

Ebbfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	22 March 2023	Paper Number:	EDC 023/028
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Title of paper	Chief Executive's Part One Update
Presented by	Ian Piper, EDC CEO
Sub-committee	NOT APPLICABLE

Purpose of Paper and Executive Summary

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

EDC Business Plan and KPIs

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

Recommendation

FOR INFORMATION

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

Annexes

None

Delegation

Not Applicable.

Financial impact

Not Applicable, unless specifically referenced in the relevant section.

Legal impact

Not Applicable, unless specifically referenced in the relevant section.

Stakeholder impact

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

Sponsor impact

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

Ebbfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	22 March 2023	Paper Number:	EDC 023/028

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 the our regeneration programme activities are covered relevant reports.

2. Budget Allocations for 2023/24 and 2024/25

- 2.1. At the time of writing the Corporation has yet to receive confirmation of its full capital allocation for this and the next two years of the spending review period. In the meantime we continue to deliver the programme of activity, utilising the capital commitments and forecast receipts budgets already confirmed.

3. Business Plan 2023/24

- 3.1. Due to the continued delay in our full budget allocation being confirmed we are not, as had been planned, providing the final draft of the annual Business Plan for sign off by the board this month.

4. Board Paper Structure

- 4.1. Some changes have been made to the structure of papers this month to reflect the organisation changes that have been made in recent months.
- 4.2. A Finance, Operations and Programme Report will now include a report on the overall spend and performance of our Programme of activities. This was previously covered within the Investment Report.
- 4.3. A new Instructure & Enabling Report will cover the matters that are the responsibility of the directorate with the same name, much of which was previously contained in the Investment Report.

SOCIAL MEDIA

MARCH 2023 BOARD MEETING



Ebbsfleet
DEVELOPMENT CORPORATION

FACEBOOK

Summary:

Strong growth in performance across Facebook throughout February due to community engagement in public consultations with Bellway. EDC ensured timely responses to commentary to reassure residents and correct misrepresentations about common concerns within local community groups.

This report covers the period 1st February - 28th February

New likes and follows

Facebook Page new likes ⓘ



Facebook Page reach ⓘ

12,778 ↑ 300.9%



Page and profile visits

Facebook Page visits ⓘ



Facebook Page followers ⓘ

2.4K

Higher than others

Typically: 826

New Facebook Page followers ⓘ

17

Similar to others

Typically: 11

Content interactions ⓘ

235

Similar to others

Typically: 88



February 23, 2023 12:00pm

fb Ebbsfleet Garden City

The consultation for Phase 3 of the Harbour Village development is now taking place. An Outline Planning and Masterplan permission has been granted, with Bellway now working on the detail for the riverside area which will include around 278 new homes 30% will be affordable homes, a 200m² community centre, a promenade...

Post Clicks	Reactions	Impressions	Reach	Eng. Rate	Spend
1,332	5	8,628	8,327	15.65%	—



February 28, 2023 11:32am

fb Ebbsfleet Garden City

The consultation for Phase 3 of the Harbour Village development is now taking place. An Outline Planning and Masterplan permission has been granted, with @bellwayhomes now working on the detail for the riverside area which will include around 278 new homes 30% affordable, a 200m² community centre, a promenade...

Post Clicks	Reactions	Impressions	Reach	Eng. Rate	Spend
654	11	6,558	6,240	10.46%	—



February 2, 2023 08:00am

fb Ebbsfleet Garden City

Did you know that we have a page on our website dedicated to opportunities in and around #Ebbsfleet If you are looking for inspiration on how to gain experience within the built environment, or if you're ready to take your next career step, we have a wealth of information online to keep you updated with relevant news and information...

Post Clicks	Reactions	Impressions	Reach	Eng. Rate	Spend
28	5	534	502	6.37%	—

INSTAGRAM

Summary:

Strong growth in performance across Instagram, further work to explore opportunities for follower growth and engagement via comments section to improve content interaction. February saw a strong mix of media (sharing stories and collaborations) which has resulted in positive metrics.

This report covers the period 1st February - 28th February

Instagram profile visits ⓘ

231 ↑ 40.9%



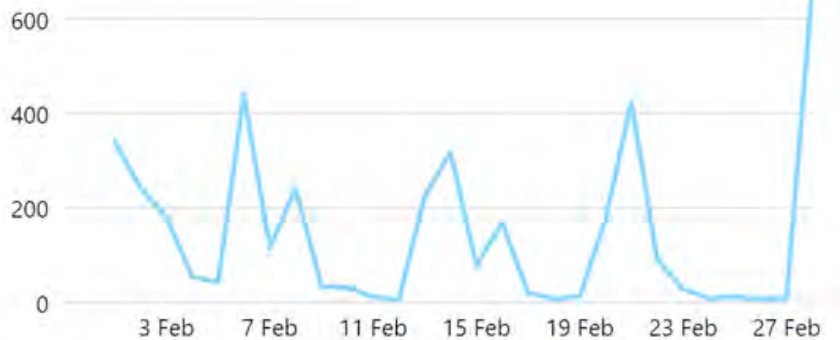
New Instagram followers ⓘ

33 ↓ 8.3%



Instagram reach ⓘ

1,054 ↑ 25.9%



Instagram followers ⓘ

1.4K

Similar to others

Typically: 1.3K

New Instagram followers ⓘ

31

Similar to others

Typically: 33

Content interactions ⓘ

115

Lower than others

Typically: 324



February 28, 2023 11:32am

The consultation for Phase 3 of the Harbour Village development is now taking place. An Outline Planning and Masterplan permission has been granted, with @bellwayhomes now working on the detail for the riverside area which will include around 278 new homes 30% affordable, a 200m² community centre, a promenade along the river.

Likes	Comments	Impressions	Reach	Eng. Rate
24	0	842	807	2.97%



February 14, 2023 12:00pm

The Creative Exchange have been a little quiet lately, but behind the scenes... 🌟 The group have been working on their FINALE event, an immersive treasure hunt across Ebbsfleet & surrounding neighbourhoods. 🌟 📅 WHEN: 25th March 2023 time slots throughout the day - SAVE THE DATE! 🆓 FREE TO ATTEND Get ready to explore!

Likes	Comments	Impressions	Reach	Eng. Rate
28	1	609	555	7.22%



February 6, 2023 08:00am

💡 Looking for something to do in the new year? 💡 Working at home and would like to get out at lunchtime? 💡 Don't know many people and would like to meet up? 💡 Like to walk but don't fancy going alone? A new 'Walk and Talk' group has started in #Ebbsfleet! When: Every Tuesday starting 10th February at 12:30pm. Where: (See post for details)

Likes	Comments	Impressions	Reach	Eng. Rate
23	0	581	465	4.30%

TWITTER

Summary:

Twitter retains positioning as a supplement to LinkedIn and quick-access to short form information for our professional and industry stakeholders. Effort has been made to balance the quantity of posts with quality of

commentary so as not to dilute positioning and information provided to audience. Focused effort has been made to amplify commercial partner stories and share across network. The top metric bar measures 28 day period at time of writing, and provides separate metrics from Facebook and Instagram.



