

TRIENNIAL BOARD EFFECTIVENESS REVIEW OF EBBSFLEET DEVELOPMENT CORPORATION

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July 2023

BACKGROUND

Ebbsfleet Development Corporation (EDC) appointed external reviewers to conduct a Triennial Board effectiveness survey in May 2023 following a competitive process. The review is a requirement of the Sponsor Body, the Department of Levelling Up, Housing & Communities (DLUHC). Cabinet Office guidelines state that the overarching principles that should underpin a Board Effectiveness Review (BER) should include:

- A robust review of the Board's effectiveness
- The interaction of the Board with the Executive and stakeholders
- Feedback and perspectives from outside the Board and the consideration of best practice elsewhere.
- The BER should focus on both outcomes and behaviours.

The EDC set up terms of reference for the BER and these are appended.

METHODOLOGY

In carrying out this review, the following processes were adopted:

- A full Board Meeting was observed.
- A full Audit & Risk Assurance Committee (ARAC) was observed.
- All the Board Members, Board Apprentice and Executive Team were interviewed. The feedback was anonymised, and everyone was asked structured questions covering Board effectiveness, risk, use of public funds, diversity, skills, knowledge, effective challenge, relationship with the Executive, training, and servicing of the Board.
- The sponsor body DLHUC were also interviewed.
- Terms of Reference for Board and committees were reviewed.
- The most recent Board papers were reviewed.
- The risk map and risk appetite statement were reviewed.
- A desk top review of all relevant governance documents was carried out.

OVERVIEW

It is our view that the Vision, Corporate Plan and Business Plan targets are being delivered and this is backed up by DLHUC who have regular review meetings with the Executive where a range of indicators are discussed including KPI's. The Board challenges appropriately and the Chair handles the pace of the meeting very well. He ensures that everyone has been given an opportunity to speak and periodically invites Board Members with specialisms to contribute further on relevant papers.

Operations during the pandemic were handled well and this is supported by DLHUC. The Executive Team and the Board were on top of matters despite the huge challenges.

There was some criticism from several Board Members, but most particularly from the Local Authority Board Members that community consultation needs to be improved. There is a view that the creation of new housing has dominated EDC's attention and not enough thought has been given to infrastructure, schools, community amenities and meeting local needs. DLHUC took the view that housing numbers is a significant government priority but that they also recognise that emerging communities must blend seamlessly with existing communities. Going forward, DLHUC's view is that the EDC Board must reflect further on attracting inward investment from the private sector to ensure the long-term future of infrastructure and community assets.

It is recommended that the Board review their practice to enhance its work on community engagement. The Board needs to further reflect on the demands being made by communities regarding quicker delivery on infrastructure.

BOARD OVERSIGHT

The Board functions well and the papers it receives are of a good quality. Members of the Board challenge constructively. Given that the funds available to EDC are considerable, the board is exercising good control on value for money. There is a view that the Executive need to own "the numbers" more and they need to be more commercial. On the other hand, there is an alternative view held by the Executive Team that EDC was set up to act as a catalyst to regenerate the area and that the Board needs to balance the need to be commercial with the aim of meeting social objectives. This view also has resonance with some Board Members.

The Board has decided to set up an Investment Panel (IP). This is good practice, but the Board should ensure that the recommendations of the IP are not re-opened and reviewed again at the Board Meetings. Further, given the differing views on commerciality, it would be wise for the board to agree criteria for judging schemes as a way of handling differing views on all sides. The criteria should be discussed and agreed, possibly at a strategic awayday.

At inception, EDC used to have 12 board meetings a year which was probably necessary. The current Chair has reduced this to 9 Board Meetings a year. There is now a proposal to hold 12 IP's a year. It is our view that the Board should consider holding only 6 Board meetings a year and six IP Meetings annually. The IP meetings would need to be held a few days before Board Meetings so that recommendations can be considered in a timely manner. A cycle greater than this for Board meetings and IP's is too demanding on the Executive and indeed on the Board. In our experience that this also fits into the natural cycle of progress for organisations like EDC. Large infrastructure or housing projects tend not to move fast, and bi-monthly meetings work well.

Some Board Members expressed a view that the Board tends to be more operational than it needs to be. This is hardly surprising given the demands on delivery. However, the

Board needs to consider setting aside more time to consider strategic issues and that at least once a year, it must hold an awayday to look at its wider strategy – consideration should be given to have the awayday externally facilitated.

There was a view held by some board members that all papers should be considered in public. It is our view that this is not sensible as commercial aspects of board papers have to be kept confidential. The same applies to HR issues.

We asked to see the criteria used to judge which papers are considered in private. No such criteria exist. We understand that the presumption set by the Chair is that everything is Part 1 (public) unless anything is confidential or commercial in which case the paper should go to Part 2 (private). It is our understanding that a decision is taken on the split of the papers by the Executive and the Chair.

It is our view that criteria should be developed and agreed by the Board. This will help in protecting EDC if there is a challenge.

We did not observe the Planning Committee, but the Chair has made several improvements to its functioning in his tenure and is very keen to continue to develop the committee and its members further. We would support this.

The review included consideration of the main governance documents for EDC. It is clear that the documents are well written and clear in most instances, although understanding the quoracy requirements was challenging. It is difficult to tell when each document was last reviewed, and we noted that there were a number of anomalies between the documents. We suggest that the Framework Document, the Board ToR & Standing Orders, the committee ToR and the Member Terms and Conditions are all reviewed at the same time to enable any anomalies to be removed and the suite of documents to be brought up to date. If any changes are suggested to the Framework Document, this will require consultation with DLUHC, but they recognise that this may be required. At the same time the Board must introduce a document control system, to enable it to be transparent when documents have been reviewed or when they are due for review. At present this is only possible through searching the minutes.

The Board are asked to consider the following recommendations:

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| <ul style="list-style-type: none">• Reduce the number of Board meetings to 6 a year. This should include a strategic awayday. |
| <ul style="list-style-type: none">• Consideration should be given to hold an externally facilitated away day. The board should examine how well it is working and what it needs to do to continually improve. |

- **The proposed IP meetings should be held 6 times a year but in the event of urgency IP meetings can be slotted in quickly. The IP meeting should make recommendations to the Board, but care should be taken to ensure that the work of the IP is not duplicated by the Board. The Board should agree clear criteria for assessing projects by the IP to help avoid this.**
- **Review of the relevant governance documents to take place together with the document control system.**
- **It is recommended that the Board of EDC agree the criteria used to determine what papers should go to Part 1 or Part 2.**

BOARD SKILLS AND EXPERTISE

The Board is undoubtedly very skilled in all the disciplines needed to provide oversight for an organisation like the EDC. This is needed given the range of projects coming to the Board. It is also very clear that the Board is in control and does provide effective challenge.

There was some criticism that the Board does not have members with a local connection. In our view, this does not impair the Board in making effective decisions. It should be noted that Local Authority Board Members do have a local connection.

There was criticism that the Board lacks diversity of thought as NED's are all drawn from the same pool. This is not an issue we can comment on. It is for the board to decide whether it has enough of a local connection and diversity of thought. We notice that the Planning Committee also has other local representation, and the Chair is working to strengthen this at present,

The Board unanimously agreed that both the gender and race balance on the Board is exceptionally poor. There is only one female member of the Board and no BAME representation. It was reported to us that the staff of EDC find this particularly difficult, and the Executive team find it hard to defend the position. The recruitment of Board Members is the responsibility of DLHUC, and they agree that performance in this area is not good. Both the Chair and the Board are influential, and pressure should be exerted on DLHUC to look at this and support the Board in improving the balance on the Board.

The board papers have sections which commentate on impacts, but the papers do not have a section on Equalities. It is good practice for papers to consider equality implications and for these to be debated by the Board and appropriately recorded.

Whilst the Board does not have direct control on its composition, it does have control over policy. When asked the question whether EDC is meeting its public duty of delivering on equalities, most board members felt that it probably does not.

We recommend that the Board starts discussion with DLHUC to improve representation of women and BAME communities on EDC's Board. The Board should consider whether it can use the apprenticeship programme to assist BAME and gender representation. We further recommend that all Board papers must commentate on equality implications and where there are major policy issues, stakeholder consultations should be carried out.

RECRUITMENT OF BOARD MEMBERS

The recruitment of Board Members is very convoluted, and it can take a year to recruit a Board Member. DLHUC state that this is because it takes a long time to go to go through the Departments approvals process. This presents a problem for EDC. In the last year, 3 members joined the Board at the same time. This means that there must have been some loss of corporate memory and experience as well as putting resources for onboarding and training the new Board Members and rebuilding the way the Board works as a team. We raised this with DLHUC, and they agreed that this is a problem and needs to be resolved. Most Boards have a governance structure in place which ensures that departure of retiring board members is phased so as to not cause a major impact on the Board.

It is recommended that the Chair discusses with DLHUC a more streamlined process of recruitment and the ability to retain time served Board Members for an additional year to avoid bottlenecks.

AUDIT AND RISK ASSURANCE COMMITTEE

Like the Board, ARAC is very well run. The committee considers all relevant papers and there is a healthy discussion. The Chair handles the meeting well and an appropriate challenge is presented by the committee. The risk map is considered by ARAC once individual departments, and the Executive Team have considered it. Following consideration of the risk map at ARAC, it is then submitted to the Board for comment and decision. Some Board members feel that the Board should spend more time on the risk strategy and its development.

The Chair of ARAC presents a verbal report on matters of escalation to the board. However, this is at the very end of the agenda and some Board Members have commented that more time needs to be given to this. Most of the Board did not recall seeing ARAC minutes although the Executive state that these are provided.

It is our recommendation that ARAC should not be held on the same day as Board Meetings. First, the day can be too long for ARAC Members. Second it is good practice for the Chair to provide a brief written report of ARAC issues to the Board. This becomes impossible if both Board and ARAC are held on the same day. There is no reason why ARAC cannot be held remotely. Minutes can be submitted to the following Board for consideration.

We recommend that the risk map is reviewed in detail once a year at an awayday. The Board should look at its risk appetite annually and look at whether it is achieving the balance between commerciality and social value. This would support the Board in its decision making.

SUPPORT TO THE BOARD AND ATTENDANCE

The Board is well supported by the Executive and papers are not only timely, but the pack is not onerous. It is unusual for papers to be late and at least one weekend is available for Board Members to read their papers and raise any pressing issues offline.

Attendance of Independent NED's is exceptionally good. Local Authority attendance can be patchy but is better than we have seen in other Development Corporations. DLHUC's attendance is very

poor, and we understand that they have not attended at all in the last two years except for specific agenda items.

Many Board Members stated that they do not have a structured training programme – some board members stated that they would like this. The Chair carries out appraisals annually and training requirements can be picked up at this time and acted on by the HR Manager.

It is recommended that at the appraisals, the Chair discusses training requirements which can then be picked up by HR Manager.

It is also recommended that the Chair should exert pressure on DLHUC to attend more Board Meetings.

CONCLUSIONS

It is our view that the EDC Board is effective and skilled and has relevant experience in its numbers. The Board is in control and its oversight is good.

There are areas of improvement and recommendations have been made. It is suggested that the Board debate this and develop an action plan.

We would like to thank Elizabeth Roach in assisting us with the administration of the BER. James Richardson helped considerably in dealing with matters of clarification and submitting information and papers which we requested. The entire process was open and transparent.

Ebbfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/066
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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

Annex A: Board Effectiveness Review - Report

Annex B: Q1 Corporate Performance Report (Business Plan Priorities and KPIs)

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	
Date of meeting:	26 July 2023	Paper Number:	EDC 023/066

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. Board Effectiveness Review

- 2.1. The independent assessor has now completed their review of Board Effectiveness and submitted their report. Their report is attached at Annex A. Board will note a number of recommendations have been made and it is proposed that, following discussion by the Board at this meeting, the Executive will prepare a draft 'Action Plan' for agreement by the Board at its next meeting.

3. Expenditure Approval Delegations

- 3.1. DLUHC have now had confirmation from HM Treasury that they only wish to review approvals above £30,000,000 CDEL for EDC. The Department are therefore minded to reintroduce the previous delegated limit for the board. As such:

EDC's CDEL spend delegation is now £10,000,000;
EDC's RDEL spend delegation remains at £500,000

4. Corporate Performance

- 4.1. Attached at Annex B is a report on our overall performance against the corporate priorities set out in our Annual Business Plan for 2023/24, together with progress against the quantitative KPIs.
- 4.2. So far in the first quarter of the year, there has been good progress against both the business plan priorities and the KPIs.
- 4.3. Highlights include:
- 189 new homes were delivered across the developments in the first quarter, with 8 of these being diversified homes and 81 (42.9%) being affordable.

Ebbfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/066
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- The Ebbfleet Central West Business Case was approved by DLUHC and HMT in June and feasibility work to determine the development potential of the site will now commence.
- Work is progressing for both the Electricity and Fastrack Business Cases, with submission to EDC Board expected in September and October respectively.
- Approval was received in June for additional funding for the Northfleet Embankment East project. The planning application is on track to be submitted in late July/early August.
- We have made good progress in developing a new website and it is on track for final sign off in late July/early August.
- The south side of the Castle Hill Lake is now accessible to the public, creating more open space for local residents.

2023/24 Corporate Performance Update – Quarter 1 Progress (end of June 2023)

The EDC's 2023/24 Business Plan set out a number of priority actions that the Corporation was seeking to deliver by the end of March 2024.

The table below provides a status update on each of these alongside a RAG rating as follows:

RAG Status	
GREEN	<i>We expect to meet/deliver the commitment by the end of the year</i>
AMBER	<i>There is some slippage to delivery of the commitment and/or a risk that the annual target may not be achieved</i>
RED	<i>We do not expect to meet/deliver the commitment by the end of the year</i>

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30th June 2023)	RAG Status
By the end of March 2024, we will have:		
Progressed the outline planning application for Ebbsfleet Central East toward a determination. Progressed detailed design of the enabling and infrastructure works for the first phase and commenced the preparation of the outline business case for the first phase development platform.	Work has continued on the Outline Planning Application, with further engagement undertaken with Statutory Consultees and the LPA. Work to procure the design team is underway, with EOIs completed and the procurement programmed to commence in Q2 23/24, complete in Q3 23/24 with detailed design to commence thereafter.	
Completed work with Natural England and other partners to determine the development potential of Ebbsfleet Central West, including the integration of the SSSI - Site of Special Scientific Interest.	In May, the EDC submitted a Business Case to DLUHC and HMT for the funding required to initiate work on Ebbsfleet Central West and approval for this was received in mid-June. The feasibility work to determine the development potential of Ebbsfleet Central West will now commence.	

