,400	2,900	15,000	-	
Training	45,000	7,500	12,600	5,100	45,000	-	
Corporate memberships	25,000	12,500	13,250	750	25,000	-	
Other Staff Costs (Prof Subs/PPE etc)	50,000	5,000	3,000	(2,000)	50,000	-	
External support to Planning Service	250,000	31,800	28,000	(3,800)	250,000	-	
CSR/ Business Plan / KPI Monitoring	40,000	-	-	-	40,000	-	
Bank Charges	2,000	300	200	(100)	2,000	-	
TOTAL NON-PAY COSTS	1,272,000	175,450	171,940	(3,510)	1,272,000	-	
Programme Revenue - Project Feasibility	1,110,000	66,000	73,000	7,000	960,000	(150,000)	
Estate & Asset Management Costs	500,000	80,000	89,300	9,300	500,000	-	
TOTAL EXPENDITURE	7,240,000	1,058,050	887,560	- 170,490	6,973,300	- 266,700	
Income from Central Area & Other Owned Sites	(940,000)	(193,133)	(209,800)	(16,667)	(740,000)	200,000	
Planning Fees income	(300,000)	(86,667)	(79,360)	7,307	(300,000)	-	
Other Income	-	-	(20,000)	(20,000)	(20,000)	(20,000)	
TOTAL INCOME	(1,240,000)	(279,800)	(309,160)	(29,360)	(1,060,000)	180,000	
Net Expenditure	6,000,000	778,250	578,400	- 199,850	5,913,300	- 86,700	

Annex B – Updated EDC Probation Policy

Overleaf is the updated EDC Probation Policy that the Board is being asked to approve.

The key changes from the existing EDC Probation Policy are as follows:

Change	Summary
Simplification of the stages of probation	<p>The policy has been updated to make it clearer what is required at each stage of the probation process. Under the previous policy it was less clear what was required and when.</p> <p>The following stages of the process are set out in the updated policy as follows:</p> <ul style="list-style-type: none"> - Within the first month; - By the end of the 3rd month; and - By the end of the 5th month
Clearer process for managing probation issues	<p>The policy creates a single, clearer process for managing any concerns relating to probation and specifically 'unsatisfactory' conduct, attendance or performance'. Under the previous policy there were separate processes for each and the processes described were not clear and confusing for line managers and staff.</p> <p>The policy also sets out clearer expectations in relation to 'attendance' whilst on probation, including a new reference to timekeeping.</p>
Promotion whilst on probation	<p>The updated policy states that the CEO can use their discretion to decide whether any staff who are promoted whilst on probation need to serve their probation in full in their existing role before moving to the promoted role, or whether they can move to the new role earlier.</p>
General tidying up / clarifications	<p>General clarifications and tidying up including:</p> <p>Removal of references to 'MHCLG (the former name for DLUHC) Business Partner' to reflect the EDC's current HR support structure which has changed significantly from the arrangements in place in 2015; there is no longer a role for DLUHC in the probation process.</p> <p>Reference to a specific 'probation personal development plan' to make clear this is a separate plan from the EDC's personal development plans for staff who have passed probation.</p> <p>Minor changes throughout to clarify any areas that are currently unclear, to ensure roles are clear and to ensure consistency with other EDC People Policies.</p>

DRAFT – Proposed Updated EDC Probation Policy

1.0 Introduction

1.1 This policy and guidance sets out the Corporation's probation procedures for all new staff. The aim of probation is to provide an opportunity to assess suitability for continued employment with the Corporation based on an individual's ability to meet the required standards of performance, conduct and attendance.

2.0 Scope

2.1 Probation will apply to all new employees to the Corporation including fixed term appointees (with the exception of individuals who join the Corporation on secondment from another organisation, who will be subject to conditions set out in their secondment agreement).

2.2 Where an individual is promoted whilst still on probation, unless agreed otherwise by the CEO, the appointment will not be confirmed until the original probation period has been completed satisfactorily.

3.0 Policy

3.1 The Corporation is committed to supporting new entrants to successfully complete their probation period.

3.2 Through an induction and performance review process, probationers will be helped to achieve the required standard of performance in their work. Line managers will also make clear the required levels of attendance and conduct, and will ensure support, guidance and training is provided. Probationers who do not meet the required level of performance, attendance or conduct will be dismissed by the end of the probation period.

4.0 Length of probation

4.1 The normal length of probation is 6 months for all employees.

5.0 Fixed-term appointments

5.1. A full probation report must be completed at the end of the probationary period which will be used to assess suitability for appointment if the fixed term staff member subsequently applies for another fixed term or permanent appointment.

5.2 Employees on a fixed-term appointment of less than six months are subject to the normal probation procedures. If their initial appointment is extended or they are subsequently successful in obtaining a permanent post their probation period will be extended to a maximum of a total of six months.

6.0 Probation reports

6.1 For employees serving a six month probation period, probation reports will be required at the 3 and 5 month stages. A decision whether or not to confirm the appointment will be taken on the basis of the 5 month report.

6.2 Employees who are on probation are not subject to the formal appraisal process of that year. After successful completion of probation they will transfer onto the normal performance management system and be included in the next formal performance moderation process if, in the relevant performance year, they have completed 12 weeks or more after their appointment was confirmed.

6.3 Individuals who successfully complete probation within the last 11 weeks of the performance year will not be subject to the formal end of year process, but will be included in the next year's process.

Probation roles and responsibilities

7.0 Line manager's responsibility

7.1 Line managers are responsible for monitoring the attendance, performance and conduct of the probationer in accordance with the relevant EDC policies and procedures.

7.2 Appointment must only be confirmed when the probationer has successfully achieved the required standard set.

7.3 Line managers must take prompt action in dealing with unsatisfactory attendance, performance and conduct. Line managers must keep records of all performance reviews and one to one discussions held with the probationer during the probation period. The key stages of the probation period are outlined in Section 10.