28 day performance metric - measured at time of writing

Top Tweet earned 899 impressions

Henley & @ChartwayGroup will deliver 162 new homes in Ebbsfleet, offering a mix of properties on offer in #AlkerdenVillage. Outline planning permission has been granted with detailed plans for the scheme to follow, which is expected to have a target completion in 2027.
pic.twitter.com/DccbrPlxIO



Top media Tweet earned 703 impressions

Now hiring: Director of Infrastructure & Enabling Works!

This is a once in a lifetime opportunity to make your mark on Ebbsfleet and lead the infrastructure that enables us to deliver our target of up to 15,000 new homes.

View the role & apply: join-ebbsfleetdc.co.uk
pic.twitter.com/aQUvVrDo2u



There is still time to have your say about Redrow's next development phase in #Alkerden, which is open for comment until 24/02. The development will encompass circa 90 new homes, situated in Eastern Quarry, and will overlook the lake to the south: redrow-alkerden.co.uk/about/



Tweets
10

Tweet impressions
4,667

Profile visits
1,148

Mentions
27

February metrics

PRESS

MARCH 2023 BOARD MEETING



Ebbsfleet
DEVELOPMENT CORPORATION

Summary:

This document covers the period of 1st February 2023 - 28th February 2023. Below is a highlight summary of outlets reporting on 'Ebbsfleet Garden City', 'Ebbsfleet' and 'Ebbsfleet Development Corporation'.

Gravesend Messenger: *Thousands enjoy free light festivals*

- 5k audience reach

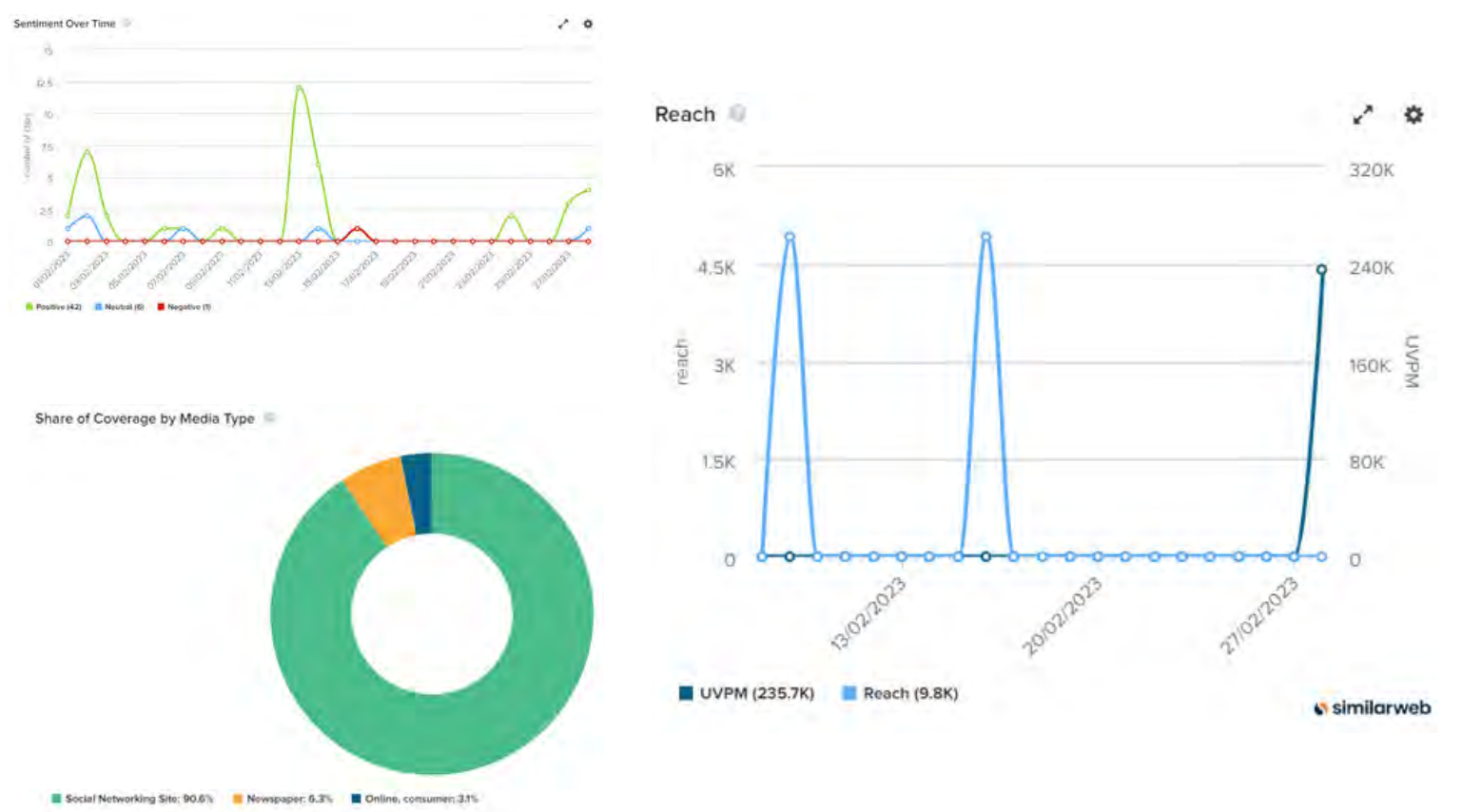
Gravesend Messenger: *Plans submitted for 20,000 patient Greenhithe hub 'super surgery' in Steele Avenue*

- 236k UVPM

Showhouse: *Henley and Chartway partner to deliver 162 new homes at Ebbsfleet Garden City*

Kent Online: *First homes in Bellway Kent's Alkerden Heights development at Ebbsfleet Garden City go on market*

Property Week: *Henley and Chartway to develop 162 Kent homes*



Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	22 March 2023	Paper Number:	EDC 023/029
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Title of paper	Communications
Presented by	Caroline Doidge, Interim Marketing and Communications Manager
Sub-committee	NOT APPLICABLE

Purpose of Paper and Executive Summary

To update the Board on latest communications work and upcoming projects.

EDC Business Plan and KPIs

The EDC's communications activity supports delivery of the Business Plan / KPIs.

Recommendation:

FOR INFORMATION

The Board is asked to **NOTE** the updates.