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30th June 2023)	RAG Status
By the end of March 2024, we will have:		
Prepared the Full Business Case and progressed a planning application toward determination for the Northfleet Embankment East employment project.	In April, the EDC submitted a Business Case to DLUHC and HMT for the next stage of funding required for the Northfleet Embankment East project. Approval for this was received in mid-June. The project team is being re-mobilised and the planning application will be submitted in late July/early August.	
Prepared and submitted a Strategic Outline Case for a new project at Grove Road (by end Q3).	Masterplanning and commercial advice work to determine the re-development options for the EDC land at Grove Road has commenced and will complete in Q2 23/24. Work has been undertaken to support the delivery of a Fastrack route through the site prior to the re-development of the EDC landholdings. All these workstreams will come together within a SOC in Q3.	
Prepared and submitted a Strategic Outline Case for a new project at Blue Lake.	A series of workstreams have been agreed with the Project Board and subsequently initiated with the aim of bringing the outcomes together to provide a high-level view of the options for Blue Lake, which will then be used to form the SOC.	
Completed the detailed design work to a specification that will enable the outline business case for the waste water relocation project to be finalised.	Southern Water have recently indicated a substantial increase in costs from their original outline illustrative estimation. Clarity over the design and facility specification is on track and expected to be shared by them between September and December 2023, with cost certainty from external suppliers due by the end of 2024.	
Completed the re-assessment of the business case for the Fastrack – Bean Tunnels project and finalised any subsequently required legal agreements.	The Business Case is progressing and is on track for submission to the EDC Board in October 2023, pending results from the Economic assessment and updates to the BCR. If the Business Case is approved, the legal agreement will be updated by the end of the year.	

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30th June 2023)	RAG Status
By the end of March 2024, we will have:		
Prepared a business case for additional investment in the electricity supply infrastructure serving Ebbsfleet.	The Business Case is progressing and is on track for submission to the EDC Board in September 2023, pending results from the Economic and Commercial assessment and updates to the BCR.	
Prepared and submitted the Strategic Outline Case for the Health and Wellbeing Hub and further progressed the project to determine an approach to delivery.	The Ebbsfleet Central Project Board have agreed to delay the submission of the SOC to align with the completion of the NHS SOC. We are working on a resourcing plan for the project which will review the proposals prior to the submission of the SOC which is anticipated in Q3 23/24.	
With our partners, started on site delivering the Ebbsfleet Green Community Buildings.	Work on the procurement of an operator for the Ebbsfleet Green Community Buildings is ongoing and a good response was received through the initial market engagement. The EDC are working with Redrow to ensure legal agreements are in place by Autumn 2023.	
Continued to mobilise the EDC's Environmental Sustainability Action Plan, including publication of our Sustainable Performance Framework and Carbon Management Action Plan (by end Q2) and Natural Capital Plan.	The work on carbon management was discussed at a pre-Board session in May 2023. The final Decarbonation Action Plan and Sustainable Performance Framework will be presented to the EDC Board in September 2023. The Natural Capital Plan scope has been discussed at Place Board and shared with the Environment Agency and Natural England.	

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30th June 2023)	RAG Status
By the end of March 2024, we will have:		
Continued to deliver a high-quality planning and design service by engaging in a positive way with developers and landowners during the entire planning and design lifecycle from pre-application to delivery and to ensure our statutory performance targets are met across the year.	The Planning team have exceeded the statutory performance targets in Q1 and are continuing extensive engagement with developers and landowners across Ebbsfleet.	
Published a Planning Enforcement Plan to provide greater transparency of the EDC's approach to proactively monitoring implementation of planning permissions, investigating alleged cases of unauthorised development and taking action where appropriate.	Drafting has begun on the Planning Enforcement Plan.	
Continued to engage with local people to understand their ambitions for Ebbsfleet and its surrounding communities, including through a refreshed Community Board (by end Q2) and launch of a residents' satisfaction survey (by end Q3).	Community Board recruitment commenced in June 2023 with a selection meeting planned for July 2023. The procurement of a partner to deliver the Resident Satisfaction survey commenced in June 2023 with a survey launch planned for Q2.	

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30th June 2023)	RAG Status
By the end of March 2024, we will have:		
Built on previous successes to deliver a community-led programme of events, activities and capacity training which reflect local ambitions to be delivered throughout 2023/24.	The Fusion Festival will take place in July 2023 with further events being explored during the year. The Arts Council bid was submitted for further funding.	
Continued to deliver a series of programmes focusing on apprenticeships, mentoring, employability and education outreach to reach a minimum of 1500 students and to train at least 40 local residents during the year to prepare them for future job opportunities in Ebbsfleet.	<p>Employability & Skills: In June, with EDC funding, the Prince's Trust delivered employability training to 12 local residents including CSCS card tests, health & safety and employability skills. CITB hosted an event at the Observatory to inform local businesses of the grants available to upskill current staff and employ apprentices.</p> <p>Education: Construction Youth Trust (CYT) and EDC staff continue to work in local secondary schools raising awareness of built environment careers. This quarter EDC staff have visited 4 schools and hosted a CYT/Countryside funded group of local sixth form students.</p> <p>Apprentices: EDC have offered 2 planning apprentice roles to young people leaving sixth form, starting in September. The EDC scheme also saw 5 apprentices matched with mentors from local businesses who will offer support and guidance.</p>	
Implemented our social value ambitions - benefitting Ebbsfleet residents and neighbouring communities - capturing our impact through the Social Value Portal and Match my Project tools, reporting interim progress.	In Q1, the Social Value Portal will have delivered a report on social value measured from the local labour and activity of 8 of our existing developers and their supply chain for the January-December 2022 period.	

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30th June 2023)	RAG Status
By the end of March 2024, we will have:		
Worked with landowners and partners during the course of the year to further enhance the environmental conditions on the Swanscombe Peninsula and foreshore through, for example, removal of litter and detritus.	A pre-Board session is planned for July 2023 to review the challenges and opportunities for the Swanscombe Peninsula.	
Developed a clear plan for the long-term funding of the Ebbsfleet Garden City Trust.	<p>The EDC commissioned Amion to undertake an analysis of expenditure and potential income sources for the Trust. They have produced a report and an EDC Board briefing session has been scheduled for 6th July 2023 to explain and discuss their findings.</p> <p>More work is anticipated to follow on from this, including further discussions with DLUHC around how EDC assets (which generate income) could be transferred to the Trust.</p>	
Delivered a new EDC website and launched a new digital newsletter subscription database for residents and stakeholders to sign up to receive news and alerts (both by end Q2).	The website is currently in development, having incorporated extensive stakeholder feedback and client review. The structure and design (sitemap & wireframe) have been signed off, with the coding now underway to build the skeletal structure of the website. Content is in the process of being written, with a view for final review and sign off late July/early August. The digital newsletter is now in place on the EDC website, with stakeholders signposted to sign up to receive news and alerts.	

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30 th June 2023)	RAG Status
By the end of March 2024, we will have:		
Implemented improvements to, and streamlined, our project governance procedures (by end Q2).	The EDC has created a Project Delivery Arrangements Working Group (led by the CEO) to implement the findings and recommendations from the external review carried out on project governance procedures. The EDC plan (which identifies who and by when the recommendation will be resolved) was shared and discussed with the ARAC Committee at the recent June meeting. A report will be presented to ARAC in October 2023 with an update on progress and a forecast date for full completion of the implementation plan. An update report will then be presented to ARAC in October 2023.	
Continued to build our organisational effectiveness so we are equipped to deliver on our Corporate Plan priorities for 2025, including developing and implementing a new organisation development action plan (from Q1), recruiting to new priority roles throughout the year and embedding effective hybrid working - ensuring equipment and facilities are fit for purpose (by end Q2).	<p>The organisational development action plan was finalised in Q1 and achievements since April include:</p> <ul style="list-style-type: none"> - Implementation of the new performance appraisal system - Internal launch of the EDC's work programme to 2025 - Preparation of the 2023/24 health and wellbeing action plan - Commencement of work on the EDC's first L&D strategy <p>Recruitment to vacancies has continued across Q1, with ten campaigns being launched in the Quarter.</p> <p>The Observatory (office building) has had the building management system (upgraded) during Q1 and an upgrade to the CCTV in the office car park is scheduled for Q2. An online Hybrid Homeworker & Office Worker Computer Workstation Assessment has recently been sent to all staff, which will identify any equipment or health and safety issues for display screen equipment (DSE).</p> <p>New tables for the AV meeting room are being sourced. Final adjustments to the AV equipment are being implemented.</p>	

Table 2: KPIs			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q1
1	Housing Delivery	During the year, EDC will facilitate 580 new home completions.	<p>During the first Quarter of the year, 189 homes have been completed. We are forecasting to meet the target of 580 completions over the year.</p> <p>The 189 new homes delivered since 1st April brings the total number of homes delivered to 3,705.</p> <p>The new homes completed this Quarter were distributed across the following developments:</p> <ul style="list-style-type: none"> • 37 – Ebbsfleet Green • 24 – Cable Wharf • 7 – Lawn Road Development • 45 – Ashmere • 8 – Alkerden • 50 – Ebbsfleet Cross • 18 – Harbour Village
2	Quality of Homes & Neighbourhoods	100% of homes consented after 1 April 2018 and completed in 2023/24 will achieve Building for a Healthy Life 'green light' assessment.	100% of the homes completed so far this year are within housing development schemes that have received the Building for a Healthy Life 'green light' assessment.

Table 2: KPIs			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q1
3	Diversification of Housing	Completion of at least 15 diversified homes during the year.	8 of the 189 new homes delivered since 1 st April are classed as diversified or custom build homes. These are on the Westerhill development.
4	Affordable Homes	At least 150 affordable* homes will be delivered during the year.	81 affordable homes were completed in Quarter 1 – 34 at Ashmere and 47 at Ebbsfleet Cross. We are well placed to meet the annual target.
5	Commercial & Community Floorspace	At least 500sqm of commercial floorspace will be delivered (calculated as GIA - Gross Internal Area).	The retail floorspace at Cable Wharf located at ground floor level within a riverfront apartment block (totalling at 462sqm) is complete but currently unoccupied. The smaller retail unit within this development (92sqm) is complete but currently in use as a marketing suite.
6	Private Sector Investment	In excess of £140m of private sector investment* will be levered in during the year.	<p>There has been £55.4m of private sector investment levered in so far this year.</p> <p><i>*This is calculated as Gross Development Value (no. of homes delivered x average sales price) less developer margin of 20% + cost of any commercial floorspace delivered using BCIS cost data</i></p>

Table 2: KPIs			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q1
7	New Dedicated Footpaths & Cycleways	At least 3km of new or improved dedicated footpaths and/or cycleways* will be delivered.	Since the start of the year, additional footpaths constructed include those on the south side of the Castle Hill Lake and at the Springhead Linear Park. Work is underway and progressing on the Green Corridors programme, with 2 schemes due to start construction before the end of Quarter 2.
8	Public Transport Connections	100% of new homes delivered in the year will be within a 5-minute walk of a current or future bus route or other public transport connection.	All of the 189 new homes delivered so far this year have been assessed to be within a 5-minute walking distance of a current or future bus route or other public transport connection.
9	Parks, Open Spaces, and Recreation Areas	At least 3 hectares of new parks, open spaces and recreation areas will be delivered during the year.	The south side of the Castle Hill Lake has now opened, providing open space for residents. There is also open space which is now accessible at the Custom Build development at Alkerden. The majority of Springhead Linear Park is also accessible to the public, however soft landscaping work is still required and should be completed in the next planting season.
10	Investment in Social and Community Infrastructure	No target set for 2023/24.	N/A

Table 2: KPIs			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q1
11	Good Financial Management	Annual capital and revenue expenditure remain within budget, with the final year end outturn capital position being within a 10% tolerance of the overall annual capital budget. Investment funds recovered in line with project investment business cases.	<p>The EDC has been allocated £6m revenue (RDEL) and £23.12m capital (CDEL) for 2023/24 by the Department (DLUHC).</p> <p>The EDC has also obtained approval from DLUHC to retain and utilise receipts (CDEL and RDEL) generated within the spending review period to March 2025. Therefore, receipts generated by the EDC in year will also be used to fund the 2023/24 EDC forecast outturn where these are required (with any surplus receipts being rolled forward to be used by the EDC in future years). The EDC continually monitors and reports spend to the EDC Board and takes action to ensure that the in-year budget has not been exceeded.</p> <p>The EDC's current forecast outturn for 23/24 is:</p> <ul style="list-style-type: none"> - Revenue (RDEL): c£7m (which utilises c. £1m of RDEL receipts) - Capital (CDEL): c. £8.7m (the EDC is currently reviewing how the remaining balance of the 2023/24 funding allocation can be utilised. This may involve requesting that funds are reallocated to future years.) <p>Investment contributions (receipts) are being recovered in 2023/24 relating to the A2 Junctions Improvement project. Two further projects are in delivery that will recover the EDC funding in future years (these being the Electricity and Fastrack projects). The EDC remains confident that the total amount identified as recoverable in those two project Business Cases will be achieved. We are forecasting to meet the target for the year.</p>

Table 2: KPIs			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q1
12	Community Participation	<p>At least 60% of residents of the new neighbourhoods within the urban development area responding to our annual residents' satisfaction survey believe there is a strong sense of community in their neighbourhood, where they feel they belong and are welcome to get involved in community activities. This will be measured through the annual survey, where we will average across four questions:</p> <ul style="list-style-type: none"> - Do you feel there is a sense of belonging in your neighbourhood? - Have you attended an event or activity in Ebbsfleet in the past 12 months? - Do you volunteer? - Do you feel your neighbourhood is a place where people of different backgrounds can get on well together? 	<p>The procurement for the Resident Satisfaction Survey is underway with the award of the procurement expected for August 2023.</p> <p>The current plan is for the survey to take place from September to October, with the results being presented to the EDC Board in November 2023.</p>

Ebbfleet Development Corporation
Investment Panel
Terms of Reference (draft)

1. Background

- 1.1. The Investment Panel is being established in order to provide reassurance to the Board that larger, more complex, projects involving greater levels of risk are being shaped and managed by the organisation in an appropriate manner having regard to the Board's risk appetite, and in line with strategic objectives.

2. Role and Responsibilities

- 2.1. The Panel will review the progress of projects at key gateways, including investment decision points (SOC, OBC and FBC), and where approval by Board is required to the stage 'release' of funding within a wider approval level, thereby providing advice and recommendations to the Full Board when they are asked to consider investment decisions.
- 2.2. Regular progress reporting on projects will continue to be done within the monthly board update papers and will not be presented separately to the Investment Panel.
- 2.3. Examples of the matters which would be brought to the Investment Panel for consideration and advice on approved major projects, prior to formal approval at the relevant Project Board or Full Board as appropriate, are:
- Project gateway review points including Investment Decision points (SOC, OBC, FBC);
 - Setting project design criteria;
 - Construction procurement strategy;
 - Process to determine delivery options for projects.
- 2.4. The Chief Executive will agree a list of those projects within our current programme which would be considered by the Investment Panel, and use their judgement, in liaison with the Chairs of the Board and Investment Panel to determine whether smaller less complex projects require, as they arise, any consideration by the Panel prior to going to Board.
- 2.5. The Panel is advisory and is not delegated to make financial decisions on behalf of the Board.
- 2.6. Accountability for the use of public funds and the proper day to day management of the project, including ensuring appropriate controls are in

place, remains the responsibility of the Executive.