8.0 Probationer's responsibility

8.1 Probationers need to demonstrate that they are suitable for the role by completing the work that they are assigned to the required standard and on time. They must maintain the expected standards of attendance, performance and conduct and must participate fully in any training offered.

8.2 Probationers will have to fully meet the required standards in all three areas – attendance, performance and conduct in order for their appointment to be confirmed.

9.0 The role of EDC Corporate Services

9.1 The Corporation's Head of HR and Corporate Affairs will provide professional confidential advice to line managers if problems arise during the probation period.

10.0 The probation process

10.1 The key stages and responsibilities of the probation process are outlined below. It is imperative that records of performance discussions and reviews are kept at every stage of the probation process.

10.2 Within the first month the line manager must:

- Explain the purpose of probation and ensure the probationer has a detailed induction plan. Explain the standard of attendance, performance and conduct required and set regular reviews at least on a monthly basis.

- Set and agree SMART objectives for the probation period and be clear on competencies needed to achieve them – these will need to be recorded in the probation report template.
- Agree the probation personal development plan with the probationer.
- Hold ongoing dialogue to ensure constructive feedback and support are provided to the probationer at every stage of the probation period.

10.3 By the end of month 3 the line manager must:

- Hold the first formal probation review to assess the probationer's overall achievement in performance, attendance and conduct.
- Decide whether progress is on track or whether further interventions are required. See 'Problems during probation'.
- Ensure any shortcomings in attendance, performance and conduct are highlighted and discussed and managed appropriately.
- Ensure that accurate records are kept of any review or discussion.

10.4 By the end of month 5 the line manager must:

- Assess overall performance and decide whether to confirm or end the probationer's appointment in consultation with the relevant Director.
- If the appointment is confirmed, notify the Head of HR and Corporate Affairs to allow records to be updated and agree objectives for the remainder of the performance year.
- If confirmation of the appointment is not possible the relevant Director must consider whether dismissal or a short extension to the probation period is appropriate. The Head of HR and Corporate Affairs must be consulted in all cases where dismissal or an extension is being considered.
- In all cases the 'end of probation' report must be completed and returned to the EDC Head of HR and Corporate Affairs.

11.0 Extending the probation period

11.1 An extension to the probation period for any reason must only be considered in exceptional circumstances (for example, a delay in making appropriate reasonable adjustment under the provision of the Equality Act 2010), and where there is a clear indication that the probationer will be able to meet the required standard by the end of the extended period.

11.2 Where the probation is extended the period has to be of sufficient duration to be able to monitor and assess progress – but must not be more than 3 months in any case. It must be clear to the probationer what is expected of them in order to confirm their appointment and that if at the end of the extension period they do not meet the required standard then termination of employment will follow.

12.0 Suspending the probation period

12.1 There may be times when it is necessary to suspend the probation period, for example; when a probationer takes maternity leave or when a probationer has a period of long term sickness absence.

12.2 The Head of HR and Corporate Affairs must be consulted in all cases where a suspension of the probation period is being considered, and the decision to suspend the probation period needs to be made in consultation with the relevant Director.

12.3 In cases where it is agreed that it is appropriate to suspend probation, probation will be suspended from the date the leave or absence commences and resumes once the probationer has returned to work. The probation should be continued until the remaining period of probation is served.

Problems during probation

13.0 Attendance during probation

13.1 Probationers are required to give full and regular attendance during the period of probation. Probationers should start work by the agreed start time each day. If probationers cannot attend work due to illness they must follow the sickness attendance reporting procedures.

13.2 Attendance during probation is unsatisfactory if the probationer's sickness absence level reaches or exceeds 4 working days (less, pro rata for employees who do not work every day of the normal working week) or 3 spells of sickness absence during the probationary period. In exceptional circumstances, the CEO might use their discretion to agree that the circumstances of the individual's sickness absence does not warrant unsatisfactory attendance.

13.3 The EDC will manage any attendance concerns using the procedure set out in Section 16.

14.0 Performance during probation

14.1 Probationers are not subject to the Corporation's performance management and managing poor performance procedures. However, the principles contained in the performance management guidance should be followed.

14.2 Probationers are required to demonstrate performance in line with the probation objectives agreed with their line manager. The Corporation will manage poor performance using the procedure set out in Section 16.

15.0 Conduct during probation

15.1 Probationers are required to conduct themselves in accordance with the EDC Code of Conduct and the provisions of the Seven Principles of Public Life.

15.2 The Corporation will manage unsatisfactory conduct using the procedure set out in Section 16.

16.0 Managing Unsatisfactory Standards

16.1 During probationary periods, where a line manager is concerned about:

- Levels of sickness absence
- Performance
- Conduct

they will hold a one to one meeting with the probationer to discuss the issues. Line managers should inform the probationer what the cause for concern is, and confirm that failure to improve may result in dismissal. Line managers should speak to the Head of HR and Corporate Affairs when they have concerns.

16.2 Should there be insufficient, or no improvement, the case must be referred to the relevant Director to consider non confirmation of appointment or dismissal. This can happen at any point during the probation period, and line managers should not wait for a formal review point (at 3 or 5 months) before they take action.

16.3 Whilst on probation probationers may be dismissed without receiving formal warnings.

17.0 End of probation

17.1 At the end of the probationary period the probationer will be informed in writing if they have successfully completed their probationary period. If written confirmation is not received, it should be assumed that the probationary period continues in accordance with 11.2.

17.2 After successful completion of probation the probationer will move onto the Corporation's annual performance management cycle and from that point the usual procedures for performance management, attendance management and conduct will apply.

18.0 Early termination

18.1 Employment may be terminated before the end of the probation period if the probationer is clearly not meeting the required standards of performance, attendance or conduct.