Annexes

Annex A: Press Report

Annex B: Digital Media Report

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:	22 March 2023	Paper Number:	EDC 023/029

1. Summary

- 1.1. The team are now working closely with Built Environment Communications Group (BECG) to redesign the new site. The project is projected to take four months, inclusive of final performance testing and feedback.
- 1.2. The first Phase, 'Audience and Data Research' will collect data directly from the site to monitor use, with the team simultaneously conducting stakeholder workshops to better understand appetite and use of the current site.
- 1.3. This will ensure the website redesign is data & performance led.
- 1.4. Preparatory work for Marketing & Communications for the summer is now underway, working alongside the Placemaking team to ensure resource is allocated to capture the events and life in Ebbsfleet over the summer.
- 1.5. Work is underway to capture 2023 drone and still images of Ebbsfleet to maintain up to date bank of images.

2. Media

- 2.1. A 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. The team uses Cision Communications Cloud to both distribute and monitor press exposure, which monitors direct references to 'Ebbsfleet' (omitting Ebbsfleet FC), 'Ebbsfleet Garden City' and 'Ebbsfleet Development Corporation'.
- 2.4. Press prepared and released since February 2023 Board:
 - New grid site energized to power Ebbsfleet's future: <https://ebbsfleetdc.org.uk/new-grid-site-energised-to-power-ebbsfleet-garden-citys-future/>
 - A new deal to deliver 162 new homes in Ebbsfleet: <https://ebbsfleetdc.org.uk/new-deal-to-deliver-162-homes/>
 - Application for Alkerden Market Centre approved: <https://ebbsfleetdc.org.uk/application-for-alkerden-market-centre-approved>

Ebbfleet Development Corporation

Board Meeting Part		One
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Date of meeting:	22 March 2023	Paper Number:	EDC 023/029
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3. Website

- 3.1. Phase 1, Audience and Data Research is underway with Built Environment Communications Group (BECG) who will deliver the new EDC website.
- 3.2. A staff workshop is due to take place between the team and BECG on 23rd March, which will provide valuable feedback for next steps of the website redesign.
- 3.3. The Community Board have also been engaged with to monitor feedback, along with social media scheduling to further understand audience appetite for redesign.
- 3.4. The current EDC website has now implemented heatmapping and analytics to monitor where visitors to the site access information, ensuring the re-design reflects audience need and uses and is data driven.
- 3.5. Ongoing updates are made to the recruitment page of the website: <https://ebbsfleetdc.org.uk/work-for-us/> to ensure we monitor and maximise our potential audience reach and engage with the best candidates possible.
- 3.6. Website Metrics (last 30 days):
 - 5,123 sessions (flat)
 - 10,094 page views (-2%)
 - 3,536 tracked users (-4%)
- 3.7. Website Metrics – top visited pages:
 - Ebbfleet Development Corporation – The latest news: 1,995 visits
 - The Vision: 659 visits
 - Work For Us: 518 visits

4. Social Media

- 4.1. A full social media report can be found in **Annex B: Digital Media Report**.
- 4.2. The Digital Media Report showcases metrics for the previous calendar month to ensure consistency with reporting.
- 4.3. The EDC team continue to contribute to a shared calendar to ensure collaboration across social media and key topics are highlighted across relevant platforms.

Ebbsfleet Development Corporation

Board Meeting Part	One
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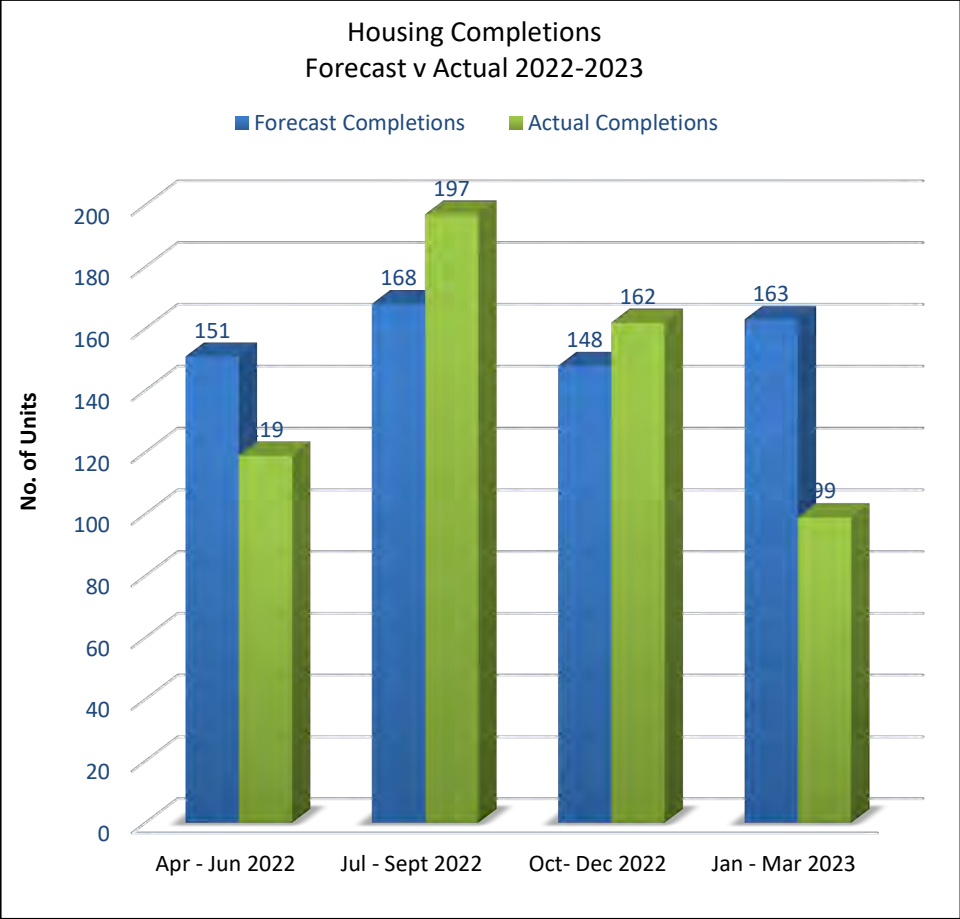
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- 4.4. Paid advertising is continuing to be utilised, with particular attention paid to promoting LinkedIn job opportunities within EDC to maximise candidate reach.
- 4.5. Paid and targeted advertising is also being utilised across Facebook to capture data on website use and community focused feedback.
- 4.6. The team utilise several resources to measure strength of posts, both directly on the platforms, and in content creation software.
- 4.7. A new subscription service has been set up to bring Twitter and LinkedIn under the same reporting tool as Facebook and Instagram, to ensure that reports can be presented in a clearer format.