3. Membership

- 3.1. The Panel will comprise up to 5 members of the Board, one of whom will be appointed as Chair. These appointments will be agreed by the Board. Board members appointed to the Planning Committee will not sit on the Investment Panel. All other Board members can be considered for appointment to the Panel.
- 3.2. In the absence of the appointed chair for any particular meeting, another Panel member will chair. The Panel will not be chaired by the Chair of the Board, but they may be a member.
- 3.3. Panel meetings will only convene if at least two members can be present.

4. Meeting Format and Management

- 4.1. It is expected that the majority of meetings will be held virtually by video conference.
- 4.2. A schedule of meetings will be established through each 12 month period, with the expectation that 6-8 meetings will be held per annum. Given the lumpy nature of the timing of major projects, meetings may be required outside of the agreed schedule and these will be arranged on an 'as needs basis'. Requests for a meeting outside of the agreed schedule will be issued to members by the Secretariat, with no less than two weeks' notice of a meeting given (unless the Chair agrees there are exceptional circumstances).
- 4.3. Secretariat will be provided by the Programme Management Team. Papers will be issued no less than 4 working days prior to the meeting. Papers will be password protected.
- 4.4. Minutes of the meeting will be prepared and agreed with the Panel Chair prior to dissemination. Agreed Minutes will be included as a standing item at subsequent Full Board for Noting.
- 4.5. Papers dealing with matters which subsequently go to Board for decision will contain a summary of the Investment Panel considerations and confirm their advice and recommendations. The Panel Chair may be invited to provide a summary at the Board.

Version 1 – draft 20 July 2023 (version submitted to Board on 26th July for approval).

Title of paper	Financial Investment Decision Making Governance
Presented by	Ian Piper
Sub-committee	N/A

Purpose of Paper and Executive Summary

To review the current arrangements for how the Board discharges its investment decision making responsibilities and to consider whether any changes are required.

EDC Business Plan and KPIs

This paper concerns the governance around investment decisions.

Recommendation

FOR DECISION

The Board is asked to note the information provided in the paper regarding the current investment decision making processes and consider the proposed changes.

That Board approve the following recommendations:

1. Based on the details of the report the Board agree to implement Option 2 as described in the paper, whereby:
 - Financial decision making remains with the current delegated body;
 - The Infrastructure & Investment Panel ceases to exist in its current form and is replaced with an Investment Panel, comprising up to 5 non-executive Board members agreed by the Full Board. A chair to be appointed from one these five, but excluding the chair of the Full Board.
 - The Investment Panel to be 'advisory' and focussed on providing early and more frequent board member input to the shaping of projects up to SOC, and from SOC to OBC/FBC stages;
 - Non-execs to come off the Ebbsfleet Central Project Board;
 - Executive Project Boards to focus on providing effective oversight and management of approved projects by the executive team.
2. Subject to approval of the first recommendation above, it is recommended that draft Terms of Reference are prepared for approval at the next Board meeting, and membership of the Panel is agreed.

Annexes

Annex A – IIP Terms of Reference

Annex B – Project Board Terms of Reference (generic)

Delegation

Not applicable.

Financial impact

Implementation of the recommendations will affect the way in which financial decisions are made but in themselves do not have any financial impact.

Legal impact

The Board will be acting in accordance with the powers and responsibilities set out in the Framework Document, issued to us by DLUHC.

Stakeholder impact

No expected impact.

Sponsor impact

No expected impact.

Introduction

- 1.1. Board will recall that recently asked that the Chief Executive undertake a review of the governance and procedures for how Board members are involved in the process of investment decision making, and how they discharge their responsibilities for approving spend in line with the agreed delegation framework. This paper reviews existing arrangements and makes recommendations regarding changes, in order to improve the efficiency and effectiveness of our decision making processes.

2. Existing Arrangements

- 2.1. All investment decisions above those delegated to the Chief Executive (i.e. less than £125,000 for RDEL and nil for programme CDEL) come to the Full Board. For decisions above the Board's delegation (£500k for RDEL and £10m for CDEL) the papers are then sent on to DLUHC, and HMT if above £30m, for consideration. It should be noted that, for what is expected to be a temporary period, all delegations for DLUHC have been removed and this has the knock on effect that the Board's delegations have also been removed.
- 2.2. The Business Case process itself is dependent on the scale of the investment being considered. For projects resulting in an investment of less than £1m (gross) a single stage Business Case is sufficient. For projects requiring more than £1m investment, a 3 stage process is required. The three stages are; Strategic Outline Case (SOC), Outline Business Case (OBC) and Full Business Case (FBC). Where the 3 stage process is required, each stage comes to the Full Board for sign off/approval.

- 2.3. Because of the complexity of some of our projects and the amount of time that is required to develop them from initial ideas to deliverable and fundable propositions, some Board members have always been involved in working with the executive to shape the projects as they develop. The Infrastructure Investment Panel (IIP) comprises an agreed number of Board members (nominated by the Board) together with senior members of the executive team. Currently the nominated Board members are Nick Shattock and Simon Blanchflower. The Panel is chaired by the Chief Executive. Its purpose is to provide advice and guidance to the executive on management of the overall programme, and the development of projects as they progress through the Business Case process. There is no formal requirement for projects to be submitted to IIP before they go to Board for decision, but custom and practice has seen all large scale projects reviewed by IIP before going to Board.

IIP is advisory only and is not 'decision making'.

Current Terms of Reference are attached at Annex A.

- 2.4. The executive has for the last 2/3 years been operating a series of theme based Project Boards through which it (the executive) discharges its responsibilities for the governance of the projects it manages and oversees. These Project Boards are responsible for overseeing the development of project ideas through to completion and closure, for ensuring good effective project management processes are being applied and for operational, non-financial, decisions affecting the project being made. The Project Boards do not make any financial decisions but they might endorse decisions that fall under the CEO's delegation who then formally authorises the expenditure.

Current Terms of Reference are attached at Annex B.

- 2.5. Because of the scale of Ebbsfleet Central, it was agreed in 2020 that two non-execs would join the Ebbsfleet Central Project Board, largely for the same reason as exists for the IIP, that is, to provide greater opportunity for the executive to engage with the non-execs over specific issues and to gain their input and insight into how the project should be shaped, and reflecting how it is likely to be received by the Full Board. It provides those non-execs with the opportunity to benefit from longer, more in depth, discussions about specific issues, and to allow the executive to benefit from their particular skills and experience to shape the project.

3. Considerations

- 3.1. The role of the Board in investment decision making is to ensure that the Corporation is investing in the right projects that will enable us to meet our strategic objectives, and to ensure that our investments are achieving satisfactory value for money. Value for money is defined by the Green Book as “the optimal use of public resources to achieve stated objectives”. In discharging these responsibilities, Board members must be satisfied that they have sufficient information, and in the right form, to enable sound judgements to be made on these aspects.
- 3.2. It is up to the Board to decide what information they collectively require in order to be satisfied that the investment decision is a sound one, and the executive will respond by providing that information in a variety of forms, including advice from specialist independent experts.
- 3.3. The volume of financial investment decisions required from the Board is not high when compared to other larger organisations. The project portfolio, whilst not large in terms of volume is though very varied and some projects are relatively complex. There is little if any repetition as you might expect if we were managing a programme which entailed lots of decisions on individual sites but made on the same criteria and basis. In the last 12 months, there have been 12 investment decisions put to the Board.
- 3.4. Many of the larger projects are complex and have lengthy feasibility and design stages. This would usually be the period between SOC and OBC, where at SOC, we are defining the desired strategic outcome, the market failure and a preferred way forward, and at OBC we require a pre-tender estimate of cost, for example, of the preferred option. As we have seen over the last 12-24 months with some of our projects, because of the many variables at play such projects can and do experience significant change in this period, including changes to anticipated costs (and therefore vfm) and in the preferred approach to delivery.
- 3.5. Due to the fact that the Corporation, now as a major landowner, is developing and promoting its own projects which may need planning permission we have developed strict protocols for ensuring that Board members on the Planning Committee are not involved in discussions and decisions regarding a project which is also subject to a planning application from EDC. This has meant them having to be excluded from Board when such matters are being discussed. However, whilst this can be an inconvenience and require some careful timing of agendas to ensure disruption is minimised, it is manageable, provided all Board members ensure they are aware of the protocols and do

not stray into matters which cause an issue whilst planning committee members are present.

4. The Case For Change

- 4.1. Board members have expressed a wish to be more engaged as projects develop, so that they can gain the reassurance they require on the value for money assessment of individual investments once those projects actually reach the point of formal decision i.e. OBC and FBC.
- 4.2. It is understood that Board members wish to understand and engage with the development of the project in more detail than is provided currently in the monthly updates presented to Board either in Part 1 or Part 2 papers, although different views have been expressed regarding the level of detail that Board members feel is appropriate to go into to fulfil their role.
- 4.3. What is clear is that some of our larger projects have a very long period of feasibility and design between consideration of the SOC and development of the OBC. Significant investment by the Corporation can be required between these two stages, and the Board wish to have greater oversight of how these funds are being spent and whether the original project objectives (as defined by the SOC) remain on course to be achieved, and with acceptable vfm.
- 4.4. Given the complexity of the larger projects, sufficient time needs to be allowed for meaningful engagement by Board members in the project development process, and this cannot realistically be achieved as part of monthly board meetings.
- 4.5. Given the relatively low number of investment decisions, it would seem possible, even desirable, for all Board members that can be present (i.e. excluding planning committee members for projects which are subject to a planning decision also) to participate in the final investment decision process. This provides greater transparency and accountability for all representatives of the board, including the local authority members.

5. Options For Change

- 5.1. Two options for change have been considered.
- 5.2. **Option 1** would involve the establishment of an Investment Committee which is fully delegated by the Board to make financial investment decisions on behalf of the full board. The current delegations for the Chief Executive would remain. All Strategic Outline Cases would continue to be considered by the full board, thereby giving all members the assurance that the Corporation is

investing to meet its strategic objectives, whilst leaving the judgement on value for money to the Investment Committee.

- 5.3. Under this option, the Investment Committee would subsume the role of IIP which would see it be afforded more time to assess and shape the project through the important feasibility and design stage. If the project's strategic case, outputs or costs change materially, this would result in a revised SOC being required, thus referring the project back to full board.
- 5.4. Executive Project Boards would provide oversight to the operational delivery of projects focusing on the work programme associated with the current approved project stage including a focus on budget management, risk management and progress against programme. Key decisions on the shaping of larger projects would be referred to the Investment Panel. Non-exec Board members would come off the Ebbsfleet Central Project Board.
- 5.5. **Option 2** would leave all financial investment decisions (excluding those delegated to the Chief Executive) the responsibility of the full board, whilst ensuring that our separation of functions arrangements are fully adhered to.
- 5.6. This option would see a reconstituted IIP – renamed as Investment Panel - which would provide a mechanism for Board members to engage in the larger projects more frequently and in more depth, providing advice and guidance on the development of Strategic Outline Cases, and the reassurance that projects remain on track and within agreed expenditure parameters as they progress from SOC to OBC/FBC.
- 5.7. Detailed Terms of Reference would be prepared and agreed with the Board at the earliest opportunity following agreement of the preferred option for change, but in summary, it is proposed that the key purpose of the Investment Panel under this option would be:

“To provide oversight to the strategic direction of projects as they work through the business case progress ensuring these remain aligned to EDC objectives, continue to demonstrate the potential to provide value for money and are delivering according to the agreed overarching investment programme.”

Example information which would be brought to the Investment Panel for key projects:

- ✓ Construction procurement strategy;
- ✓ Process to determine delivery options for projects;
- ✓ Outcome of masterplanning / commercial review exercises;
- ✓ Project gateway review points; and

- ✓ Setting project design criteria.

- 5.8. It would not be necessary for smaller, less complex, projects to go to the Investment Panel before going to Board for approval. It would be sensible for the Chief Executive to discuss and agree a list of those projects within our current programme which would be considered by the Investment Panel, and to use their judgement, in liaison with the Chair of the Board, to determine whether smaller less complex projects require, as they arise, any consideration by the Panel prior to going to Board.
- 5.9. Executive Project Boards would provide oversight to the operational delivery of projects focusing on the work programme associated with the current approved project stage including a focus on budget management, risk management and progress against programme. Key decisions on the shaping of larger projects would be referred to the Investment Panel. Non-exec Board members would come off the Ebbsfleet Central Project Board.
- 5.10. It is suggested that the Investment Panel would aim to meet monthly, with a focus on dealing with the larger more complex projects and how these are shaped pre and post SOC. It is suggested that the Investment Panel comprises up to 5 non-executive board members, with one acting as Chair, who should not be the Chair of the Full Board. The executive will present papers and other information relevant to the project and the advice and guidance that is required at that time. The Panel can request further or additional information be brought to subsequent meetings if required.
- 5.11. Under this option, the Investment Panel will be advisory, in the sense that financial decisions will remain with the existing delegated body.

6. Conclusion

- 6.1. The case for change is strong, with Board members requiring greater assurance on the development of our larger more complex projects, as they develop from initial ideas through SOC to OBCs/FBCs. It is beneficial too for the executive to engage more frequently and in greater depth with board members on these complex projects so as to understand any concerns and issues that arise as they develop, rather than discovering at OBC stage (following considerable time and expenditure) that Board members are not supportive.
- 6.2. The case for removing financial investment decision-making from the full board to an Investment Committee is not considered to be strong, given the relatively low volume of required decisions and the fact it would mean that not all representatives on the board would have transparency and be accountable

for those decisions. It also does not, in itself, meet the requirement of board members to engage more frequently and in more depth on the larger, more complex, projects as they develop.

7. Recommendation

7.1. Based on the above, it is recommended that the Board agree to implement Option 2 whereby:

- Financial decision making remains with the current delegated body;
- The Infrastructure & Investment Panel ceases to exist in its current form and is replaced with an Investment Panel, comprising up to 5 non-executive Board members agreed by the Full Board. A chair to be appointed from one these five, but excluding the chair of the Full Board.
- The Investment Panel to be 'advisory' and focussed on providing early and more frequent board member input to the shaping of projects up to SOC, and from SOC to OBC/FBC stages;
- Non-execs to come off the Ebbsfleet Central Project Board;
- Executive Project Boards to focus on providing effective oversight and management of approved projects by the executive team.

7.2. Based on approving Option 2 above, it is recommended that draft Terms of Reference are prepared for approval at the next Board meeting, and membership of the Investment Panel is agreed.

Ebbfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/067
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Title of paper	Financial Investment Decision Making Governance
Presented by	Ian Piper, EDC CEO
Sub-committee	NOT APPLICABLE

Purpose of Paper and Executive Summary

To seek board approval to the establishment of an Investment Panel, as described in this paper and the attached Terms of Reference, and the dissolution of the Infrastructure and Investment Panel (IIP).

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 APPROVE the following:

1. That Board approve the establishment of the Investment Panel as a formal sub-committee of the Board on the Terms of Reference attached at Annex A.
2. That the existing Infrastructure and Investment Panel (IIP) is dissolved.
3. That the other consequential changes to our project governance arrangements noted in paragraph 1.2 are implemented.

Annexes

Annex A: Investment Panel - Terms of Reference (draft for approval).
Annex B: Board Paper EDC-023-062 - Financial Investment Decision Making Governance.

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

Ebbfleet Development Corporation

Board Meeting Part		One
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/067
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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.

1. Background

- 1.1. Board will recall that they recently asked the Chief Executive to undertake a review of the governance and procedures for how Board members are involved in the process of investment decision making, and how they discharge their responsibilities for approving spend in line with the agreed delegation framework. The Board considered a detailed paper reviewing the current arrangements in the Part 2 section of the meeting in June. This paper is attached at Annex B.
- 1.2. Based on that paper and the resultant discussion in June, the following was agreed by the Board:
 - Financial decision making to remain with the current delegated body;
 - The existing Infrastructure & Investment Panel ceases to exist in its current form and is replaced with an Investment Panel, comprising up to 5 non-executive Board members agreed by the Full Board. A chair to be appointed from one these five, but excluding the chair of the Full Board;
 - The Investment Panel to be 'advisory' and focussed on providing early and more frequent board member input to the shaping of projects up to SOC, and from SOC to OBC/FBC stages;
 - Non-execs to come off the Ebbfleet Central Project Board;
 - Executive Project Boards to focus on providing effective oversight and management of approved projects by the executive team;
 - That draft Terms of Reference for the new Investment Panel are prepared for approval at the next (July) Board meeting, and membership of the Panel is agreed.

Ebbfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	26 July 2023	Paper Number:	EDC 023/067

- 1.3. This paper seeks approval to the Terms of Reference attached at Annex 1, and asks the Board to confirm the representatives of the board that will make up the membership of the Investment Panel.

2. Investment Panel – Terms of Reference (draft for approval)

- 2.1. A set of proposed Terms of Reference for the Investment Panel (IP) is attached at Annex 1. Salient points to note are:

Key Purpose - The Panel will review the progress of projects at key gateways, including investment decision points (SOC, OBC and FBC) and provide a level of reassurance to the Full Board when they are asked to consider investment decisions.

Membership - The Panel will comprise up to 5 members of the Board whose appointment will be agreed by the Board. Board members appointed to the Planning Committee will not sit on the Investment Panel. All other Board members, including representatives of the Local Authorities, can be considered for appointment to the Panel. At the first meeting, the Panel members will appoint one of their number to act as the Chair of the Panel. In the absence of the appointed chair for any particular meeting, another Panel member will chair. The Panel will not be chaired by the Chair of the Board, but they may be a member.

Frequency - A schedule of meetings will be established through each 12 month period, with the expectation that between 6-8 meetings will be held per annum. Meetings may be required outside of the agreed schedule and these will be arranged on an 'as needs basis'. Requests for a meeting outside of the agreed schedule will be issued to members by the Secretariat, with no less than two weeks' notice of a meeting given (unless the Chair agrees there are exceptional circumstances).

Recording and Reporting - Minutes of the meeting will be prepared and agreed with the Panel Chair prior to dissemination. Agreed Minutes will be included as a standing item at subsequent Full Board for Noting. Papers dealing with matters which subsequently go to Board for decision will contain a summary of the Investment Panel considerations and confirm their advice. The Panel Chair may be invited to provide a summary at the Board.

Ebbfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/067
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- 2.2. In line with the above, it is necessary for the Board to approve the initial membership of the Investment Panel. Board are asked to agree the, up to five, members that will comprise the initial Panel.

3. Recommendations

- 3.1. That Board approve the establishment of the Investment Panel as a formal sub-committee of the Board on the Terms of Reference attached at Annex A.
- 3.2. That the existing Infrastructure and Investment Panel (IIP) is dissolved.
- 3.3. That the other consequential changes to our project governance arrangements noted in paragraph 1.2 are implemented.

PRESS

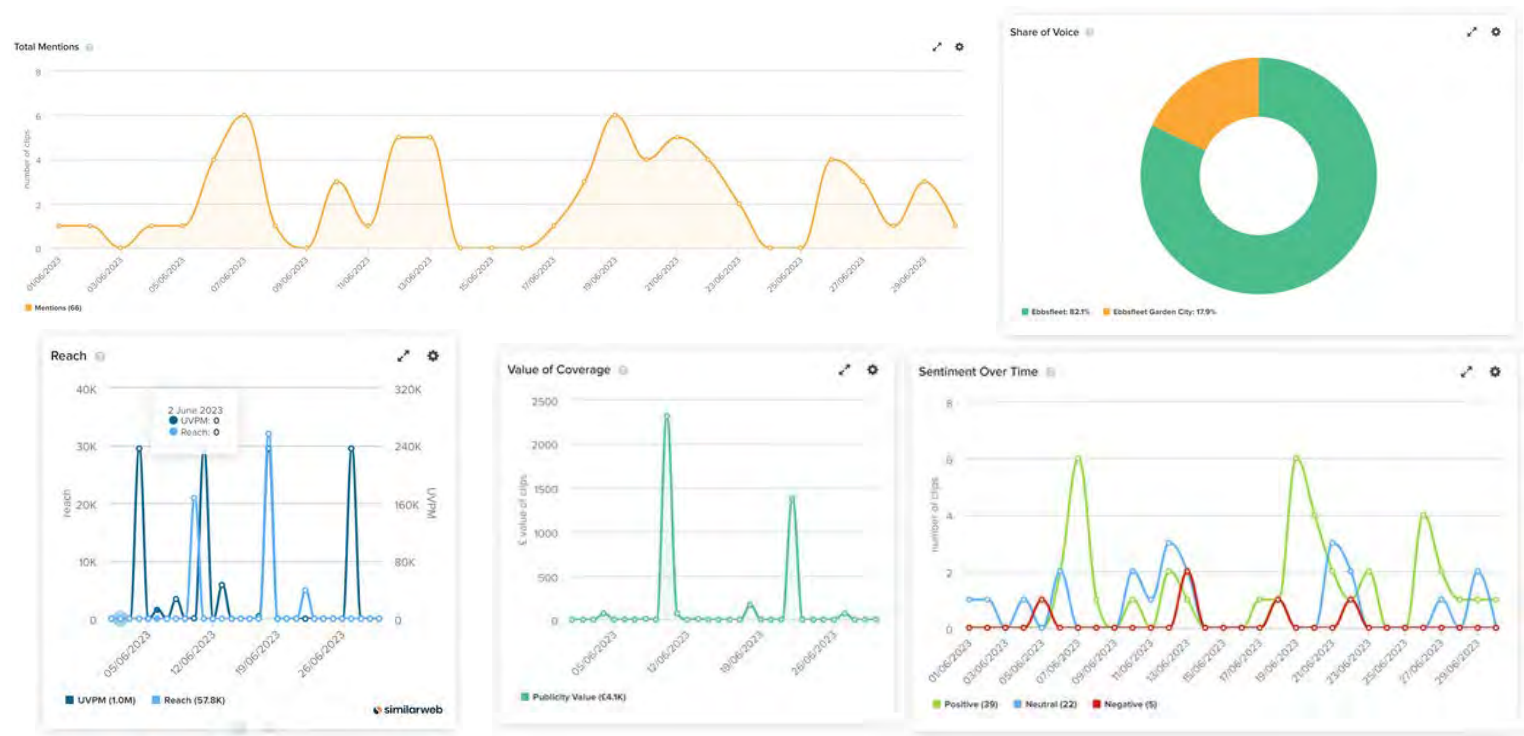
JULY 2023 BOARD MEETING ANNEX



Ebbsfleet
DEVELOPMENT CORPORATION

Summary:

This document covers the period of 1st June- 30th June. Below is a highlight summary of outlets reporting on 'Ebbsfleet Garden City', 'Ebbsfleet' and 'Ebbsfleet Development Corporation' relevant to our work.



Article	Source	UVPM
Directors' Cut: DLUHC's Emma Fraser	Civil Service World https://www.civilserviceworld.com/in-depth/article/directors-cut-dluhcs-emma-fraser-codirector-for-housing-markets-and-strategy	24k
Eurostar deal raised £757m for the government's coffers but was it the best on the table?	Kent Online https://www.kentonline.co.uk/ashford/news/would-eurostar-still-be-stopping-in-kent-if-we-hadnt-sold-o-289028/	236k
Council Coffers Crisis Revealed: Auditing of Public Money by Local Authorities Collapses – So How is Taxpayers' Cash Being Spent?	Byline Times https://bylinetimes.com/2023/06/13/council-coffers-crisis-revealed-auditing-of-public-money-by-local-authorities-collapses-so-how-is-taxpayers-money-being-spent/	47k
Life In Kent - Cost Of Living & Quality Of Life	Locate in Kent https://www.locateinkent.com/why-kent/life-in-kent/	678
Henley Development Boss on Merging Beds with Last Mile	Estates Gazette https://www.henleyim.com/estates-gazette/henley-development-boss-on-merging-beds-with-last-mile	21k
Housebuilder's inclusive approach supports graduate into construction industry	FE News https://www.fenews.co.uk/education/housebuilders-inclusive-approach-supports-graduate-into-construction-industry/	27k
Garden Communities and New Towns Development Conference; In partnership with Swish Fibre	Built Environment Networking https://www.built-environment-networking.com/event/garden-communities-new-towns-development-conference-2023/	3k

SOCIAL MEDIA

**JULY 2023 BOARD MEETING
ANNEX**



Ebbfleet
DEVELOPMENT CORPORATION

FACEBOOK

Summary:

This report covers period 1st June - 30th June 2023.

Performance

How is this calculated? +

Engaged Users

1,340 ↗ 2%

Post Impressions

37,095 ↗ 74%

Reactions

202 ↗ 22%

Post Reach

30,982 ↗ 85%

Page & Post Engagements

2,427 ↗ 40%

Link Clicks

36 ↘ 89%

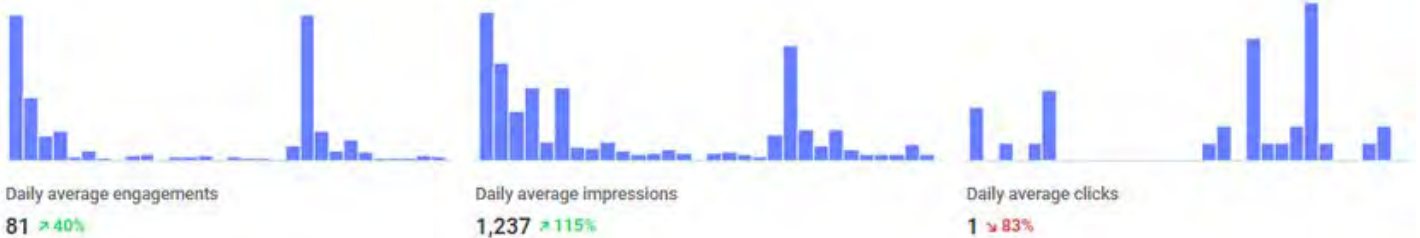
New Fans

8 ↘ 33%

Posts

17 ↘ 10%

Average performance



June 20, 2023 04:10pm

Ebbsfleet Garden City

We're excited to be working with CohesionPlus for another Fusion Festival in Ebbsfleet! 📍 Saturday 8th July 📍 Between 12 & 5pm 📍 Platinum Jubilee Park, Ebbsfleet This FREE festival is welcome to all residents and neighbours from Ebbsfleet, Dartford and Gravesham, filled with fun, arts, food and wellbeing! Spread the word!

Post Clicks

432

Reactions

17

Impressions

2,959

Reach

2,827

Eng. Rate

15.51%

Spend

—



June 12, 2023 11:41am

Ebbsfleet Garden City

🐝 The EDC team have been busy bees recently pun intended! 🐝 Last week we installed a beehive at #EbbsfleetHQ 🐝 There are many benefits to urban beekeeping, such as improving the local ecosystem, pollination of flowers & providing shelter for our local bees to nest and hibernate. Keep an eye out on socials for more info!

Post Clicks

10

Reactions

15

Impressions

376

Reach

340

Eng. Rate

7.18%

Spend

—



June 23, 2023 01:00pm

Ebbsfleet Garden City

NOW RECRUITING: BUSINESS SUPPORT OFFICER Don't miss out on this great opportunity to join our team as Business Support Officer: Programme Office This is a great opportunity for an organised and efficient administrator to join the team and make a valuable impact on the delivery of #EbbsfleetGardenCity. If you're a [Business Support Officer](#)

Post Clicks

106

Reactions

3

Impressions

1,667

Reach

1,462

Eng. Rate

7.14%

Spend

—



June 1, 2023 12:00pm

Ebbsfleet Garden City

📅 Save the date! 📅 Ebbsfleet Development Corporation are hosting a community drop in session for help answer any questions that you may have about life in Ebbsfleet. Pop along and come and say hello to our team and find out what's happening in your area. 📍 Castle Hill Community Centre 📍 7th June 2023 📍 12:00pm - 2:00pm

Post Clicks

18

Reactions

5

Impressions

331

Reach

300

Eng. Rate

6.95%

Spend

—

INSTAGRAM

Summary:

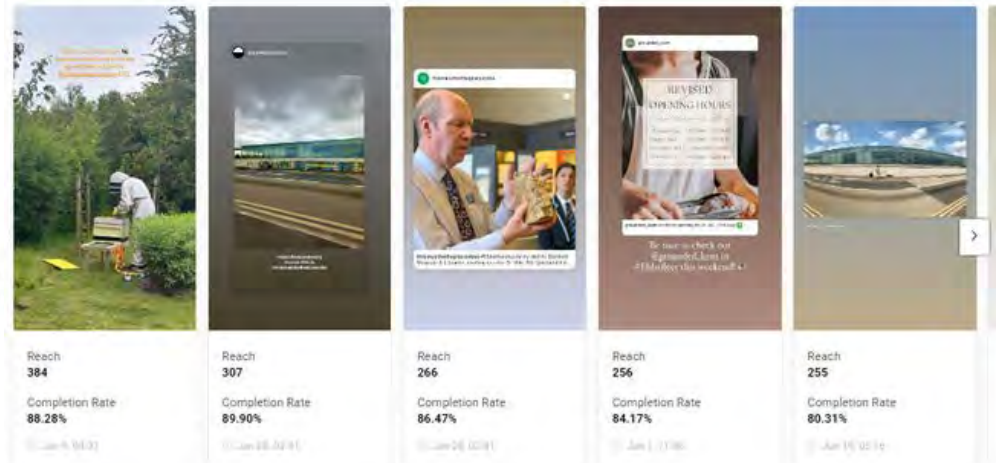
This report covers period 1st June - 30th June 2023.