18.2 Probationers may also be dismissed at any time, without a formal warning if they commit an act of gross misconduct or if they have knowingly provided false information during recruitment.

19.0 Length of notice

19.1 Where a probationer is dismissed, they will be given 5 weeks' notice unless the EDC CEO advises that the last day of service should be earlier.

20.0 Appeals

20.1 A probationer may appeal against a warning or other penalty including dismissal.

20.2 Any appeal against a warning or a dismissal must be submitted to the Chief Executive (or in the case of a Director, to the Board Champion for HR). All appeals against dismissal must be submitted in writing, within 10 working days of the date of the decision letter.

20.3 A probationer has the right to be represented by a Trade Union Representative or be accompanied to the meeting by a work colleague of their choice.

Ebbfleet Development Corporation

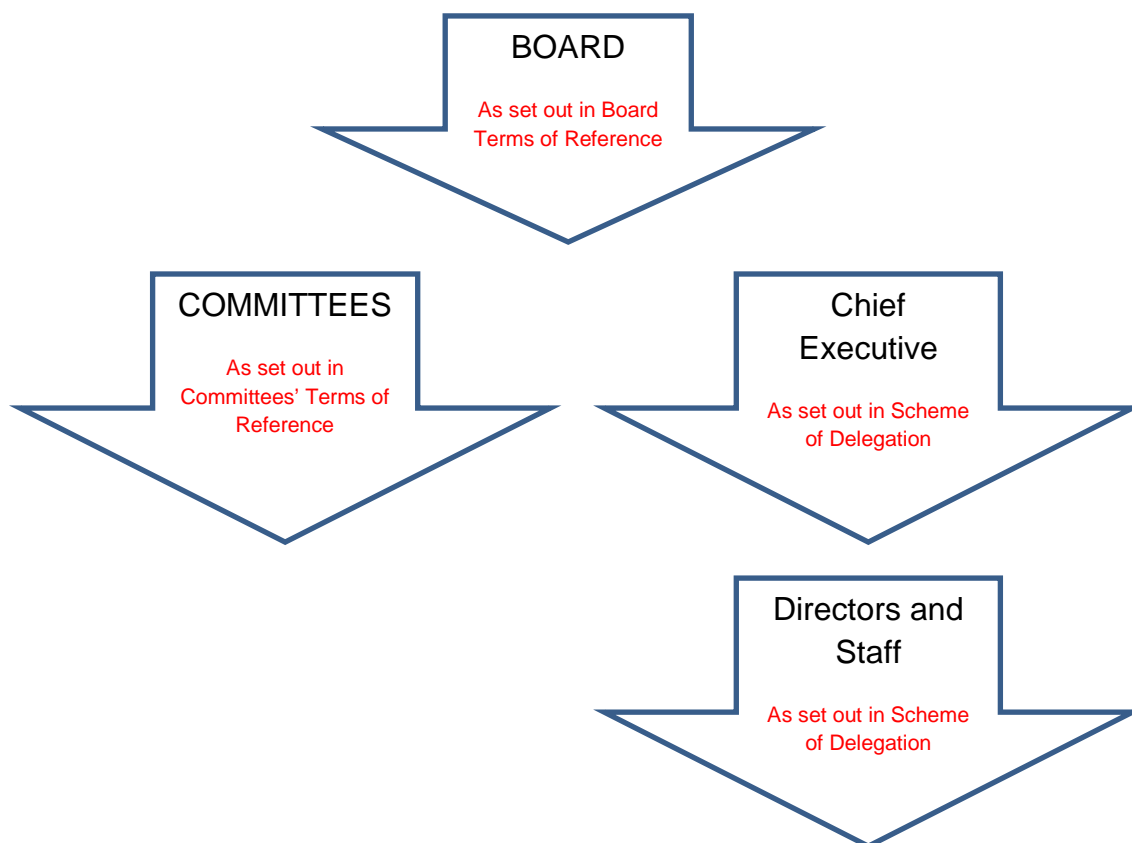
Scheme of Delegation

1 Introduction

- 1.1 The Board may delegate powers to a committee or subcommittee. Any powers that have not been retained by the Board or delegated by the Board to a committee or subcommittee, are exercised by the Chief Executive. This reflects the responsibility of the Chief Executive as the Accounting Officer of the Corporation. In the absence of the Chief Executive, however, such powers may be delegated to another Director who is formally covering the Chief Executive's role.
- 1.2 This paper details the financial and operational delegations which enable the staff of the Corporation to carry out business in pursuance of the Corporation's objectives.

2 Delegations Pathway

- 2.1 The delegations to the Chief Executive are derived from the delegated powers given to him/her by the Corporation's Board. The Delegation Pathway is illustrated below.



3 Delegations from the Board to the Chief Executive

- 3.1 The Corporation's Board approves the following functional delegations to the Chief Executive:
- a. Appointing new staff, except for the Directors.
 - b. Managing the Corporation's budget – in accordance with any limits contained in the Standing Financial Instructions or Government sponsor funding allocation.
 - c. Entering into contracts on behalf of the Corporation for goods and services – in accordance with any limits contained in the Standing Financial Instructions.
 - d. Acquiring/disposing of assets – in accordance with any limits contained in the Standing Financial Instructions and the Framework Document.
 - e. Authority to vire budgets between individual running cost operational expenditure areas within the admin budget without recourse to the Board.
 - f. Executive management of the day to day running of the Corporation.
 - g. Appropriate use of the Corporate Seal.

4 Delegations from the Chief Executive

- 4.1 The Chief Executive approves the following functional delegations to the Directors:
- a. Management of Board approved / agreed budgets – in accordance with any limits contained in the Standing Financial Instructions or Government sponsor funding allocation.
 - b. Delivery of the functions set out in the Business Plan, including contributing to the strategic and operational planning processes.
 - c. Working towards the achievement of the Corporation's key priorities.
- 4.2 The Chief Executive may delegate his/her authority in relation to operational and staffing matters to Directors (and in exceptional cases to other senior managers), where it is in the interests of fairness and natural justice and accords with the relevant policies.