5. Recommendations

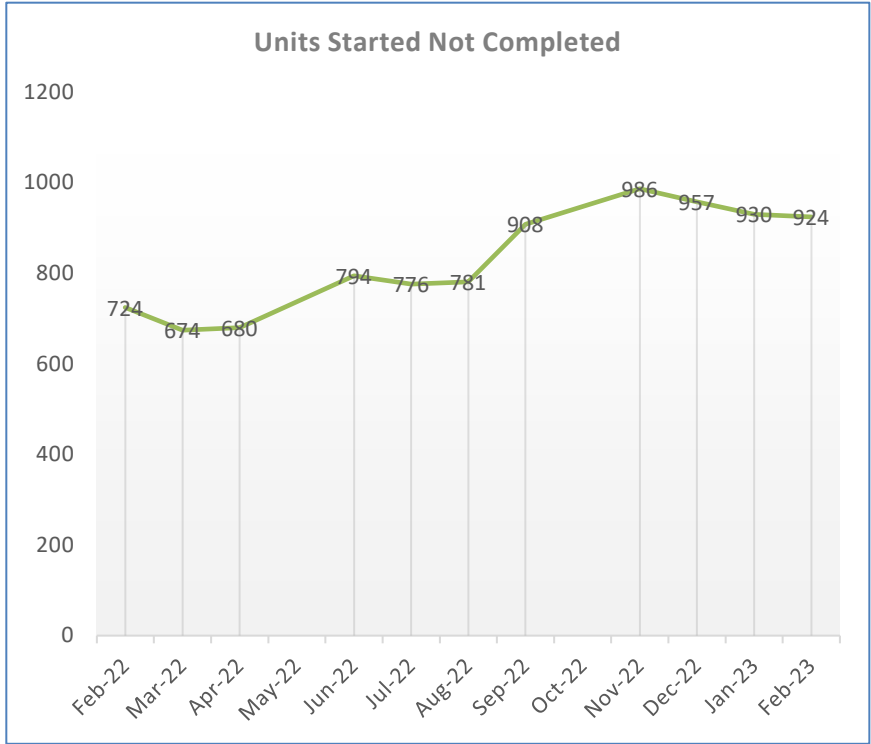
- 5.1. The Board are asked to note the work undertaken in the paper.

ANNEX B
EBBSFLEET HOUSING DELIVERY
DASHBOARD – 22 MARCH 2023



Consented and Completed Affordable Homes Per Site				
Location	Total No. of Consented Affordable Homes Per Site	Total % of Affordable Homes Per Site	Current No. of Completed Affordable Homes Per Site	Current % of Affordable Delivered Per Site
Ebbsfleet Green (Weldon)	241	38%	153	63.5%
Castle Hill - Whitecliffe	425	26%	415	98%
Alkerden	330	28%	0	0%
Ashmere	130	25%	12	9%
Springhead Park	288	27%	288	100%
Ebbsfleet Cross (Craylands Lane)	30	30%	30	100%
Ebbsfleet Cross (Croxtan)	70	33%	6	9%
Cable Wharf	224	32%	159	71%
Totals	1738		1063	

Ebbsfleet Housing Numbers
Detailed Planning Consent
5,603
Housing Completions
3,455
Affordable Homes
1046
EDC 2022/23 Business Plan Target
Completions – 630



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
Reliance on developers to submit complete applications and revised plans	Amber
Delays in application consultation responses	Amber
Build Costs Rising	Amber
Supply of Labour on Site	Amber
Supply Chains for Materials	Amber

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	577

Completed Homes Per Site	
Location	No. of Homes
Ebbsfleet Green (Weldon)	741
Castle Hill	1409
Springhead Park	789
Craylands Lane	100
Croxtan	9
Cable Wharf	262
Ashmere (Western Cross)	105
Alkerden Village	40

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

Planning Highlight Report – March 2023

Annex A

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	Cherry Orchard Primary School Castle Hill Community Centre	1 Local Park 1 Village Green 4 Neighbourhood Greens Linear Park and Lake Edge POS

Key Highlights

- Alkerden Market Centre Phase 1 – Reserved matters application (83 flats, supermarket, gym, café and neighbourhood green) approved at committee this month.
 - Alkerden South – Reserved matters application for 91 residential units received and undergoing validation.
 - Alkerden 5B – Proposal for residential development comprising c.162 units considered by the Design Review Forum end of February. Submission anticipated Q2 2023.
-

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 – s.106 Deed of Variation agreed and out for execution by parties to allow decision notices to be issued, expected this month.
 - Residential – Ongoing discussions with Redrow regarding outstanding planning conditions, with particular focus on Phases 2C, 3 and 4. Officers reviewing Phase 2C parking management plan.
-

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 – National Highways holding objection removed. Natural England re-consultation response received. LPA and applicant attended various meetings with consultees to discuss their comments on the planning application including KCC Highways, KCC PROW, GBC and NHS. Applicant reviewing LPA comments on application and Environmental Statement. Awaiting response from Southern Water.
 - Car Park C – Temporary 2 year planning permission granted for use of part of the car park as a Tesla car collection facility.
 - Car Park D – Site restoration work remains in progress.
-

Thames Way Development Area

Developers currently on site:

- None

Detailed Consents

Residential	Commercial	Community	Other
-	-	-	-

Key Highlights

- Rectory Cottage (Springhead Bungalow) – Re-development of the site with the erection of a six-storey, mixed use building comprising 4no. offices and 10no. apartments and associated works. Amended plans and site surveys required to address consultee feedback. Liaison with developer to agree a project plan ongoing.

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 – Linear Park work remains underway, expected completion Spring 2023. Revised Landscape Management Plan agreed pending approval following receipt of final landscaping phasing plan. Work on allotments and community gardens has started, high reported interest from local residents.
 - Residential – Apartment block on location of former marketing suite due to be completed next month. LLFA have requested additional information to verify Phase 3 surface water drainage system.
 - Wingfield Bank Bridge – Application for approval of restoration works to provide permanent pedestrian connection between the site and land by Sainsbury's expected next 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	-	Bulk Aggregates Import Terminal Bulk Powders Import Terminal Various temporary industrial uses

Key Highlights

- Cable Wharf – Revised flood defence proposals approved. Holding EA objection to flood wall management plan that requires approval prior to occupation of riverfront apartments that are due to complete next month. Updated soft landscaping proposals being reviewed by EA following changes to omit trees to address their previous objection regarding proximity to

flood defence structure. Developer seeking to defer trigger for completion of the residential component of the WT Henley Building conversion works.