Average performance



Daily average impressions

230 ▲ 43%



June 9, 2023 04:45pm

@ebbsfleetgardencity

Today we installed a new beehive at #EbbsfleetHQ 🐝 There are many benefits to urban beekeeping, such as improving the local ecosystem, pollination of flowers and crops and providing shelter for our local bees to nest and hibernate in! Keep an eye out on our socials for more #beekeeping updates in Ebbsfleet! 🐝

Likes	Comments	Impressions	Reach	Eng. Rate	Spend
41	0	562	503	7.30%	—



June 13, 2023 12:01pm

@ebbsfleetgardencity

While many people enjoy warmer summer weather, hot weather can cause some people to become unwell through overheating becoming uncomfortably hot, dehydration, heat exhaustion and heatstroke ☀️ keep out of the sun at the hottest time of the day, between 11am and 3pm 🕒 If you are going to do a physical activity...

Likes	Comments	Impressions	Reach	Eng. Rate	Spend
31	0	712	649	4.35%	—



June 19, 2023 06:00pm

@ebbsfleetgardencity

Do you have creative and innovative ideas for making Ebbsfleet an even better place to live Then join the Ebbsfleet Garden City Community Board to help influence services and experiences for all! If you think you can make a positive contribution to what happens in the area, we'd love to hear from you! How to apply: [Send us a message](#)

Likes	Comments	Impressions	Reach	Eng. Rate	Spend
8	0	344	296	2.91%	—

TWITTER

Hashtag performance

Rank	Hashtag	Posts	Average Impressions
1	#EbbsfleetFusionFestival	1	476
2	#EbbsfleetHQ	1	303
3	#BikeWeek	1	288
4	#Manchester	1	203
5	#Housing2023	1	203

Summary:

This report covers period 1st June - 30th June 2023.

Performance

Followers

3,255 ▲ 2%

New Followers

40 ▲ 6%

Posts

6 ▼ 66%

Impressions

4,786 ▼ 59%

Clicks

160 ▼ 69%

Engagement Rate

5.83% ▼ 4%

Metrics insights for engagement rate -

Previous Period ☒ +



June 22, 2023 04:01pm

[Ebbsfleet Development Corporation](#)

NOW RECRUITING: Head of Development - Commercial & Community Projects 🏠 This is an exciting opportunity for an seasoned Project Manager with experience in #regeneration #communitybuildings or #construction, to join our expanding team! 🌱 The successful candidate will lead on all aspects of delivering a [vision of the future](#)

Impressions
625

Likes
18

Comments
0

Clicks
37

Eng. Rate
10.24%



June 19, 2023 01:42pm

[Ebbsfleet Development Corporation](#)

We are delighted to share that we are now on the search for a Cultural Development Manager to join our growing team! Read more below 🌱 The successful candidate will be responsible for co-managing the review and delivery of a nationally best practice Cultural Vision and Strategy and related programmes of [work](#)

Impressions
864

Likes
26

Comments
0

Clicks
35

Eng. Rate
9.03%



June 5, 2023 12:07pm

[Ebbsfleet Development Corporation](#)

🏠 There is still time to apply for our new role: **HEAD OF PROPERTY** 🗨️ We are looking for an experienced #CharteredSurveyor to join the team to provide professional advice, input and guidance on all land, property, development and commercial matters across #Ebbsfleet 🏡 This is an exciting role for [anyone](#)

Impressions
553

Likes
9

Comments
0

Clicks
23

Eng. Rate
6.69%



June 27, 2023 08:27am

[Ebbsfleet Development Corporation](#)

The EDC team is heading up to #Manchester today to attend the Housing 2023 conference! 🤗 With a jam packed agenda we're excited to catch up with housing colleagues old and new and network with professionals from across the UK to talk about #netzero, #buildingsafety, #affordability, #funding, #housingdelivery [and more](#)

Impressions
624

Likes
12

Comments
6

Clicks
16

Eng. Rate
5.45%

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/068
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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:	26 July 2023	Paper Number:	EDC 023/068
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1. Introduction

- 1.1. The team utilised the fantastic weather throughout June to capture updated drone footage and images of Ebbsfleet. This project aims to provide an update on the progress made to development sites across Ebbsfleet UDA and key sites, with a mixture of construction, landscape and housing a focus for capture.
- 1.2. The footage and clips, of which over 100 have been captured, will act as useful resources for social media, corporate documents and internal/external reports to show the pace of progression across the Ebbsfleet Garden City scheme.
- 1.3. The images and drone footage were captured by creative agency V21, who are now reviewing how we can utilise the content captured to create an 'Ebbsfleet Garden City' vision video, to complement the new website.

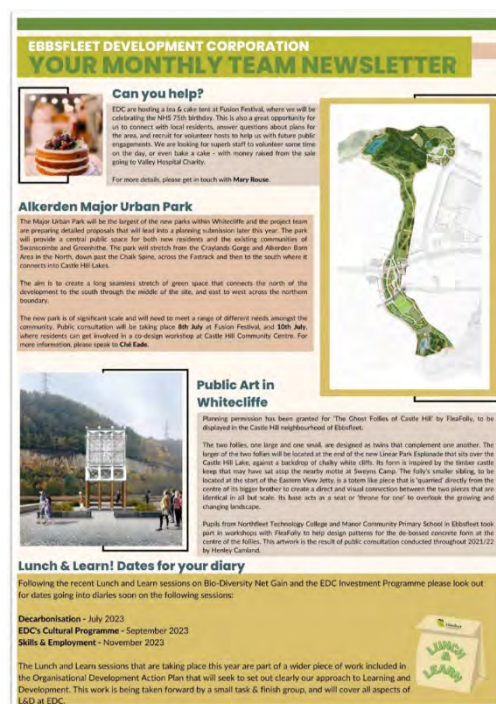


- 1.4. Soft market research is currently underway with several branding and communications experts to help shape the Ebbsfleet Central Branding Strategy, which will identify key deliverables and milestones to help tell the story and refine imagery and narrative of Ebbsfleet Central as a major project. Next steps will be to consolidate findings, review with M3 and Ebbsfleet Central Team, with a view to shape a brief for procurement.
- 1.5. Recruitment efforts continue to be delivered at pace alongside HR and Directors to ensure positions are marketed creatively and to budget. We have recently recruited and filled positions for Environment & Sustainability Manager, Commercial Manager and two Business Support Officers. Interviews have taken place for Cultural Development Manager (Job Share) with recruitment closed for a further three roles.
- 1.6. As part of ongoing recruitment efforts, a new internal Onboarding Pack has been created, with insight into core workstreams provided by Directors and Department Heads. This pack aims to provide new starters with a well-rounded understanding of Ebbsfleet Garden City, individual workstreams, and key points of contact for questions they may have when joining the Corporation.
- 1.7. With the arrival of the new Environmental & Sustainability Manager, we are continuing to collaborate with external sustainability communications agencies to design a brief to accompany coincide with EDC's Environmental works.

Ebbsfleet Development Corporation

Board Meeting Part		One
Date of meeting:	26 July 2023	Paper Number: EDC 023/068

- 1.8. At the beginning of July, the team received their first internal monthly newsletter, which provides staff with key updates alongside weekly team meetings, lunch and learns. This new workstream will spotlight a number of projects each month to ensure all staff are kept abreast of project progression outside of their immediate workload.
- 1.9. On 8th July, community members and locals celebrated Ebbsfleet Fusion Festival in partnership with Cohesion Plus. The event was widely promoted across social media, with a positive turnout and warm reception from visitors as to the variety and atmosphere on the day. The team had an NHS Big Tea tent, celebrating the NHS 75th birthday, as well as marketing materials to answer questions about life in Ebbsfleet and upcoming events for residents to get involved in.



- 1.10. The latest edition of Ebbsfleet Living has been distributed to Ebbsfleet residents and our neighbours in Dartford and Gravesham, with over 11,000 copies delivered. The magazine can be found on the EDC website: <https://ebbsfleetdc.org.uk/ebbsfleet-living-your-garden-city-newsletter/>

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. Notable releases include mention of EDC by DLUHC Director Emma Fraser as a good example of 'urban planning and design', graduate opportunities to working Ebbsfleet, cost of living and Eurostar.

3. Website

- 3.1. Cavendish (formerly BECG) have built the website and are now placing content provided by our team. There are a large number of newly created pages, which has required a significant amount of time invested into copywriting and ensuring information aligns with best business practice and other relevant agencies offering similar/the same information or

Ebbsfleet Development Corporation

Board Meeting Part One

Date of meeting:	26 July 2023	Paper Number:	EDC 023/068
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service. The website will go through final review, amends, testing and launch in line with our review of hosting provider and domain renewal.

3.2. Website performance (last 30 days):

3.2.1.	4,777 sessions
3.2.2.	10,760 page views
3.2.3.	3302 tracked users

3.3. Website performance (top visited pages):

3.3.1.	Work for us (1,779 views)
3.3.2.	Planning (549 views)
3.3.3.	The Vision (534 views)

3.4. The top referrals to the website this month are from LinkedIn, The Guardian Jobs, and Facebook.

3.5. 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.

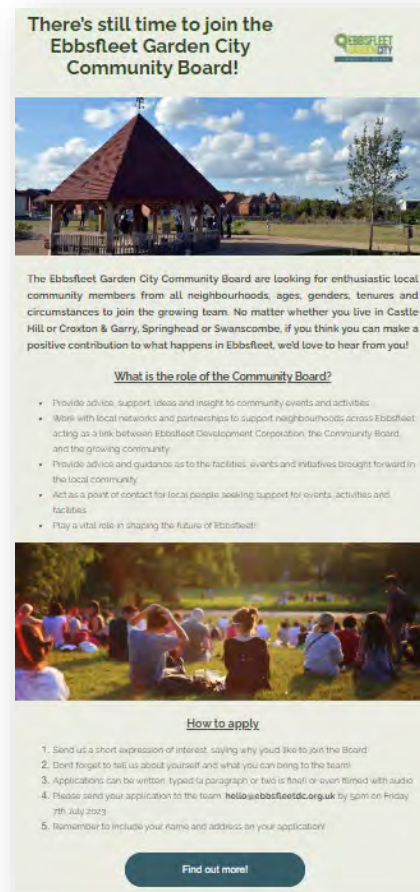
3.6. This month, the team utilised the growing newsletter database to promote Community Board recruitment campaign, which saw a variety of communications channels utilised to encourage applicants, such as social media, leaflet drops and community noticeboard posters.

3.7. We have received 28 applications, with a strong mix of ages, genders and residency, with several positive applications from Northfleet, Swanscombe and Greenhithe. The sifting and decision-making process will be conducted by existing Community Board members, which is a great step in championing community activation and empowerment for long term legacy of Ebbsfleet.

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.



Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	26 July 2023	Paper Number:	EDC 023/068

- 4.3. This month, we have worked with Blueprint Film to showcase the success of Fusion Festival, covered in the Placemaking Part I paper. This footage will be shared across social media and encapsulates the success of the day, and the strong sense of community that is continuing to grow across Ebbsfleet.

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) application(s) 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, applications for approval of details submitted pursuant to a condition (including reserved matters applications), and any other application made to the Corporation as local planning authority, 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 and applications for approval of details submitted pursuant to a condition (including reserved matters applications), made 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 application(s), and application(s) for approval of details submitted pursuant to a condition (including reserved matters applications) and any other application(s) made to the Corporation as local planning authority which in the opinion of the Chief Planning Officer:
 - (A) is/are of a significant or potentially contentious nature;
 - (B) has/have received significant objections and the application is recommended for approval or have received significant support and the application is recommended for refusal; or
 - (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;
- (v) 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;
- (vi) 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 subparagraph (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.
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- 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) ~~a~~Application(s) 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, applications for approval of details submitted pursuant to a condition (including reserved matters applications), and any other application made to the Corporation as local planning authority, 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 and applications for approval of details submitted pursuant to a condition (including reserved matters applications), made 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) pPlanning application(s), and application(s) for approval of details submitted pursuant to a condition (including reserved matters applications) and any other application(s) made to the Corporation as local planning authority which in the opinion of the Chief Planning Officer:
 - (A) is/are of a significant or potentially contentious nature;
 - (B) has/have received significant objections and the application is recommended for approval or have received significant support and the application is recommended for refusal; or
 - (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)~~ (v) 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)~~ (vi) 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.