5 Financial and Operational Delegations

- 5.1 **Delegation to post-holders.** Delegations are specific to post rather than to individuals. If someone is covering a post by way of secondment or contract and they have the authority which goes with that post, then they are able to

exercise the delegations appropriate to that post.

5.2 Delegation Check List

No	Item	Delegation
1	Planned absences	Chief Executive and Directors should delegate their responsibilities as defined in this table on a specified, time limited basis when they are absent from their role due to holidays, hospital stays etc. Delegation, when enacted, should be formally communicated to the Director of Corporate Services for audit purposes.
2	Unplanned absences	Short term absences of the Chief Executive and Directors will not require any alternative action. Unplanned absences of more than one week must be referred to the Chairman for the authorisation of alternative delegation arrangements.
3	Modification of the organisational structure	Delegated to the Chief Executive subject to the following constraint: prior approval of the Board for the introduction or removal of a function(s) or activity to the agreed structure.
4	Changing staff numbers and pay amounts.	Delegated to the Chief Executive, subject to these constraints: current Government policy on recruitment and pay awards; staff costs being contained within agreed budget limits. In addition, prior approval of the Board is required for any changes to Director level posts.
5	Appointment of staff	Delegated to Chief Executive, subject to current Government policy on recruitment and relevant HR policies. Board approval is required prior to appointment of Director level staff.
6	Authorising overtime.	Delegated to the Chief Executive.
7	Changes to terms and conditions of employment of staff, including individual remuneration within national policy.	Delegated to Chief Executive, subject to relevant HR policies. (Excludes Director level staff where prior Board approval is required).

No	Item	Delegation
8	Performance monitoring and appraisal of staff below Chief Executive and Director level.	Delegated to Directors and Line Managers - and subject to relevant HR policies.
9	Determination of applications for paid or unpaid leave to act as a trade union official; maternity or paternity, adoptive and parental leave; personal or domestic reasons.	Delegated to Chief Executive, Directors and Line Managers - but subject to relevant HR policies and budget availability.
10	Authorising attendance at training courses, (including tuition fees,) seminars, conferences, study visits etc and. subscriptions to professional associations	Delegated to the Chief Executive and Directors. Subject to HR policies.
11	Authorising reimbursement of expenses.	See separate expenditure delegations (no 19 below) - and subject to Travel and Subsistence conditions set out in the Staff Handbook.
12	Determination of staff grievances.	Delegated to Chief Executive and Directors and subject to relevant HR policy.
13	Disciplinary procedures, suspension and/or dismissal of employees, corrective action/sanctions regarding attendance and	Delegated to Chief Executive in consultation with HR; to be in accordance with the agreed disciplinary procedure and relevant legislation. For Director level staff prior approval required from Board before implementation of action.

No	Item	Delegation
	work performance.	
14	Termination of services, redundancy, severance and early retirement	Delegated to Chief Executive in consultation with HR / DLUHC. Action to be in accordance with the agreed HR procedure and relevant legislation. For Director level staff prior approval required from Board before implementation of action.
15	Management of office facilities and equipment.	Delegated to Director of Corporate Services.
16	Compliance with the Health and Safety policies.	Delegated to the Chief Executive.
17	Compliance with data security requirements	Delegated to the Chief Executive.
18	Changes to EDC policy documentation	Delegated to the Chief Executive - to make minor alterations / refinements to EDC policies to ensure that they are up to date, reflect legislation / best practice and or correct grammar issues or typos. (nb – any significant changes to EDC policies require the appropriate EDC sub-committee endorsement and full approval from the EDC Board)
19	Expenditure	<p>See the separate Programme and Admin delegations below– which identifies which bodies / roles approves EDC projects, purchase orders and invoices</p> <p>NB Any Board approved budgets limits must not be exceeded. Certain constraints apply; i.e. financial limits and contracting procedures must be adhered to.</p> <p>The EDC Chief Executive can authorise the write off of a debtor balance up to the value of £10,000. Any amounts above this value being considered for write off will also require EDC Board level approval</p>

No	Item	Delegation
		<p>The EDC Chief Executive can agree rents (income) for individual EDC sites / properties in line with EDC 's lettings policy, up to the value of £100,000 per annum. Rents above this value must also obtain EDC Board approval.</p>

EDC Programme Delegations – expenditure (June 2023)

	CDEL Programme	
Project Approval	<p>Currently DLUHC's delegated limits (and therefore EDC's as well) for new capital spend has been reduced to £0 (and all new Capital spend is subject to HM Treasury approval).</p> <p>Previously, delegated limits were; EDC Board – up to £10m DLUHC – up to £30m HMT – amounts above £30m</p>	
Purchase Order (PO) Approval	Directors	Head of Development (Area, Ebbsfleet Central, Buildings, Management), Head of Infrastructure & Utilities, Head of Design, Head of Strategy and Placemaking, Head of Communications & Marketing, Head of HR and Governance, Assistant Director of Finance
	As Project SRO - up to the limit of the project approval	Up to £30k (per PO) for projects within their service area
	but cannot approve PO's if they will also approve invoice	but cannot approve PO's if they will also approve invoice
Invoice approval	Relevant project PM	
	but cannot be the same individual who has approved the PO	

EDC Admin budget Delegations – expenditure (June 2023)

RDEL Programme	
<p>EDC CEO – up to £125k EDC Board – up to £500k DLUHC – amounts above £500k HMT – amounts above £10m</p>	
Directors	Head of Development (Area, Ebbsfleet Central, Buildings, Management), Head of Infrastructure & Utilities, Head of Design, Head of Strategy and Placemaking, Head of Communications & Marketing, Head of HR and Governance, Assistant Director of Finance
As Project SRO - up to the limit of the project approval	Up to £30k (per PO) for projects within their service area
but cannot approve PO's if they will also approve invoice	but cannot approve PO's if they will also approve invoice
Relevant project PM	
but cannot be the same individual who has approved the PO	