- Cable Wharf Primary School – Applicant has been in contact to request update meeting with officers to discuss alternative design options, confirmed for end of March.
- Northfleet Embankment East Southern Employment Parcel – No further pre-application discussions this month.
- Northfleet Embankment West (Residential Land) – Reserved Matters for Phase 2 (residential) under consideration and progress to committee dependent on agreement of the Phasing and Implementation Plan for delivery of site wide infrastructure (Condition 7). Discussions are ongoing with the applicant to agree triggers for delivery including public open spaces and the Fastrack route. Phase 2B (Bevans Park) currently out for re-consultation. Fastrack masterplan, Reserved Matters and standalone application for Granby Road are currently under consideration following high-level meetings with KCC Highways on delivery constraints. Phase 3 pre-app started with DRP in February and first public consultation event held early March. Reserved Matters application expected to be submitted Q2 2023. Minor applications approved including three individual dwellings as an extension of Phase 1B and the sales suite. S106 Deed of Variation (DoV) completed for amendment of affordable housing terms with further DoV under consideration to amend the trigger for delivery of the playing pitch
- Northfleet West (Employment Land) – Amendments to the outline permission to improve marketability of the employment site have been approved including greater flexibility of uses for employment parcels. Planning application for primary electricity substation approved this month.

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 – Application to redistribute affordable housing into early phases of development approved. Breach of Condition Notice served on Bellway due to non-compliance with approved construction management plan – response outstanding at time of this report. Ongoing discussions regarding outstanding planning conditions including landscaping, boundary treatments and lighting.
- Craylands Lane – Officers liaising with Bellway regarding outstanding planning compliance issues.

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	22 March 2023	Paper Number:	EDC 023/030
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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 INFORMATION

Board is asked to **NOTE** the update

Annexes

Annex A – Planning Highlight Report

Annex B – Ebbsfleet Housing Delivery Dashboard

Delegation

Not Applicable

Financial impact

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

Legal impact

None

Stakeholder impact

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

Sponsor impact

None

Ebbsfleet Development Corporation

Board Meeting Part One			
Date of meeting:	22 March 2023	Paper Number:	EDC 023/030

1. Introduction

- 1.1. This paper provides an update as of March 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 Committee met in early March to consider a reserved matters application by Henley Investments for the first phase of development in Alkerden Market Centre. The application consisted of 83 affordable homes, a supermarket, neighbourhood green, café, gym and nursery. Officers worked closely with the applicants and a range of consultees in order to achieve a high quality development for what will be the heart of Whitecliffe. The application was recommended for approval. The Committee had a good debate which primarily focussed on whether the density of the development (which is higher than seen elsewhere in Eastern Quarry) had been designed in an appropriate and attractive way. The majority of the Committee liked the design and there was support for the provision of more non-residential uses. The application was approved.
- 2.2 The Planning Committee are meeting twice more in March. At the first meeting the Committee will have two pre-application presentations. The first from Westerhill Homes on their proposals for Alkerden 5B and the second from Bellway on their final phase of residential development at Harbour Village. Both applications are expected in the coming months and will be reported to Committee in due course. The second meeting of the Committee in March is for a training/briefing day which will include a visit to Northfleet Embankment East.
- 2.3 Other live applications which we anticipate will be reported to Planning Committee in due course include: -
- Alkerden Market Centre Phase 2/3
 - Harbour Village Phase 2
 - Cable Wharf Primary School
 - Ebbsfleet Central East
 - Rectory Cottage
 - Alkerden South Phase 2

3. Development Sites Update

- 3.1 The planning highlight report is attached to this paper in annex A. This report outlines the developers currently active on each site, the planning consents issued to date and highlights of the key work taking place.

Ebbsfleet Development Corporation

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- 3.2 Last month we reported that two larger reserved matters were expected before the end of March. The first of these, from Redrow, has now been received. Alkerden South phase 2 will be Redrow's second phase and consist of 91 homes. The final larger major submission expected this year is from Countryside for Ashmere phase 3 and this is expected at the end of March. Bellway have also undertaken a public consultation event for their final phase of development at Harbour Village.
- 3.3 Annex A makes reference to a breach of condition notice (BCN) served on Bellway in relation to their development at Croxton & Garry. This BCN was due to breaches in the construction management plan and in particular parking along Tiltman Avenue which is causing difficulties for pedestrian and buses. We have received various complaints from residents and councillors. A verbal update will be provided at the board meeting.

4. Other Matters

- 4.1 We are still awaiting a response from the Planning Inspectorate in relation to the costs claim for the London Resort DCO.

5. Housing and Delivery

- 5.1 The Ebbsfleet Housing Delivery Dashboard is attached in annex B.
- 5.2 This month we are reporting 66 starts and 72 completions. This brings the overall total for the year so far to 817 starts and 577 completions. We are expecting further completions before the end of March.
- 5.3 The overall Ebbsfleet total is 3,455 homes completed with a further 2,148 with detailed planning permission. Of the homes with detailed planning permission 924 are under construction. There is a strong pipeline of permissions in place.
- 5.4 We have previously reported that Craylands Lane is now complete. We expect Springhead Park to complete the residential properties this month with open space and allotments to follow soon after. Redrow have also now started all of their homes in Ebbsfleet Green.

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	22 March 2023	Paper Number:	EDC 023/031
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Title of paper	Ebbsfleet Living March 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 the February / March 2023 period.

EDC Business Plan and KPIs

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

Recommendation

FOR INFORMATION

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

Annexes

Not Applicable.

Delegation

Not Applicable.

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:	22 March 2023	Paper Number:	EDC 023/031

1. Introduction

- 1.1. This paper sets out community building activity across the Ebbsfleet area including our neighbouring communities during the January / February 2023 period.
- 1.2. This paper distinguishes as far as is possible 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 Over the past 5 years EDC have been producing an annual film which captures key events and activities in Ebbsfleet over the previous year. Our ambition is to create an archive of how Ebbsfleet has grown as a resource for future generations, capturing the voices of our pioneer residents and milestones through delivery. Each film has had a particular focus, and over the past year we focused on many of our 'greening the garden city' initiatives, together with our approach to fostering inclusive growth and a strong community. We hope to be able to share the video with Board members at the March Board meeting and share online soon after.
- 2.2 On the 10th March EDC welcomed 60 Masters students from The Dyson School, Imperial College, London to embark on an intensive 4 week project to help EDC, our partners and our residents to consider some of the challenges and opportunities we have come across in developing Ebbsfleet as a vibrant, sustainable, and inclusive community. The Imperial IMPACT programme will see the behavioural impact and insight students embedded in Ebbsfleet over the 4 week period, living here, and meeting residents, businesses and community stakeholders to help shape their projects. EDC are championing some of the challenges and will support the students over the period to meet local residents and community groups to ensure their projects are based on real issues. We will keep EDC Board updated on progress from this exciting initiative.