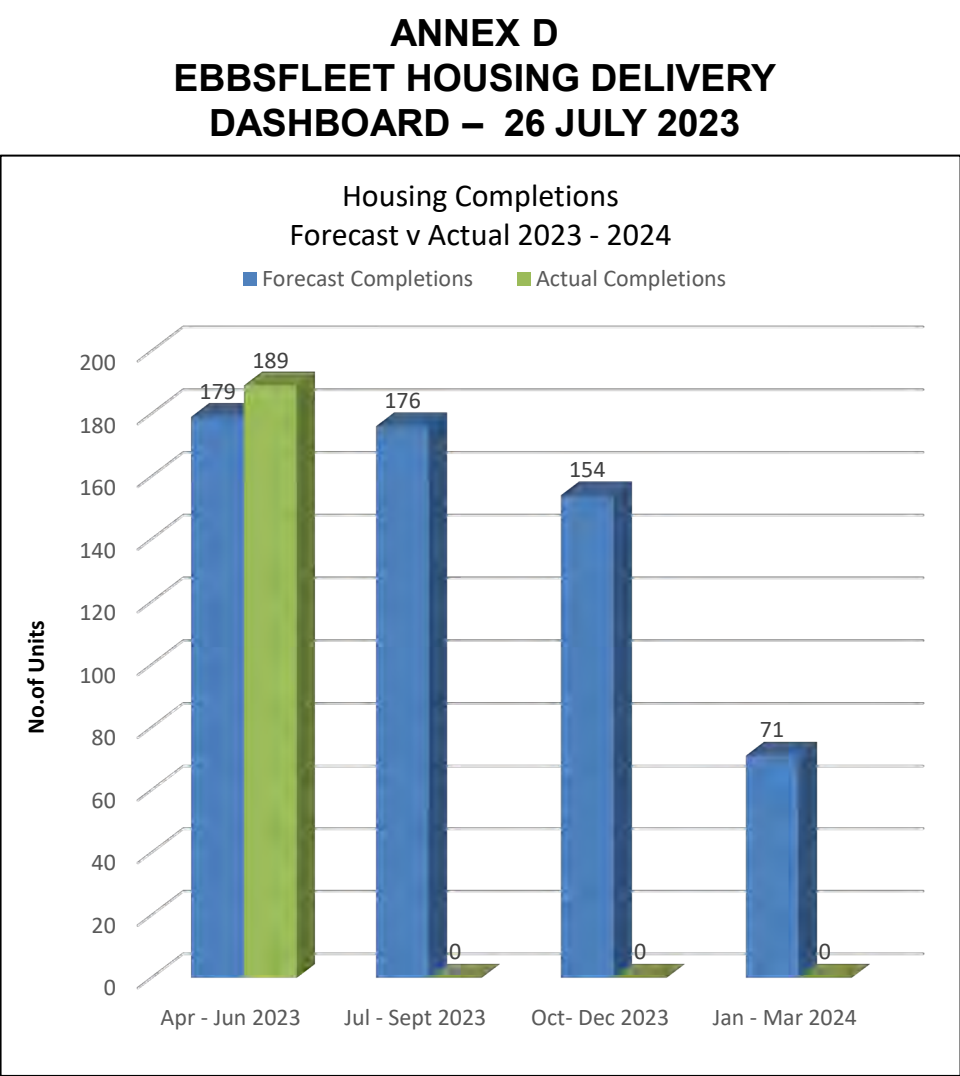
- 5.11 The Committee will listen to what the speaker says, but will not debate the speaker/s opinions with them. The Committee may, however, at the end of each five minute speaking slot, ask questions of a speaker as matters of clarification in relation to comments they have made. For clarification, 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

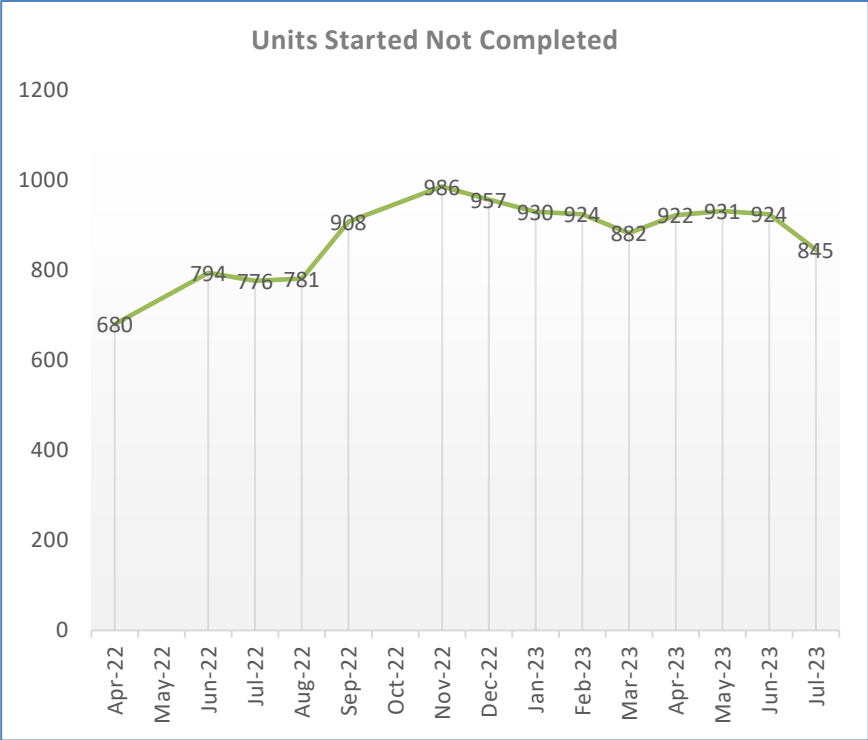
- 6.1 Site visits may be undertaken by the Planning Committee for the sole purpose of better informing Committee Members of the application site, its context and surroundings, and the proposal and its potential effects. In general it is expected that sufficient information will be capable of being provided 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 Housing Numbers
Detailed Planning Consent
5,603
Housing Completions
3,705
Affordable Homes
1155
EDC 2023/24 Business Plan Target
Completions – 580



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	157	189

Completed Homes Per Site	
Location	No. of Homes
EBbsfleet Green (Weldon)	781
Castle Hill	1419
Springhead Park	799
Craylands Lane	100
Croxton	70
Cable Wharf	286
Ashmere (Western Cross)	175
Alkerden Village	50
Northfleet (Lawn Road)	7
Harbour Village (Northfleet West)	18

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

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	46	25%	35%
Springhead Park	288	288	27%	100%
Ebbsfleet Cross (Craylands Lane)	30	30	30%	100%
Ebbsfleet Cross (Croxtan)	70	53	33%	76%
Cable Wharf	224	159	32%	71%
Totals	1738	1155		

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	Amber	↑
Submission of Valid Applications and Revised Plans	Amber	↓
Supply of Labour on Site	Green	↑
Maintain Design Quality during implementation	Amber	▬
Interest Rate/Mortgage Products	Red	↓
Delays in consultation responses	Amber	▬

Planning Highlight Report – July 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 South Phase 2 – Reserved matters application for 91 dwellings to be considered at July committee.
 - Alkerden South Phase 3 – Initial pre-application meetings for residential scheme comprising c.95 apartments along the Fastrack corridor held with EDC officers and Kent Highways. Design Forum to meet to consider the scheme.
 - Alkerden 5B – Reserved matters application for residential development comprising 162 homes submitted and undergoing validation.
-

Ebbsfleet Green

Developers currently on site:

- Redrow

Detailed Consents

Residential	Commercial	Community	Other
911 homes	Marston's Public House Marston's Hotel Co-op Retail Unit Redrow Office	Ebbsfleet Green Primary School	Linear Park 2 no. LEAP MUGA Allotments

Key Highlights

- Community Buildings & Sports Pitches/Courts – Meeting took place in June to discuss proposed amendments to the Community Hub following operator feedback, non-material amendment application expected this month.
 - Residential – Ongoing discussions with Redrow regarding outstanding planning conditions, with particular focus on Phases 2C, 3 and 4.
 - Allotments and Community Gardens – Redrow have provided a programme to address existing planning breach, including submission of outstanding planning conditions this month and handover of the allotments by the end of September.
-

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 to discuss LPA comments provided earlier this year. Meetings with local authorities to discuss principles for securing planning mitigation. Discussion with applicant's commercial consultant to discuss minimum quantum of commercial floorspace. Meeting being arranged to discuss landscaping. Meeting arranged with NHS to discuss their request for 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. Ongoing liaison with additional/amended plans awaited.
-

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 – Delays to completion of allotments and community garden due to contractor issues and water supply, hard/soft landscaping to be completed later this year during next planting season. Ongoing discussions with Trust re. transfer date.
 - 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 – Following removal of EA objections the updated flood wall management plan and revised riverfront soft landscaping has been approved. Meeting held with applicant, LPA and conservation officer to discuss proposed changes to phasing of the WT Henley Building delivery. Legal agreement being finalised to enable sale of some units as First Homes.
- 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) has been approved. Further discussions with landowners and developers regarding delivery of Fastrack bus road, including design

work to seek to address constraints. Phase 2 to be reported to planning committee this month. RMA applications for development along riverfront and Fastrack corridor (Phases 3A and 3B), comprising c.310 dwellings, community building and promenade public space, received and out to consultation.

- Northfleet West (Employment Land) – RMA applications for employment land (Triangle Land and Vineyard Pit) and open storage (Church Path Pit) submitted and out to consultation. Informal committee briefing this month from prospective developer/operator of part of the site for open storage.

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 for temporary contractors car park on Tiltman Avenue approved. Ongoing discussions regarding outstanding planning conditions. Non-material amendment application submitted to seek additional allocated parking space approved.
- 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 – applicant provided further information following consultation response from Natural England.

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/069
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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 July 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

Ebbfleet Development Corporation

Board Meeting Part		One	
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/069
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1. Introduction

- 1.1. This paper provides an update as of July 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 Planning Committee are meeting in July for an informal pre-application presentation along with a formal meeting to consider two planning submissions.
- 2.2 The informal presentation relates to designated employment land within Northfleet Embankment West and interest from an open-storage operator.
- 2.3 At the main meeting, the Planning Committee, will formally consider two reserved matters applications for residential schemes. The first will be the second phase of Harbour Village by Bellway which proposes 130 homes and the second item will be the second phase of the Alkerden South scheme by Redrow, which proposes 91 homes. Both applications have been subject to pre-application engagement and negotiation following submission and are recommended for approval. The papers are available to view online. The activity report for Q1 will also be reported.
- 2.4 A further informal meeting is planned for the Committee in August where there will be pre-application presentations from developers relating to the first phase of the Major Urban Park in Eastern Quarry, and the third phase of development by Redrow at Alkerden South.
- 2.5 Current live applications which we anticipate will be reported to Planning Committee in due course include: -
- Alkerden Market Centre Phase 2/3
 - Harbour Village Phase 3A
 - Harbour Village Phase 3B
 - Cable Wharf Primary School
 - Ebbfleet Central East
 - Rectory Cottage
 - Alkerden Phase 5B
 - Vineyard Pit/Northfleet Embankment West Employment
 - Church Path Pit
- 2.6 The appointment of the nominees from Dartford and Gravesham Borough Councils is with the Secretary of State.
- 2.7 Following the June 2023 EDC Board meeting, we have carried out a further review of the EDC Planning Committee Terms of Reference. The main changes to the document relate to the delegations from the Planning Committee to the Chief

Ebbsfleet Development Corporation

Board Meeting Part		One	
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/069
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Planning Officer and provide clarity over the approach to different types of planning application and other submissions. 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 C. 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 received the next residential phase in Alkerden. Parcel 5B has been submitted by Westerhill Homes for 162 homes.
- 3.3 Last month, there were two public questions submitted which we advised would be answered this month. An application is under consideration for a clinical waste transfer station on Watling Street (Bean Triangle). As the application relates to waste the consideration of the application is carried out by KCC with the decision ultimately falling to EDC (in line with our service level agreement). Consultation on the application has closed and officers are considering the responses in advance of making a decision, which is expected shortly. The application will be reported to EDC Planning Committee if it falls within the criteria contained in the terms of reference. The second question related to advertisements along Watling Street which were granted advertisement consent in 2020 and the temporary approval of 3 years has now expired. We have contacted Henley Camland and asked them to regularise the situation.

4. Development Plan Updates

- 4.1 Kent County Council has been carrying out two consultations relating to their Minerals and Waste Local Plan. The first consultation is concerning the plan itself with three very specific proposed changes none of which have any direct relevance or implications on EDC. These changes include the quantity of aggregate mineral to be planned for, the deletion of an allocation on the Isle of Sheppey and the extension of the plan period. The second consultation relates to proposed update to the Kent Minerals Sites Plan to nominate a site for new hard rock in Aylesford. Due to the nature of these changes the EDC is intending on confirming to KCC that we have no comments to make.
- 4.2 Dartford Council have advised us that a consultation on main modifications to the Local Plan is likely to run over the summer. These modifications are likely to include changes to site allocation boundaries and policy wording relating to development within the EDC UDA.

Ebbfleet Development Corporation

Board Meeting Part		One	
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/069
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5. Other Matters

- 5.1 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.
- 5.2 Various members of the team have been attending training concerning bio-diversity net gain (BNG) in advance of it coming into force in November 2023.
- 5.3 The Ebbfleet Design Forum is meeting in July to consider Alkerden South Phase 3 by Redrow which is proposing c95 homes.

6. Housing and Delivery

- 6.1 The Ebbfleet Housing Delivery Dashboard is attached in annex D.
- 6.2 This month we are reporting 53 starts and 157 completions bringing the annual total so far to 157 starts and 189 completions. Information has been received from most developers so we are confident this is a true reflection of progress on the ground.
- 6.3 Redrow opened their show home and marketing suite for the first phase of development at Alkerden South on 14th July. Redrow are marketing the scheme under the name 'Stonehaven Park'.

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/070
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Title of paper	Ebbsfleet Living July 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 June and early July 2023.

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.

Financial 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:	26 July 2023	Paper Number:	EDC 023/070

1. Introduction

- 1.1 This paper sets out community building activity across the Ebbsfleet area including our neighbouring communities during June and early July 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 by EDC

2. Community Building in Ebbsfleet

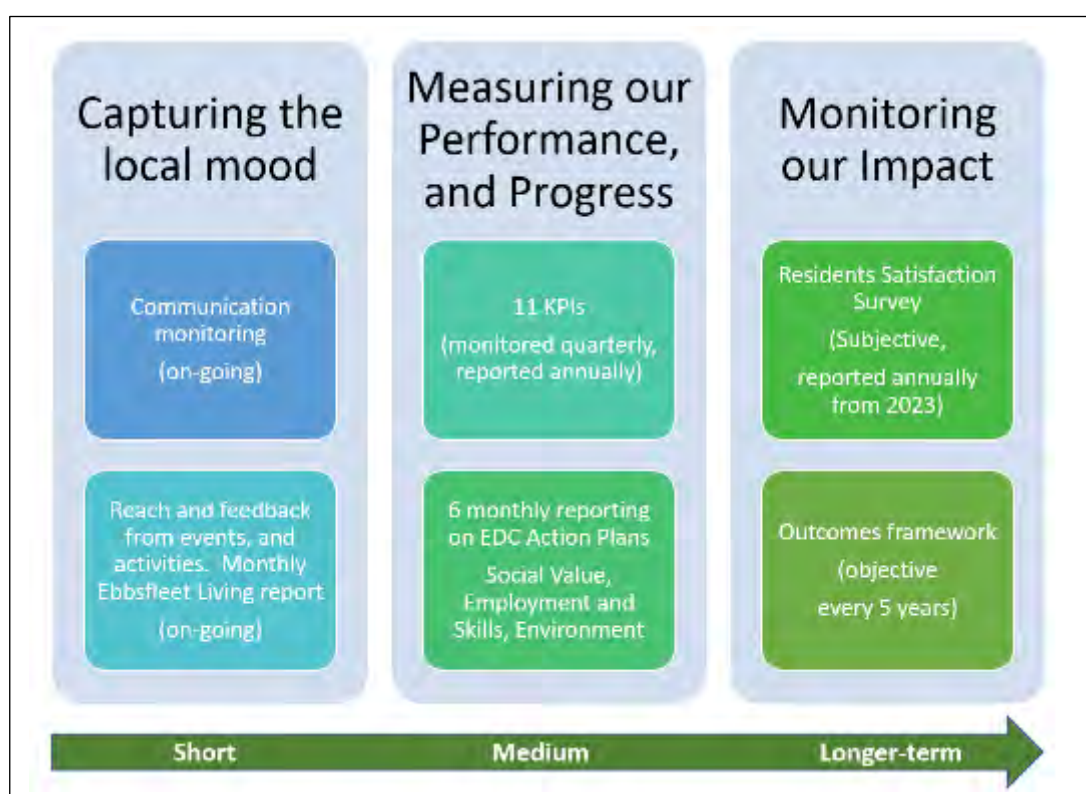
- 2.1 The Ebbsfleet Community Board recruitment drive for new resident members, closed on 7th July, following a 4-week awareness period. We have promoted the opportunity across all of our social media channels and leaflets were distributed to homes to make residents aware of the opportunity. The intention of the recruitment drive was to increase the membership from a greater range of residents in relation to their interests and representation from a wider geography. We have been overwhelmed with interest in joining the group, with a 300% increase in applications from the previous recruitment drive in 2021. This is a positive signal both of the keen sense of community growing locally, and of confidence that membership of the group is worthwhile. Reviews of the applications will be led by resident members and will take place on the 18th July. New Community Board members should be agreed in advance of the next meeting on 5th September 2023.
- 2.2 The Ebbsfleet Garden City Trust, Community Fund Panel met for the first time on 7th July 2023 where they made their first grants to local residents and stakeholder groups. Five grants were made at this meeting, each of under £500. Grants made, included support for residents in Northfleet to deliver community activity in that location. The Panel also funded the newly formed Ebbsfleet Events Panel to help support their summer fair. A fresh window of opportunity has now opened for applicants who would like to run events or activities over the autumn. The Ebbsfleet Garden City Trust team have been active in attending events and activities in the local area over the past months to promote the opportunity.