	CDEL Admin
Admin Budget approval	<p>Currently DLUHC's delegated limits (and therefore EDC's as well) for new capital spend has been reduced to £0 (and all new Capital spend is subject to HM Treasury approval).</p> <p>Previously, delegated limits were: CEO – up to £50K on one item or up to £125k on a rolling 12 months</p>
Purchase Order (PO) Approval	Director of Corporate Services

RDEL Admin				
EDC Board a annually				
Subject to the following areas of the Admin budget (and per PO)- as follows:				
Budget Area	CEO	Relevant Director	Head of Development (Area, Ebbsfleet Central, Buildings, Management), Head of Infrastructure & Utilities, Head of Design, Head of Strategy and Placemaking, Head of Communications & Marketing, Head of HR and Governance, Assistant Director of Finance	Line Manager
All Admin areas	Up to £125k	none - but see separate budget areas (below)	none - but see separate budget areas (below)	none - but see separate budget areas (below)
Temporary staff	As above	All Directors up to £20k for their Team *	Up to £10k for their Team* (once CEO has agreed to the temp)	n/a

				(once CEO has agreed to the temp)		
		Premises and Corporate costs	As above	Director of Corporate Services up to £30k	n/a	n/a
		Communications	As above	CEO	n/a currently (but if assistant role recruited then Head of Comms up to £30k)	n/a
		Planning Support	As above	Director of Planning & Place up to £50k	Head of Development Management – up to £30k	n/a
		Recruitment costs	As above	All Directors up to £2k for their Team * (once CEO has agreed to the recruitment)	n/a	n/a
		Staff Expenses – Travel and subsistence (nb – that CEO approval is required for some T&S items in advance)	As above	All Directors up to £500 per monthly claim (per individual) for their staff	Up to £250 per monthly claim (per individual) for their staff	Up to £250 per monthly claim (per individual) for their staff
		Board Member and Committee members-Travel	As above	Director of Corporate Services – up to £500 per claim Director of Planning & Place – up to £500 per claim (for Planning Committee members only)	n/a	n/a
		Other staff costs including training and professional subscriptions	As above	All Directors up to £1k for their staff	n/a	n/a
		Estate / Asset Management	As above	Director of Corporate Services up to £30k	n/a	n/a

Invoice approval	Assistant Director of Finance	Head of Development (Area, Ebbsfleet Central, Buildings, Management), Head of Infrastructure, Head of Design, Head of Strategy and Placemaking, Head of Marketing and Communications, Head of HR and Corporate Affairs, relevant Line Manager or staff member - but cannot be the same individual who has approved the PO.
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Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	14 June 2023	Paper Number:	EDC 023/058
Title of paper	Finance, Operations & Programme Report as at 31 May 2023		
Presented by	Gerard Whiteman, Director of Corporate Services Vikki Finneran, Assistant Director of Finance		
Sub-committee	NOT APPLICABLE		
Purpose of Paper and Executive Summary			
To inform the Board of the 2023/24 budget and forecast outturn position, together with workforce and other operational issues.			
EDC Business Plan and KPIs			
The items covered contribute to the general running and strategic performance of the organisation.			
Recommendation			
FOR DECISION			
The Board is asked to Agree the 23/24 budget and APPROVE:			
<ul style="list-style-type: none">• The updated Probation Policy (Annex B)• the updated Scheme of Delegations (Annex C)			
Annexes:			
Annex A – 2023/24 EDC Operational Budget			
Annex B – Probation Policy			
Annex C – Scheme of Delegations			
Delegation			
Not Applicable			
Financial impact			
As outlined in the report.			
Legal impact			
Not Applicable, unless specifically referenced in the relevant section.			
Stakeholder impact			
Some of the matters covered in this paper will impact on a range of stakeholders. Where this is the case, this is noted in the relevant section.			
Sponsor impact			
Some of the matters covered in this paper will impact on the Corporation’s relationship and/or dealings with our sponsor department, DLUHC. Where this is the case, it is noted in the relevant section.			

Ebbfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	14 June 2023	Paper Number:	EDC 023/058

1 Introduction

- 1.1 This paper updates the Board on the 2023/24 budget for the year together with workforce and other operational issues as at 31st May 2023.

2 2023/24 Operational Budget

- 2.1 The EDC's RDEL revenue funding allocation from DLUHC for 2023/24 is £6,000,000 (22/23 - £6,000,000). The RDEL budget for 24/25 has also been confirmed at a flat £6m with no provision for any inflation-based increase
- 2.2 The £6m RDEL allocation is 'net' and does not include any requirement by DLUHC for the EDC to generate a prescribed level of receipts. The Corporation may, subject to the approval of DLUHC, supplement its allocation with in-year RDEL receipts. EDC receipts are generated from planning fees / other planning income, together with rents received from the letting of EDC property assets. The EDC's request to retain and utilise revenue receipts in 22/23 and throughout the SR period to 24/25 was approved by DLUHC last year. The RDEL income budgeted to be generated in this financial year is £1.2m giving a total gross revenue budget available to the Corporation of just over £7.2m.
- 2.3 RDEL receipts generated in 22/23 that were not utilised in-year are being carried forward by the Corporation, with the approval of DLUHC. These are forecast to be utilised in 24/25 to support the budget, as the EDC's total rental income in 24/25 will be reduced following the exit from site of the HMRC facility. These receipts are **not** included in the budget analysis on Annex A.
- 2.4 Within Pay, the cost of all roles necessary to deliver the Corporation's objectives has been budgeted for the full year, whereas recruitment to some of those posts is ongoing, or not yet commenced. Where those posts are not filled, vacancy savings/underspends accrue. Whilst some of those vacancies are being covered by temporary resource, the overall year-to-date underspend on Pay is c£180k. Continuing use of more expensive temporary staff will reduce the year-end forecast to an estimated £117k.
- 2.5 A reduction in the forecast outturn for Programme Revenue (£150k – detailed later in this report), together with a downscaling of the latest expectations for Income, result in an overall current forecast underspend of RDEL of £86,700. If the £6m

Ebbfleet Development Corporation

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DLUHC funding remains unchanged for the year, then the underspend will be treated as surplus receipts from Income and be retained to use in 24/25.