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- 2.3 EDC officers are working with officers from the Ebbsfleet Garden City Trust (EGCT) to ensure the smooth transition of the implementation and management of both the Community Investment Fund (CIF) and Creative Ideas Fund (CriF) from EDC to the Trust from 1st April 2023. Both organisation held a 'lessons learnt' session on 23rd February 2023. The Ebbsfleet Community Board also discussed the transition of the funds to EGCT, and highlighted the importance of continued support to deliver events and activities in Ebbsfleet in the future through local groups. The CiF has been an incredibly useful tools CriF for EDC to engage with residents and support local initiative which have wide benefit. Since 2018, we have given just under £100,000 to local organizations and residents, funding a range of activities such as Dance Classes, Workshops for children with autism, performance groups, a reading club, Easter activities, fitness classes and a writing for wellbeing group. All these activities have come from local people living in the Ebbsfleet area wanting to start up creative activities to benefit their neighbours. We look forward t seeing how the funds evolve through EGCT.
- 2.4 The Ebbsfleet Salvation Army have been established with a new base in Castle Hill under the leadership of Major Sheila Eade. The Salvation Army are already becoming active in their focus areas which include; youth, families, homelessness, older people, employment, music and the creative arts, amongst other areas.
- 2.5 Cement Fields, our partners for *This Must Be the Place* programme have been successful in their application to the National Lottery Heritage Fund for an 18-month project called *Ebbsfleet's Citizen Archive*. The £90,000 programme will launch this May and include:
- An online Citizen Archive featuring oral history recordings, photographs, documents and ephemera, alongside interpretative materials such as a series of new Podcasts, drawing on the oral history recordings and a new GPS google map trail, which will highlight locations that are key to industrial heritage and working lives. Gravesend library, and others, will ensure the archive is made available long-term to local people.
 - A group of local people – Citizen Archivists, along with a team of volunteers, will work closely with local historians and artists on community events and projects designed to gather local stories, enabling them to learn alongside professionals, and put their new skills into practice.
 - Citizen Archivists will learn and share knowledge, in-person and online, and will eventually be supported to self-manage into the future, as part of the legacy of this project. The group will be custodians of the Citizen Archive and pass on heritage skills to maintain important local histories.

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3. Community activities delivered directly during February / March 2023

- 3.1. The Salvation Army have hit the ground running in Ebbsfleet with their 'Walk and Talk, Tuesdays' which leave from the Blue Bean café each week at 12.30 lunchtime. The walks are a partnership with One You Kent, and Dartford BC.
- 3.2. Having heard the voices of young people, who feel they have nowhere safe to meet or hangout in Ebbsfleet, The Salvation Army, together with other local churches and groups, were able to borrow a bus already kitted out as a mobile youth club for a taster weekend. Between the 24th and 26th February the youth bus popped up in Springhead, Castle Hill and Swanscombe for 2 hours over each of the 3 days. The youth bus offered a selections of games and activities to help establish what younger residents what like to see available in their neighbourhoods. Over the weekend many young residents and their families engaged with the youth bus, sharing their ideas for future use. Feedback, was positive, with many stating 'yes this is something that is definitely needed' in the Ebbsfleet area.
- 3.3. The Salvation Army with partners; Ebbsfleet Baptist Church, St Peter and St Paul Church, Swanscombe, Eastgate in Springhead, The Blue Bean Coffee Company, Clarion Futures, Blueprint Arts, Cement Fields and EDC will explore what viable and sustainable options are available to secure the youth bus on a permanent basis. The partners envisage this as a community provision for the wider area of Ebbsfleet will be seeking support from groups and individuals, particularly regarding mechanical maintenance, secure storage, drivers and volunteers.



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3.4. The Castle Hill 'Friday Coffee Morning' is growing from strength to strength with at least one new family joining up each week over the last few months. The group regularly meets at Castle Hill Community Centre and is made up of over 50 attendees, including parents, children and babies. With support from Henley Camland, attendance at coffee morning is still free (though people are welcome to donate towards the refreshments if they'd like to).



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4. Community activities delivered in partnership with EDC

Celebrating Creative Estuary, and the Cultural Development Fund in Ebbsfleet

- 4.1 31st March 2023 will mark the end of the Creative Estuary Programme funded through the DCMS Cultural Development Fund (CDF). The CDF fund has generated over £500k of investment in Ebbsfleet, through a variety of projects. Ebbsfleet has been a key partner in this programme which included 7 individual 'spark' projects in a variety of locations in North Kent and South Essex. Ebbsfleet partnered with Purfleet, on the 'Cultural Co-Location spark'. Our project investigated how culture can be co-located into a range of planned spaces and infrastructure through community-led programming, and co-design.
- 4.2 The Ebbsfleet Programme has been seen as one of the success stories of the overall Creative Estuary Programme, and we were invited to represent all of the CDF programmes in the Creative Estuary at a national learning event 'Reimagining Place' held in Worcester on 9th March. The CDF programme has enabled EDC to embed culture into our placemaking agenda, establishing co-location principles and identifying places and spaces to co-locate cultural facilities in the future. The CDF programme has raised the profile of Ebbsfleet as a place which welcomes the creative industries and puts communities at the heart of creative projects and activities, which in turn we hope creates opportunities to foster community cohesion and sense of belonging and identity.
- 4.3 Over the 3 years EDC have delivered 4 significant projects testing co-production and co-design of community and cultural infrastructure including developing proposals for Alkerden Hub in partnership with Henley Camland. EDC have also produced a Cultural Infrastructure Prospectus, a Meanwhile Opportunities Plan and feasibility study for the Northfleet Station site, a Creative Wellbeing Festival and The Creative Exchange - a year-long community-led cultural programme, community training and Culture Forum. In total the Ebbsfleet CDF programme has reached an audience of 58,000 both in-person and on-line over 3 years.
- 4.4 The success of this programme will be evaluated in the long-term impact it achieves and how we sustain outputs and outcomes in the future. In May we are hosting a Cultural Placemaking Showcase with attendance from Sir Nicholas Serota, Chair of Arts Council England, who will join us to celebrate our work on culture over the last 5 years with creative organisations, residents and individuals who have helped deliver it and those who might like to locate here in the future, through the launch of our Culture Prospectus.

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Highlights of CDF in Ebbsfleet, the Fiesta Latina and proposals for cultural facilities as part of the proposed Alkerden Hub.



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- 4.5 In order to sustain and build on the legacy of CDF, EDC and Blueprint Arts are applying to Arts Council and other funders to deliver another 2 years of The Creative Exchange, training and Culture Forum over the next 3 months.
- 4.6 Creative Estuary have together with EDC, GBC and other priority 1 locations across North Kent have successfully secured a £1.15 million Place Partnership Project Grant (PPPG) from Arts Council England over the next 3 years. The next phase will focus more closely on the Levelling Up for Culture priority places and although reduced in scale, will see ongoing investment and commitment to culture as a driver for growth and change in the Estuary. We look forward to continuing our work with Creative Estuary in our area.
- 4.7 EDC will continue to develop the co-location principles established through the Alkerden Hub project in other proposals such as the Health and Wellbeing Hub, whilst our Meanwhile Opportunities Plan will act as a framework to consider opportunities to bring more life and vitality to Ebbsfleet more quickly over the coming years. The Creative Health Festival will also continue with another event planned in partnership with Cohesion Plus due to be delivered in Platinum Jubilee Park over the summer.