Ebbsfleet Development Corporation

Board Meeting Part One			
Date of meeting:	26 July 2023	Paper Number:	EDC 023/070

2.3 At the June 2023 EDC Board meeting, Board members asked for further clarification as to how EDC measures our impact locally. We therefore thought it would be useful to remind Board of our comprehensive approach;

- Short-term: EDC report on the local mood through both our communications report and Ebbsfleet Living which captures what is happening on a regular basis.
- Medium term: EDC measure our performance and progress against our 12 KPI's, which include our newly agreed measure for 'Community'. We monitor our progress quarterly and report annually. We also report on a 6 to 12 monthly cycle against our agreed Action Plans for; Employment and Skills, Social Value and Environment. We have published our Social Value Ambitions. We have agreed to measure our Social Value using the Social Value Portal against a bespoke set of eighteen national TOMs (Themes, Outcomes and Measures).
- Medium to longer term: EDC balances subjective and objective data to understand our impact. Through our biannual Residents Satisfaction Survey, we understand how people feel about where they live. From 2023, this survey will be run annually in order to inform our KPI 12 measure. Our agreed Outcomes Framework is updated every 5 years collating a range of objective outcome measures. Our TOMs, and Outcome measures are consistent and cover a range of social, economic, and environmental measures.



Ebbsfleet Development Corporation

Board Meeting Part	One
--------------------	-----

Date of meeting:	26 July 2023	Paper Number:	EDC 023/070
------------------	--------------	---------------	-------------

3. Community activities delivered directly during June and early July 2023

3.1. Ebbsfleet schools are becoming beacons of community life and activity. Each of the three new schools in the Ebbsfleet area are planning their own Summer Fairs over the next few weeks. The first of the events was led by the parents of Springhead School in Northfleet on Saturday 1st July. The event saw some 750 pupils, families and friends coming together to enjoy a fun filled day, which included demonstrations from the local fire services, a range of games, stalls, and activities for children. EDC joined the festivities with an information stand and two smoothie bikes which were extremely popular with the attending families. We used the bikes to promote our focus on active travel, healthy eating and active lifestyles and they stimulated interesting conversations.



Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	26 July 2023	Paper Number:	EDC 023/070

Community activities delivered in partnership with EDC

- 3.2. The highlight of the Ebbsfleet calendar once again has been the 2nd Fusion; Health and Wellbeing Festival held in Platinum Jubilee Park in Castle Hill on 8th July. The event forms part of a year-long programme of events to be delivered by local arts organisation, Cohesion Plus, developed in collaboration with local residents and EDC. The event included a full day of activities for all age groups and attracted over two thousand residents over the course of the day. The offer included installation artists, music, entertainment, wellbeing activities, and local food and beverage providers. The event was widely promoted locally via flyers and on social media and attracted significant interest from community and local third sector organisations who had stalls sharing the vast range of activities available to local resident to get involved in.
- 3.3. EDC film makers Blueprint Arts were on hand to record the success of the day, which made best use the wonderful Platinum Jubilee Park. A short 1 minute summary of the day can be seen [here](#), whilst the footage will be included in our annual film of Ebbsfleet Living, forming part of our on-going archive of watching the garden city grow.



Ebbsfleet Development Corporation

Board Meeting Part	One
---------------------------	------------

Date of meeting:	26 July 2023	Paper Number:	EDC 023/070
-------------------------	---------------------	----------------------	--------------------

- 3.4. As part of the Fusion Festival, EDC partnered with Dartford and Gravesham NHS Trust Foundation to host a 'Big tea' fundraiser to celebrate the NHS's 75th Birthday. As well as having EDC staff to volunteer and run an information and engagement stand, we helped to raise £620 for the charity, by providing afternoon tea and cakes, many of which were baked by our own staff.
- 3.5. Other stalls present during the day included; Salvation Army, exploring what young people would like to do in Ebbsfleet; Cement Fields who shared the work of our 'Young place-makers, through the 'This Must be the Place Programme,' and Ebbsfleet United Football Club both the success of the team, and their youth engagement programme. The event was also attended by The Mayor, Leader, and all 3 Ebbsfleet Ward Councillors from Dartford Borough Council.



Ebbsfleet Development Corporation

Board Meeting Part One

Date of meeting:	26 July 2023	Paper Number:	EDC 023/070
------------------	--------------	---------------	-------------

- 3.6. Henley Camland and their consultant team have been further developing their proposals for the Major Urban Park between Alkerden and Ashmere through a series of co-design events and engagements over the past month, with support from EDC teams. At the Fusion Festival, the project team were on hand to discuss with attendees of the festival what they would like to see from the Major Urban Park, using local artefacts to spark curiosity and individual conversations centred around geology, history, and community. Children were engaged through badge making, and through postcards which imagined what the Major Urban Park will look like in 20 years time. On the 10th of July, the team ran a series of workshops at Castle Hill Community Centre, where residents were invited to input to detailed elements of the overall park including ideas for Alkerden Barn Park, Whitecliffe Square and specific areas for young residents. Blueprint Arts were engaged to help facilitate young residents to convey their ideas through painting and drawing whilst the 'Time Machine' a series of historic images of Swanscombe (helped create a treasure hunt for younger children to explore Swanscombe's history. Focus sessions also took part looking at how public artwork could represent the history of Swanscombe and Ebbsfleet in new ways.



Ebbsfleet Development Corporation

Board Meeting Part	One
---------------------------	------------

Date of meeting:	26 July 2023	Paper Number:	EDC 023/070
-------------------------	---------------------	----------------------	--------------------

- 3.7. During June, EDC launched a programme of monthly community drop-ins to offer residents an opportunity to have an informal conversation with a member of EDC staff. The first was held at Castle Hill Community Centre and was well attended by residents passing and is proving to be a helpful touch point to gauge community interests, needs and concerns and residents have commented that it is positive that EDC is accessible and present in the community.
- 3.8. EDC presented to Bean Parish Council on 10th July and Swanscombe Town Council meeting on 12th July, giving an update on Ebbsfleet progress and giving our neighbours an opportunity to ask questions about any concerns they might have regarding development of the garden city.
- 3.9. Local arts organisation, Cement Fields have been working with art students from North Kent College to create artwork inspired by Ebbsfleet that will decorate Ebbsfleet International Station and the surrounding bridge structures. The project is part of their collaboration with EDC through the This Must be the Place Programme for 'young place-makers.' Fifteen students submitted designs which were narrowed down to three final designs that now have been installed on the bridge. This is the first of the projects at the station to be installed. Cement fields will also be installing an exhibition of students work inside the station and have plans to exhibit photography along the route from Castle Hill to the station to provide an opportunity for local young people to show their work and brighten the route. The project has been made possible through the support and collaboration of High Speed One and the EDC's Ebbsfleet Central Team.



Ebbsfleet Development Corporation

Board Meeting Part	One
---------------------------	------------

Date of meeting:	26 July 2023	Paper Number:	EDC 023/070
-------------------------	---------------------	----------------------	--------------------

- 3.10. Cement Fields have also launched the Ebbsfleet Citizen Archive, a community-led project capturing and preserving the varied stories and histories of the people and places of Ebbsfleet, Greenhithe, Swanscombe, and Northfleet, which aims to document the areas meaningful change. The dual digital and physical archive will be co-created by artists, historians, and residents, bringing local people together to explore Ebbsfleet's unique historic and contemporary identity through objects, sounds, videos, and photographs, collected by and from resident's past, present and future. The project has been funded by Arts Council England with support from EDC and will run for the next year.
- 3.11. At the core of the project a team of volunteer Citizen Archivists will collaborate closely with artists, historians, and archivists to explore the people, stories and histories of the area and learn the practical and creative skills needed to create an archive for the whole community. A series of artist-led workshops, walks and events will also explore different creative approaches to archiving, enabling everybody to get involved and add their voice to the archive. Artist Lu Williams has been commissioned to collaborate with local people to create an Ebbsfleet Citizen Handbook; whilst artist Dan Tollady will share free collection boxes to gather the personal stories, objects and artefacts people would like to add to the archive. Local historian Christoph Bull will lead a series of walks exploring the history of different landscape and communities in the area. All the materials collated throughout the project will be brought together to form a living Citizen Archive, accessible to all.



Ebbsfleet Development Corporation

Board Meeting Part	One
---------------------------	------------

Date of meeting:	26 July 2023	Paper Number:	EDC 023/070
-------------------------	---------------------	----------------------	--------------------

- 3.12. EDC in partnership with The Princes Trust, delivered our 2nd NEETs Employability Programme for those not in education, employment, or training. The programme was hosted at SusCon in Dartford, with support from The Learning Shop (North Kent College). Twelve young people up to 30 years of age from Dartford and Gravesham boroughs participated, referred from DWP, the Education People and directly through the Trust's website. Training included confidence building, a taster session, health & safety and CSCS card test. All twelve completed the programme with nine passing their CSCS cards at the first attempt.



- 3.13. The 'Aim A Little Higher' Ebbsfleet Apprenticeship Programme hosted a lunch at the Observatory to enable the trained mentors to meet their respective apprentices in an informal setting. The five volunteer mentors and apprentices enjoyed a structured session and have an on-going 6-month activity programme of engagement that will support the apprentices in their careers.
- 3.14. EDC also has recruited 2 Apprentice Planners at Level 4 into the team. The roles were widely promoted via local secondary schools in Dartford and Gravesham, and via an online seminar for young people to understand the role, which resulted in over thirty applicants. Both of the successful candidates have just finished at sixth form, one in Wilmington and one in Maidstone.
- 3.15. EDC are also hosting a post master's student from Imperial college who has been funded by the Royal School of Arts to undertake a 6-month placement to explore ideas around community development. As part of the project, she will work with EDC's Community Development Manager to relaunch the Edible Ebbsfleet Network in partnership with the Ebbsfleet Garden City Trust. The network would aim to promote connections between the gardens and planter sites to help recruit and maintain volunteers, develop ideas, and share resources.

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/070
-------------------------	---------------------	----------------------	--------------------

- 3.16. EDC hosted a University of Kent student (from Gravesend) for a 4-week paid internship within June working within the Planning and Place team. EDC will also host a year 11 student from Ebbsfleet Academy for 1 week in July also who has been engaged with the EDC This Must Be the Place creative workshops.
- 3.17. EDC's Education Outreach Programme continues in partnership with the Construction Youth Trust in local secondary schools and North Kent College. EDC hosted 2 days of a Countryside funded Building Future Skills programme for twenty-two students from St John's and Thamesview schools. Students also spent a day at the Ashmere site with Countryside, where they were given a residential building sustainability project to complete. Four groups produced ideas, models and presentations which were judged by external partners from Countryside, Clarion, and EDC.



- 3.18. The CITB hosted an event at the Observatory for local businesses to focus on skills, early talent and apprenticeships and the funding available through the CITB to support training and skills. EDC presented and engaged with a number of businesses.
- 3.19. Gravesham Borough Council's Business Network Group hosted a skills and apprenticeship event at Berkeley Modular in June, which EDC attended and engaged with the many local businesses and schools in attendance to support the agenda.

Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	26 July 2023	Paper Number:	EDC 023/070

Forward Look

- 4.1 Ebbsfleet Green School will hold their summer fete on 14th July.
- 4.2 Cherry Orchard Primary School will hold their Summer Fair on 20th July.
- 4.3 The Ebbsfleet Events Committee will hold their Summer Fair on both 22nd and 23rd July funded by Dartford Borough Council and the Ebbsfleet Garden City Trust.
- 4.4 A series of pop-up events are planned for young people across Ebbsfleet and Swanscombe in August. The activities are being co-ordinated by a number of Churches who are working together to offer a range of activities, sports, and engagement in local parks. Events include;
- Ebbsfleet Green 10th August
 - Swanscombe Park 11th August
 - Penn Park, Springhead 18th August
 - Platinum Jubilee Park 24th August
- 4.5 EDC will be holding our first 'Welcome to Ebbsfleet' event on the 31st of August for residents to be able to connect with each other and find out more about the area and opportunities to get involved. The event will include some interactive activities for residents to identify ways EDC can enable greater community leadership and ownership.
- 4.6 EDC are hosting a group partner work experience with Countryside at Ashmere during July. Twelve young people studying design and professional construction, from Wilmington Grammar for Boys will be given a group project to present back to their hosts focusing on the 'Kent vernacular' in design. This will be the second partner group work experience EDC have arranged this year for local schools, and it is hoped to engage more developers with this as the schools are extremely keen.