- 2.6 Board members may recall that the final outturn for 2021/22 included an underspend of £650k that had been specifically allocated to fund the EDC's costs relating to the proposed London Resort DCO examination, the timing of which has slipped significantly. This £650k remains unspent and is **not** included in the budget analysis on Annex A. It is not yet clear if or when the London Resort DCO will be re-submitted, but DLUHC have also agreed to be flexible on utilisation of these funds in future years if required.
- 2.7 Following the Office for National Statistics (ONS) classification change, the EDC's RDEL funding allocation from DLUHC is no longer formally split between Pay, Non-Pay and Programme (as the EDC receives a single RDEL funding amount), however, for consistency, the reporting of the 23/24 revenue budget (Annex A) continues to be presented across those headings.

3 2023/24 Programme Expenditure – Capital

- 3.1 The capital (CDEL) allocation from DLUHC for 2023/24 is £23.12m, being £13.9m of new funding as set out in the recent Spending Review (SR) settlement and £9.2m of commitment funding.
- 3.2 The total of £23.12m excludes any CDEL receipts generated by the EDC in year. DLUHC have agreed that any CDEL receipts that are not utilised in-year can be carried forward by the Corporation and used within the spending review period to March 2025.
- 3.3 Due to the delayed confirmation of the CDEL allocation, the revised capital programme delivery plan for 23/24 now results in a baseline position of £10.55m. This baseline includes:
- £1.1m of spend that is awaiting approval from DLUHC/HMT following the suspension of DLUHC financial delegations;
 - an aggregated 3% contingency across the programme.
- 3.4 The remaining CDEL allocation of c£12.6m for 23/24 is currently unallocated to specific projects. The EDC is currently reviewing how this funding will be utilised during the spending review period to March 2025.

Ebbsfleet Development Corporation

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3.5 Actual capital expenditure to 31 May 2023 is £0.15m.

3.6 The overall EDC CDEL programme is monitored under six activity headings. These are listed in Table 1 below along with the 2023/24 forecast and actual spend breakdown.

Table 1 – 2023/24 Capital Expenditure

Project Area	Actual Spend to 31 May 2023	Baseline/ Forecast Outturn for 2023/24
Ebbsfleet Central	£0.14m	£4.06m
Thames Way Development Area	£0.00m	£0.88m
Northfleet Riverside	£0.00m	£0.96m
Transport and Utilities	£0.01m	£2.68m
Civic	£0.00m	£1.97m
Stewardship	£0.00m	£0.00m
Total	£0.15m	£10.55m
2023/24 CDEL allocation (excluding receipts)	-	£23.12m
To be allocated	-	£12.57m

4 2023/24 Programme Expenditure – Revenue

4.1 The programme revenue budget for 2023/24 is £1.11m (as shown on Annex A)

4.2 Current forecast outturn for 2023/24 is £0.96m, including £25k of contingency across the programme.

4.3 Actual programme revenue expenditure to 31 May 2023 was £0.07m.

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4.4 As above, the overall programme is monitored under six activity headings. These are listed in Table 2 along with the 2023/24 forecast and actual spend breakdown.

Table 2 – 2023/24 Revenue Expenditure

Project Area	Actual Spend to 31 May 2023	Forecast Outturn for 2023/24
Ebbfleet Central	£0.00m	£0.02m
Thames Way Development Area	£0.00m	£0.07m
Northfleet Riverside	£0.00m	£0.02m
Transport and Utilities	£0.00m	£0.17m
Civic	£0.02m	£0.50m
Stewardship	£0.05m	£0.18m
Total	£0.07m	£0.96m
2023/24 Budget	-	£1.11m
Unallocated	-	£0.15m

5 Programme Level risks

5.1 The key risks currently to the programme are:

- Time delay to secure funding approval for new or existing projects;
- Continuing inflationary pressures across all projects;
- Internal resourcing constraints;
- Shortage of construction supplies and resources.

6 Health and Safety

6.1 The information in Table 3 is a record for the last month(s) where Construction and Design Manual 2015 Regulations applied to EDC as the client with construction works.

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Table 3: CDM Health and Safety Report

Health & Safety	Nr of RIDDOR	LTI's	Safety Observations	Near misses	Comments
No sites were active in this period	0	0	0	0	

6.2 Table 4 provides a record of incidents across the EDC owned assets:

Table 4: Summary of incidents at EDC owned assets in the last period

Area	LTI's	Near Misses	Incident Nature	Outcome
Ebbfleet Central – Bamber Pit	0	0	4 instances of damaged fence and trespass	Ongoing fence repairs and use of CCTV
Blue Lake	0	0	Locks cut	New locks fitted
Springhead Bridge	0	0	Graffiti	Removed

7 Staffing Structure and Recruitment

- 7.1 The EDC manages its own headcount within its total budget allocation.
- 7.2 The Corporation continues to experience increased levels of staff turnover and is actively recruiting for several roles.
- 7.3 Several external Project Managers continue to support work on EDC projects including Transport, Green Corridors and EDC Procurement activities. The contract for the supply of external PM resources has been recently re-tendered.
- 7.4 The new Director of Infrastructure & Enabling took up post in May.
- 7.5 The Head of Development (Area Programmes) post remains vacant, pending consideration of how this will be fulfilled going forward.
- 7.6 A new role, Head of Property, is currently being advertised.
- 7.7 A Senior Development Manager role in the Projects Team is also vacant.