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4.8 EDC have launched 2 employability programmes to be delivered in March

Working in partnership with CITB and CPJ we will be training and upskilling local residents to become site-ready in construction. The 5-day programme will enable up to 15 residents to gain their health & safety, CSCS cards and petrol driven cut off saw tickets, plus other skills to assist them gain employment.



SKILLS FOR CIVIL ENGINEERING

FREE training course

Starting in March
5 days to launch your career in Groundworks.

FREE course from CITB, CPJ Education & Ebbsfleet Development Corporation, will get you site-ready:

- CSCS & L1 Health & Safety tests
- Petrol driven cut off saw
- EUSR Avoiding danger from underground services
- Intro to setting out (use of drones)
- Japanese knotweed awareness

PPE & Travel included

D&A test mandatory

Priority given to Residents of Dartford & Gravesham Boroughs for those not in work, or in low-skilled or low-paid jobs, with a genuine interest in working in construction

paul.burns@cpjeducation.com
07568 733683

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EDC will also work with Gravesend based O'Halloran & O'Brien who will deliver two 5-day programme on our behalf to those not in education, employment or training (NEETs) with a focus on young people and their employability skills, CVs, and soft skills, as well as gaining CSCS cards, health & safety and vehicle marshalling tickets.



**GET JOB
READY IN
CONSTRUCTION**

Join our **FREE**, 1-week
pre-employability programmes
and get a head start.

**DON'T
MISS
OUT**

We are working to upskill local residents and potentially employ them within Groundworks, Steelfixers and Formworkers.

If you're not in employment, education and training this could be perfect for you!

Mon 6th March – Fri 10th March
OR Mon 20th March – Fri 24th March

Register your interest at:
trainingacademy@ohob.co.uk

Or call us on: 07840 839226

Funded by:
**EBBSFLEET
GARDEN CITY**

Provided by:
**TRAINING
ACADEMY**


4.9 Both of these programme are being widely promoted via our networks, the Job Centre and online, to maximise local participation.

4.10 EDC have appointed a provider to recruit and coach mentors to assist the apprentices on the Ebbsfleet Apprenticeship Scheme. The mentors are being recruited and then trained, matched with the apprentices and they will have a 6-month activity programme of engagement that will support the apprentices in their careers. The programme is being delivered by Aim A Little Higher.

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- 4.11 The apprentices will also be taking part in a networking and learning day at Bluewater on 30th March. The day will consist of the 'Spirit of Bluewater' training and tour, with a focus on determining who the occupiers are and where there are potential gaps and opportunities for occupiers for Ebbsfleet Central. The Ebbsfleet Central team will support the research also



Commitments:

- ✓ Only 1 day, plus 1 hour per month of your time!
- (1 Interactive 3 Hour Mentoring Masterclass and 5 Digital Interactions)

Note: These are COMPULSORY commitments to qualify to be a mentor

WANTED

7 MENTORS

We are looking for 7 talented, dedicated and responsible individuals to become mentors for our apprentices. People with a variety of skills & backgrounds are welcomed and we encourage people with good communication skills to sign up in particular!

Contact:
Eliza@aimalittlehigher.com

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4.12 EDC's Match my Project portal has started to prove its usefulness to local community groups with considerable success. The platform helps to generate social value locally by match-making between corporate organisations with a commitment to the community and the communities they work with. By the end of February 2023 there were 7 projects seeking support via the platform and during the coming months the platform will be promoted locally to more community groups and particularly to our developers and their supply chain. The Salvation Army youth bus taster weekend used Match My Project, and subject to demand will seek to use the platform to raise funding to purchase and programme the bus in the future.



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5 Forward Look

5.1 The Creative Exchange, Finale Event

5.2 The Culture Forum made up of 25 Ebbsfleet residents and supported by Blueprint Arts have been busy planning their next event, which will mark the end of the current Creative Exchange Programme, which has been funded by Creative Estuary through the Cultural Development Fund. To mark the occasion they are planning an immersive treasure hunt that will explore folk stories from four different cultures, representing the diversity of the people living in our area. The treasure hunt will take place across Ebbsfleet and the surrounding neighbourhood to encourage residents to explore different areas in their community. The event will take place on the 25th March. The Culture Forum will continue beyond the current programme and is another positive legacy from the CDF Programme in Ebbsfleet.



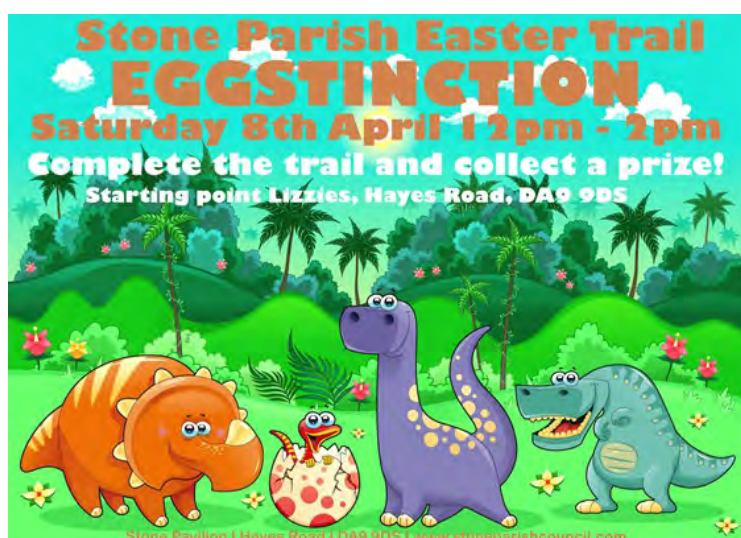
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Easter promises to be an exciting time for community activities in and around Ebbsfleet

5.3 This Easter we are planning to repeat the Easter Trail on Good Friday morning – this was very popular last year, so they intend to build on this. The unopened Fastrack route through Castle Hill will be the venue as it is ideally close to the Castle Hill Community Centre and is currently fully pedestrianised. The Group will also be organising some extra family fun activities for our Easter Sunday Active Morning – currently considering egg rolling in the Jubilee park, and edible crafts in the community centre – but plans are still to be finalised.

Other Easter events and activities locally will include:



Coronation Event Planning

5.4 EDC's Culture Training Programme which aimed to give local people the skills to produce and deliver their own events has also proved successful for local resident Agnieszka Kubiak who has now submitted an application for funding to run a Coronation event In Springhead Park with the support of Gorgia Smith an experienced Arts producer. Agnieszka plans to practically apply the skills she has learnt to create an event which includes face painting, crown making and a performance. Residents will be encouraged to bring a picnic and blankets. The picnic is an opportunity for residents from the wider area to come together and share the joy of the day.