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/070
------------------	--------------	---------------	-------------



Budget Heading	Full Year Budget 2023/24 £	YTD Budget Month 3 - June 23 £	YTD Actual £	YTD Variance £	Full Year Forecast Outturn £	Full Year Forecast Variance £	Comments
Board Fees							
Chairman	28,000	7,000	7,000	-	28,000	-	
Other Board Members	90,000	22,500	19,600	(2,900)	87,100	(2,900)	
Independent Members (Planning Committee)	14,000	3,500	-	(3,500)	10,500	(3,500)	
Employer's Oncosts - Board Members	13,000	3,250	1,500	(1,750)	11,250	(1,750)	
	145,000	36,250	28,100	(8,150)	136,850	(8,150)	
Employee Salary Costs							
CEO Team	323,000	80,750	67,400	(13,350)	306,000	(17,000)	
Projects & Development Team	496,000	124,000	89,500	(34,500)	430,000	(66,000)	
Infrastructure & Enabling Team	342,000	85,500	38,700	(46,800)	282,000	(60,000)	
Planning & Place Team	1,109,000	277,200	233,000	(44,200)	1,064,800	(44,200)	
Corporate Services Team	726,000	181,500	100,800	(80,700)	629,800	(96,200)	
Employer's NICs	413,500	103,300	62,000	(41,300)	372,200	(41,300)	
Employer's Pension Contributions	602,500	150,600	108,000	(42,600)	559,900	(42,600)	
Staff Incentive Scheme / Pay Increase	55,000	-	-	-	55,000	-	
	4,067,000	1,002,850	699,400	(303,450)	3,699,700	(367,300)	
Interim/ Agency Staff Costs	120,000	30,000	109,700	79,700	330,000	210,000	
External HR and MHCLG Payroll	26,000	6,500	3,300	(3,200)	26,000	-	
	146,000	36,500	113,000	76,500	356,000	210,000	
TOTAL PAY COSTS	4,358,000	1,075,600	840,500	(235,100)	4,192,550	(165,450)	
Premises Costs (Owned/Leased/Temp Usage)	302,000	62,500	45,300	(17,200)	302,000	-	
ICT	222,000	55,500	86,000	30,500	222,000	-	
Office Equip/ Consumables / Stationery / Postage	30,000	3,700	2,800	(900)	30,000	-	
Corporate Legal Support	20,000	5,000	3,000	(2,000)	20,000	-	
Other External Support to Corporate Services	55,000	3,800	1,450	(2,350)	55,000	-	
External Audit (National Audit Office)	50,000	12,500	12,500	-	50,000	-	
Internal Audit (Government Internal Audit Agency)	25,000	6,200	6,200	-	25,000	-	
Insurance	45,000	11,200	15,000	3,800	45,000	-	
Comms/ Business Engagement	60,000	15,000	24,800	9,800	60,000	-	
Travel & Subsistence	26,000	3,500	2,600	(900)	26,000	-	
Vehicle hire	10,000	2,500	2,620	120	10,000	-	
Recruitment Advertising	15,000	3,750	9,900	6,150	15,000	-	
Training	45,000	11,250	16,700	5,450	45,000	-	
Corporate memberships	25,000	12,500	9,500	(3,000)	25,000	-	
Other Staff Costs (Prof Subs/PPE etc)	50,000	5,000	4,000	(1,000)	50,000	-	
External support to Planning Service	250,000	62,500	77,400	14,900	250,000	-	
CSR/ Business Plan / KPI Monitoring	40,000	-	-	-	40,000	-	
Bank Charges	2,000	500	300	(200)	2,000	-	
TOTAL NON-PAY COSTS	1,272,000	276,900	320,070	43,170	1,272,000	-	
Programme Revenue - Project Feasibility	1,110,000	132,000	110,000	(22,000)	1,090,000	(20,000)	
Estate & Asset Management Costs	500,000	125,000	130,000	5,000	500,000	-	
TOTAL EXPENDITURE	7,240,000	1,609,500	1,400,570	- 208,930	7,054,550	- 185,450	
Income from Central Area & Other Owned Sites	(940,000)	(296,000)	(296,150)	(150)	(740,000)	200,000	
Planning Fees income	(300,000)	(75,000)	(156,500)	(81,500)	(300,000)	-	
Other Income	-	-	(20,000)	(20,000)	(20,000)	(20,000)	
TOTAL INCOME	(1,240,000)	(371,000)	(472,650)	(101,650)	(1,060,000)	180,000	
Net Expenditure	6,000,000	1,238,500	927,920	- 310,580	5,994,550	- 5,450	

Ebbfleet Development Corporation

Board Meeting Part One			
Date of meeting:	26 July 2023	Paper Number:	EDC 023/071
Title of paper	Finance, Operations & Programme Report as at 30 June 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 INFORMATION			
The Board is asked to NOTE the report			
Annex:			
Annex A – 2023/24 EDC Operational Budget			
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:	26 July 2023	Paper Number:	EDC 023/071

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 30 June 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 forecast to be generated in this financial year is £1.06m giving a total gross revenue budget available to the Corporation of just over £7.06m.
- 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 RDEL budget, as the EDC's total rental income in 24/25 will be much reduced following the exit from site of the HMRC facility, and inflation on Pay costs will have an impact after several years of a 'flat' budget allocation.
- 2.4 Within Pay, the cost of all roles necessary to deliver the Corporation's objectives have been budgeted for the full year, whereas recruitment to some of those posts has occurred since April, or 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 £367k. Continuing use of more expensive temporary staff will reduce the year-end forecast to an estimated £165k.

Ebbsfleet Development Corporation

Board Meeting Part One			
Date of meeting:	26 July 2023	Paper Number:	EDC 023/071

- 2.5 The latest forecast outturn for Programme Revenue (an underspend of £20k against budget – 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 approx. £5k. Any underspend at the year-end (as long as gross expenditure exceeds £6m) will be treated as surplus receipts to be retained for 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 to fund existing commitments.
- 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 Following the delayed confirmation of the CDEL allocation by DLUHC, the revised capital programme delivery plan for 23/24 was set at the commencement of the financial year with a reduced baseline position of £10.55m. The options around how to utilise the £12.57m remainder of the 23/24 allocation are being reviewed.
- 3.4 The Board was previously advised that £1.1m of proposed CDEL spend was awaiting approval from DLUHC/HMT following the removal of Board delegations. This expenditure, relating to projects at Northfleet Embankment East and Ebbsfleet Central West, has now been approved.

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/071
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3.5 The current forecast CDEL outturn, detailed further at Table 1, is £8.7m. This includes an aggregated 4% contingency across the programme. This forecast is a reduction against baseline due to:

- Programme changes to Community Building projects, resulting in a reduced spend requirement for 2023/24;
- A review of the objectives and scope of the Wayfinding and Sustainable Transport projects prior to commencing delivery, to ensure that they will deliver the intended strategic benefits.

3.6 Actual capital expenditure to 30 June 2023 was £286k.

3.7 The overall 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 YTD 30 June 23 (£m)	Forecast Outturn Full Year 2023/24 (£m)
Ebbsfleet Central	0.248	4.18
Thames Way Development Area	0	0.823
Northfleet Riverside	0.27	0.878
Transport and Utilities	0.11	2.07
Civic	0	0.75
Stewardship	0	0
Total	0.286	8.70
2023/24 CDEL allocation (excluding receipts)	-	23.12
To be allocated	-	14.42

Ebbfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/071
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4 2023/24 Programme Expenditure – Revenue

4.1 The available programme revenue budget for 2023/24 is £1.11m.

4.2 Current forecast outturn for 2023/24 is £1.09m which includes a 2% contingency across the programme.

4.3 Actual programme revenue expenditure to 30 June 2023 was £110k.

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 YTD 30 June 23 (£000)	Forecast Outturn Full Year 2023/24 (£000)
Ebbfleet Central	0	24
Thames Way Development Area	0	66
Northfleet Riverside	0	21
Transport and Utilities	11	181
Civic	45	621
Stewardship	54	183
Total	110	1,096
2023/24 Budget	132	1,100
Over/(under) spend	(22)	(14)

Ebbfleet Development Corporation

Board Meeting Part	One
---------------------------	------------

Date of meeting:	26 July 2023	Paper Number:	EDC 023/071
-------------------------	---------------------	----------------------	--------------------

5 Programme Level risks

5.1 The key risks currently to the programme are:

- Uncertainty around securing approvals 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.

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	6 instances of damaged fence and trespass	Ongoing fence repairs and use of CCTV
Blue Lake	0	0	3 instances of damaged fence and trespass – relating to closed footpath / footbridge (which is awaiting repair)	Footbridge repair quotes sourced. Awaiting confirmation from Insurance.

Ebbfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	26 July 2023	Paper Number:	EDC 023/071

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 retendering of the contract for the supply of external PM resources has now been completed.
- 7.4 Recruitment of a Head of Development (Commercial & Community) is under way.
- 7.5 A new role, Head of Property, has been filled by an internal candidate, following an external recruitment campaign.
- 7.6 A Senior Development Manager role in the Projects Team is also vacant.
- 7.7 There remains a vacancy for the Health & Wellbeing Hub Project Manager role, necessary to progress the business case for that project.
- 7.8 The new Environment & Sustainability Manager is now in post.
- 7.9 A part-time/ job-share Cultural Development Manager position is being recruited to.
- 7.10 Two new Planning Apprentices have been recruited and will start in August.
- 7.11 One temporary Planner is in post via an agency.
- 7.12 The new Commercial Manager is now in post.
- 7.13 Recruitment to the vacant Business Support Officer post in the PMO Team is well under way.
- 7.14 Recruitment to the new Asset & Facilities Manager role is at sift stage.
- 7.15 Recruitment to the new Financial Controller role has concluded, with the successful candidate about to take up post.

Ebbfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	26 July 2023	Paper Number:	EDC 023/071

- 7.16 The successful candidate for the vacant Business Support Officer (Corporate Services) is about to take up post.
- 7.17 Recruitment of temporary maternity cover for the Finance Officer (Systems) role has been successful with the position being covered by way of an undergraduate placement opportunity.
- 7.18 With the appointments and interim arrangements as set out above, the headcount as at 30 June 2023 was 45.03 FTE.

8 Budget Delegations

- 8.1 Board will recall that DLUHC's delegated limits for capital spend had been reduced to £0 and all spend was subject to HM Treasury approval. By extension, where EDC Board previously had delegated approval to agree spend up to £10,000,000 CDEL, this was also suspended.
- 8.2 DLUHC have now had confirmation from HM Treasury that they only wish to review approvals above £30,000,000 CDEL for EDC. They are therefore minded to reintroduce the previous delegated limit for EDC's Board. As such:

EDC Board CDEL spend delegation is now £10,000,000.
EDC Board RDEL spend delegation remains at £500,000.

Ebbfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	26 July 2023	Paper Number:	EDC 023/072
-------------------------	---------------------	----------------------	--------------------

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.

Ebbfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	26 July 2023	Paper Number:	EDC 023/072

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:

- Ebbfleet Central
- Thames Way Development Area
- Grove Road
- Northfleet Embankment East

2. Ebbfleet Central

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

2.2 Work on the Phase 1 element of the project has continued to focus on putting in place a full design team for the project. The procurement strategy, including confirmation of the frameworks which will be utilised for the 6no. design team roles has now been finalised.

2.3 Work to establish a comprehensive set of tender documents is close to finalisation and the first tranche of procurements will commence by the end of July 2023. The full design team is due to be on board by November 2023.

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. Following completing the initial workshop on the technical feasibility of the potential future options for delivery, we have now commissioned 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.

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.

Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	26 July 2023	Paper Number:	EDC 023/072

- 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 August.

5. Northfleet Embankment East

- 5.1. EDC own a small employment site at Northfleet Embankment East and are proposing to directly deliver c3,500sqm of commercial floorspace on the site.
- 5.2. Further to the public consultation which was undertaken at the end of 2022 and following confirmation of the budget allocation for the remainder of the funding period and subsequent approval of additional funding for this project, we are now in the process of bringing together a planning application for the site, which is expected to be submitted in early Autumn 2023.

6. Recommendation

- 6.1. That Board note the update provided in the paper.

Ebbfleet Development Corporation

Board Meeting Part	One
---------------------------	------------

Date of meeting:	26 July 2023	Paper Number:	EDC 023/073
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Title of paper	Infrastructure & Enabling Update
Presented by	Paul Abrahams - Director of Infrastructure & Enabling
Sub-committee	Investment Panel

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.

Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	26 July 2023	Paper Number:	EDC 023/073

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 May.

2. Springhead Bridge

- 2.1. Discussions continue with KCC regarding adoption of the bridge and acceptance of the as built drawings and completed works documentation. We are awaiting the signed Construction Compliance Certificate from them in order for the adoption process to proceed.
- 2.2. The Director of Highways has been fully engaged and is reverting to her team for confirmation in order that the Principal Inspection can proceed, we are awaiting a communication of acceptance.

3. Northfleet Waste Water Treatment Works

- 3.1. Southern Water is progressing with the design and feasibility of the new WWTW facility and have worked up an indicative programme and some preliminary cost estimates. Initial indications are that the costs have escalated due to design specification and material inflation. We are working closely with them to understand the associated impacts, and they are drafting several build options which would achieve the capacity and odour contour requirements as laid out in the original case.
- 3.2. Meanwhile we are updating the BCR to reflect the impacts of the pause to the Blue Lake development and are reviewing the regulatory obligations for Southern Water as set out in their pricing review.

4. Electricity Supply Infrastructure

- 4.1. We are working closely with UKPN on the alternative site assessment and ecological survey outputs which includes the combined approach to Natural England over the location of the Ebbsfleet Central Primary Substation following the SSSI designation. Work continues on the installation of the 33kV cable routing and dialogue between HS1 and UKPN for access to the culvert is progressing well.

Ebbfleet Development Corporation

Board Meeting Part	One
---------------------------	------------

Date of meeting:	26 July 2023	Paper Number:	EDC 023/073
-------------------------	---------------------	----------------------	--------------------

- 4.2. We are completing an updated FBC to review the impacts relating to a revised uplift in costs for the completion of the 2 x Primary Substations and associated 33kV cable routing. Work on the commercial output is nearing completion with the economic case and updated BCR currently under evaluation. FBC to be reviewed at July Project Board meeting 01/08/2023.

5. Waste Management

- 5.1. KCC are working on the funding options available for the construction of a new single Waste Transfer Facility to service the proposed developments due to the existing site being close to capacity. We are working closely with them to understand the impacts on budgetary constraints and the current consultation process to review potential closures of Household Waste Recycling Facilities within their remit. Meanwhile the site identified in close proximity to the Pepper Hill facility is under review by KCC for suitability.

6. Digital Strategy

- 6.1. Work continues on the evaluation of Mobile Infrastructure and future strategy for Digital connectivity within the Garden City,
A mobile coverage and capacity study has been costed and is awaiting approval, to baseline the current network capability and to identify future demand and investment planned by network operators for mobile mast site locations.

7. Fastrack

7.1 Bath Street Contraflow

Ongoing construction works to deliver the Fastrack Bath Street bus contra flow scheme. Expected completion date January 2024. Works completed in June include:

Subbase and laying of kerbs

Preparation Works for UKPN electrical connections for lighting.

Redundant fittings, footpath and utilities have been removed.

The laying of tactile pavers and the first layer of surfacing to the footpaths has commenced.

Streetlights have been installed, and reinstatement of the existing carriageway.

Ebbfleet Development Corporation

Board Meeting Part One			
Date of meeting:	26 July 2023	Paper Number:	EDC 023/073



PA met KCC and their contractor on the 22/06/23 for a site visit.

7.2 Bean Tunnel

Due to the forecast cost of the Fastrack Tunnel project exceeding the agreed budget, work is underway to re-assess options. The Fastrack Tunnel FBC is progressing well and is due to be presented to the July Project Board on 01/08/2023.