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- 7.8 There is a vacancy for the Health & Wellbeing Hub Project Manager, necessary to progress the business case for that project.
- 7.9 Recruitment to a new role of Environment Manager was successful, with the candidate coming into post shortly.
- 7.10 Two new permanent recruits to the Planning Team have taken up post.
- 7.11 Two temporary Planners are in post via an agency.
- 7.12 Recruitment to a new role of Commercial Manager is reaching its conclusion, with an offer being made to the successful candidate.
- 7.13 A recruitment campaign for 2 Business Support Officers and 2 Project Officers was successful in recruiting to those roles. This has now led to vacancies for a Business Support Officer in the PMO Team, and Assistant Asset & Facilities Manager.
- 7.14 Recruitment to a new post, Financial Controller, is at interview stage.
- 7.15 Recruitment of temporary maternity cover for the Finance Officer (Systems) role is ongoing.
- 7.16 With the appointments and interim arrangements as set out above, the headcount as at 31 May 2023 was 43.65 FTE.

8 EDC Updated Probation Policy

- 8.1 The EDC has a 'People Policies Pack' that includes all of the EDC's HR policies and this is kept under regular review. Many of the policies in the pack were originally approved by the Board in April 2015, and from time to time it is necessary to make changes to policies to ensure they are up to date and reflect current legislation / best practice.
- 8.2 Following a review of the EDC's existing Probation Policy by EDC officers and also the Corporation's HR advisors, a series of changes are proposed to the policy. The existing policy has remained unchanged since April 2015. The updated policy along with a summary of the key changes from the existing policy is at Annex B.
- 8.3 The Board is recommended to approve the updated policy.

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9 Scheme of Delegation Review

- 9.1 Attached at Annex C is an updated Scheme of Delegation document for Board's annual review and approval (Board last reviewed the document in June 2022). The ARAC Committee will review the document at their June meeting. A verbal update will be given to Board on their comments / observations.
- 9.2 Board is asked to review the document and consider whether it would be content to create a new delegation to the Chief Executive:
- To make minor alterations / refinements to EDC policies to ensure that they are up to date, reflect legislation / best practice and or correct grammar issues or typos. (NB – any significant changes to existing EDC policies require the appropriate EDC sub-committee endorsement and full approval from the EDC Board)
- 9.3 Board is also recommended to approve the updated expenditure delegations, which have been revised to clearly identify which bodies / roles can approve projects, purchase orders and invoices. The proposed new and revised delegations have been highlighted in yellow within the attached scheme of delegation document.

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Date of meeting:	14 June 2023	Paper Number:	EDC 023/059
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Title of paper	Development Update
Presented by	Jennifer Hunt, Director of Development
Sub-committee	NOT APPLICABLE

Purpose of Paper and Executive Summary

This report provides an update to the EDC Board on the key development activities across the Corporation.

EDC Business Plan and KPIs

The Development projects link to all EDC current KPIs.

Recommendation

FOR INFORMATION

Board is asked to **NOTE** the paper and the matters covered.

Annexes

None

Delegation

Not Applicable

Financial impact

Capital: The EDC investment programme reflects the capital requirements associated with the Development Projects detailed in this report and this has been fed into EDC's SR work.

Revenue: The EDC investment programme reflects the revenue requirements associated with the Development Projects and these are being fed into EDC's SR work.

Legal impact

Our retained legal advisors continued to remain engaged on the Development Projects.

Stakeholder impact

EDC is engaging extensively with stakeholders involved in all the Development Projects.

Sponsor impact

EDC has been engaging directly with DLUHC regarding its strategy moving forward and is in discussions regarding detailed DLUHC and HMT engagement associated with the Development Projects.

Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	14 June 2023	Paper Number:	EDC 023/059

1. Introduction

1.1. This report provides an update on the key development activities across the Corporation. In particular, it covers the following key sites:

- Ebbsfleet Central
- Thames Way Development Area
- Grove Road

2. Ebbsfleet Central

2.1 Work continues to progress the outline planning application for Ebbsfleet Central East.

2.2 Work on the Phase 1 element of the project has focused on completing work to identify the design roles required to establish a full design team. Work has also been continuing to finalise the procurement strategy for these appointments. To support this, Expressions of Interest (EOIs), for the 6no. roles which have been identified, have been issued across a number of available frameworks, as part of the work to establish interest in the appointments and to support the finalisation of the procurement strategy.

3. Thames Way Development Area

3.1. As noted previously, we have begun the process to reassess the options for delivery of the project at Blue Lake with the aim of optimising the value for money. This review work is ongoing and will continue throughout Q1 and Q2 2023/24.

3.2. Officers have now completed an initial workshop on the technical feasibility of potential future options for delivery and reports detailing the outcomes and proposed options for the site have now been completed.

3.3. EDC are now taking forward a programme of further technical and commercial support which together will enable a high level view on the deliverability, viability and benefits of the options over the next few months.

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4. Grove Road

- 4.1. As noted previously, we have begun the process of exploring alternative solutions to re-developing the Grove Road area. This work is ongoing and will continue throughout Q1 and Q2 2023.
- 4.2. As part of this work we have appointed masterplanning and commercial consultants to support the development of some high level options for the regeneration of the Grove Road area. These teams have now started this work and are due to complete this work in early August.

5. Recommendation

- 5.1. That EDC Board note the update provided in the paper.

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Date of meeting:	14 June 2023	Paper Number:	EDC 023/060
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Title of paper	Infrastructure & Enabling Update
Presented by	Paul Abrahams - Director of Infrastructure & Enabling
Sub-committee	IIP
Purpose of Paper and Executive Summary	
To provide the Board with an update on the projects and other matters managed by the Infrastructure and Enabling Directorate.	
EDC Business Plan and KPIs	
The matters referred to contribute to a range of corporate, and business plan priorities.	
Recommendation	
FOR INFORMATION	
Board is asked to NOTE the paper and the matters covered.	
Annexes	
None	

Delegation Not Applicable.
Financial impact Not Applicable, unless specifically referenced in the relevant section.
Legal impact Not Applicable, unless specifically referenced in the relevant section.
Stakeholder impact Some of the matters covered in this paper will impact on a range of stakeholders. Where this is the case, this is noted in the relevant section.
Sponsor impact Some of the matters covered in this paper will impact on the Corporation's relationship and/or dealings with our sponsor department, DLUHC. Where this is the case, it is noted in the relevant section.

Ebbfleet Development Corporation

Board Meeting Part		One	
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1. Health, Safety and Well-being

- 1.1. There have been no health and safety incidents affecting the projects and matters covered in this paper in the period since the last Board in March.

2. Springhead Bridge

- 2.1. The final archaeology reports have been completed and the principal inspection is waiting to be mobilised pending receipt of the signed Construction Compliance Certificate from KCC in order for the adoption process to proceed.
- 2.2. Discussions continue with KCC regarding adoption of the bridge and acceptance of the maintenance for the lighting columns previously approved by KCC as part of the design and section 278 agreement. This has been escalated to the Director of Highways who has confirmed the requirements above to progress. All requests have been fulfilled and we are awaiting a communication of acceptance.

3. Northfleet Waste Water Treatment Works

- 3.1. Work by Southern Water is progressing on the design and feasibility of a new environmentally high-quality treatment works for the existing site. We have worked up a joint indicative programme to clearly identify the timescales required for both economic internal approvals and the regulatory and construction milestones required to meet future capacity demands.
- 3.2. As the design progresses, in parallel we will continue to develop the business case that will set out the case for our investment, and the initial indicative costs are expected from Southern Water by end of September 23.

4. Electricity Supply Infrastructure

- 4.1. Following a further detailed site assessment and ecological survey, we are finalising with UKPN our position on the location for the Ebbfleet Central Primary Substation following the SSSI designation in order to allow them to progress with the consultation with Natural England and commence the formal application for the new site and associated 33kV cable routing. Meanwhile we are working on an updated FBC to validate the economic and commercial outputs.

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5. Waste Management

- 5.1. KCC are still working on developing a business case for a new single Waste Transfer Facility to service the proposed developments due to the existing site being close to capacity. A detailed site search has been completed and an area suitable for locating an annexe facility has been identified within the Pepper Hill area.

6. Digital Strategy

- 6.1. An outline report has been completed that identified the Digital Infrastructure and future strategy for Digital connectivity within the Garden City, A further mobile coverage and capacity study is under consideration that would give detailed mapping of the current mobile network capability, prediction of future demand and identification of supportive mobile mast site options.

7. Fastrack – Bean Tunnel

- 7.1. As the forecast cost of the Fastrack Bean Tunnel project exceeded the agreed budget work is underway to re-assess options in order to provide an updated business case which is due to be presented at the September Board meeting.

8. Fastrack - Extension

- 8.1. Fastrack – Bath Street Contraflow - Ongoing construction works on site to deliver the Fastrack Bath Street bus contra flow scheme include: - utilising a vacuum excavator to confirm service locations and expose services in pavement widening areas, removal and replacement of existing street lighting and laying ducts for streetlights and signals. Removal of existing abandoned services, removal of existing paving to the footpaths, and excavation for new road construction. Works completed include:

- Installation of a temporary pedestrian crossing set, on Bath Street.
- Laying of subbase for roadway.
- Breakout and removal of existing kerbs, concrete surfacing, and bollards.
- Laying of kerbs.
- Removal of existing signage and changing fixed signals to temporary movable signals.
- Installation of gully pots.

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- Trial Holes for Gas and BT Chamber.
- Southern Water - Adjusting existing manholes and construction of new ones.

8.2. Existing High Voltage cables are delaying the provision of traffic signal ducting at Bath Street/New Road, the team are investigating a new route across Darnley Road. Existing High voltage cables are also delaying the build of the new BT manhole. These delays are affecting programme and have pushed the expected completion date to Jan 2024.



9. Smart Transport UTM

9.1. In total 33 signal site improvements have now been completed, including refurbishment of the equipment and conversion of the pedestrian crossings to near-sided facilities with detectors. All High, Medium and the majority of Low priority sites have been completed with 3 sites currently in construction. MOVA control has also been added to 6 sites. An outline report has been completed that identified the Digital Infrastructure and future strategy for Digital connectivity within the Garden City.

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10. Ebbsfleet Gateway

- 10.1. The wildflower planting associated with the A2 Bean and Ebbsfleet Junction Improvements is complete and currently being reviewed. A strategy to roll out the next phase of Ebbsfleet Gateway across the rest of the garden city was presented at May Project Board. Discussions with KCC ongoing to identify further project phases.

11. Wayfinding

- 11.1 A special project board was held to review the previous work undertaken on Wayfinding and agree an approach going forward. A project update will be taken to the July Project Board to agree next stage of the project.

12. Bean and Ebbsfleet Junction Improvements

- 12.1. All major works are complete, however, Highways England are undertaking some repairs to one of the bridges and will undertake aquatic planting during the summer. The Post Opening Project Evaluation report and the first monitoring report are being drafted and will be circulated to stakeholders in the coming weeks.

13. Green Corridors 3

- 13.1. Design and build of pedestrian and cycle upgrades ongoing. Two schemes have been delivered: the Painters Ash Area crossing upgrades and the Greenhithe Station pedestrian and cycle improvements scheme. The Bean Road improvement scheme is due for construction in the summer and the Keary Road improvement scheme is being consulted on and due for construction in late summer.