Budget Heading	Full Year Budget 2022/23 £	YTD Budget Month 11 - February 23 £	YTD Actual £	YTD Variance £	Full Year Forecast Outturn £	Full Year Forecast Variance £	Comments
Board Fees							
Chairman	28,000	25,700	25,700	-	28,000	-	
Other Board Members	90,000	82,500	60,660	(21,840)	67,160	(22,840)	
Independent Members (Planning Committee)	14,000	12,800	7,000	(5,800)	9,000	(5,000)	
Employer's Oncosts - Board Members	13,000	11,900	5,270	(6,630)	5,770	(7,230)	
	145,000	132,900	98,630	(34,270)	109,930	(35,070)	
Employee Salary Costs							
CEO Team	394,100	367,700	249,430	(118,270)	270,130	(123,970)	
Projects & Development Team	743,790	681,800	528,460	(153,340)	573,860	(169,930)	
Planning & Place Team	1,006,490	916,200	750,360	(165,840)	837,860	(168,630)	
Corporate Services Team	564,150	517,100	338,200	(178,900)	370,200	(193,950)	
Employer's NICs	373,800	342,700	230,100	(112,600)	255,200	(118,600)	
Employer's Pension Contributions	517,300	474,200	360,600	(113,600)	400,000	(117,300)	
Staff Incentive Scheme / Pay increase	55,000	-	-	-	55,000	-	
	3,654,630	3,299,700	2,457,150	(842,550)	2,762,250	(892,380)	
Interim/ Agency Staff Costs	98,370	98,370	446,820	348,450	485,000	386,630	
External HR and MHCLG Payroll	25,000	22,900	32,820	9,920	40,000	15,000	
	123,370	121,270	479,640	358,370	525,000	401,630	
TOTAL PAY COSTS	3,923,000	3,553,870	3,035,420	(518,450)	3,397,180	(525,820)	
Premises Costs (Owned/Leased/Temp Usage)	302,000	276,800	285,000	8,200	302,000	-	
ICT	222,000	203,500	229,000	25,500	245,000	23,000	
Office Equip/ Consumables / Stationery / Postage	30,000	27,500	12,000	(15,500)	18,000	(12,000)	
Corporate Legal Support	20,000	18,300	56,000	37,700	70,000	50,000	
Other External Support to Corporate Services	55,000	9,200	6,700	(2,500)	55,000	-	
External Audit (National Audit Office)	50,000	45,800	58,830	13,030	67,000	17,000	
Internal Audit (Government Internal Audit Agency)	25,000	22,900	23,400	500	25,500	500	
Insurance	45,000	45,000	48,800	3,800	48,800	3,800	
Comms/ Business Engagement	60,000	55,000	48,200	(6,800)	70,000	10,000	
Community Investment Fund/ Creative Ideas Fund	30,000	27,500	21,000	(6,500)	30,000	-	
Placemaking/ Community Activation	220,000	200,000	96,800	(103,200)	220,000	-	
Travel & Subsistence	26,000	23,800	11,000	(12,800)	14,000	(12,000)	
Vehicle hire	10,000	9,100	6,580	(2,520)	10,000	-	
Recruitment Advertising	15,000	13,750	26,100	12,350	40,000	25,000	
Training	45,000	41,250	44,600	3,350	50,000	5,000	
Corporate memberships	25,000	22,900	18,500	(4,400)	20,000	(5,000)	
Other Staff Costs (Prof Subs/PPE etc)	50,000	45,800	10,400	(35,400)	14,000	(36,000)	
External support to Planning Service	250,000	229,200	235,000	5,800	250,000	-	
CSR/ Business Plan / KPI Monitoring	40,000	36,600	-	(36,600)	-	(40,000)	
Economic Development	100,000	91,000	38,500	(52,500)	92,000	(8,000)	
Environmental	140,000	128,000	31,000	(97,000)	130,000	(10,000)	
Swanscombe Peninsula DCO	-	-	64,450	64,450	64,450	64,450	
Bank Charges	2,000	1,800	1,500	(300)	1,800	(200)	
TOTAL NON-PAY COSTS	1,762,000	1,574,700	1,373,360	(201,340)	1,837,550	75,550	
Programme Revenue - Project Feasibility	1,300,000	1,191,000	683,414	(507,586)	806,000	(494,000)	
Estate & Asset Management Costs	520,000	476,000	405,000	(71,000)	600,000	80,000	
TOTAL EXPENDITURE	7,505,000	6,795,570	5,497,194	- 1,298,376	6,640,730	- 864,270	
Income from Central Area & Other Owned Sites	(975,000)	(893,750)	(1,161,500)	(267,750)	(1,265,000)	(290,000)	
Planning Fees income	(530,000)	(485,000)	(280,500)	204,500	(350,000)	180,000	
Other Income	-	-	(19,580)	(19,580)	(19,580)	(19,580)	
TOTAL INCOME	(1,505,000)	(1,378,750)	(1,461,580)	(82,830)	(1,634,580)	(129,580)	
Net Expenditure - Original Budget	6,000,000	5,416,819	4,035,614	- 1,381,206	5,006,150	- 993,850	
Proposed Supps Budget Adj Awaiting Approval	- 700,000					700,000	
Net Expenditure - Proposed Revised Budget	5,300,000	5,416,819	4,035,614	- 1,381,206	5,006,150	- 293,850	

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Board Meeting Part	One
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Title of paper	Finance, Operations & Programme Report as at 28 February 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 22/23 EDC budget 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 – 2022/23 EDC Operational Budget Position

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.

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1. Introduction

- 1.1. This paper updates the Board on the 2022/23 budget together with workforce and other operational issues as at 28 February 2023.

2. 22/23 Operational Budget

- 2.1 The EDC's total original RDEL revenue funding allocation from DLUHC for 2022/23 was £6,000,000 (21/22 - £6,000,000). RDEL budgets for the 2 subsequent years of the SR period (23/24 and 24/25) have also been confirmed at a flat £6m p.a. with no provision for any inflation-based increase.
- 2.2 The £6m RDEL allocation was 'net' and did 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 this 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 has already been approved by DLUHC. The current forecast is that revenue income of approximately £1.63m should be generated during 22/23, giving a total gross revenue budget available of just over £7.6m.
- 2.3 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 22/23 revenue budget (Annex A) continues to be presented across those headings.
- 2.4 The EDC's revenue Pay budget for 22/23 included assumptions around making various additions to the EDC staffing complement throughout the year, and whilst essential recruitment to vacant posts has taken place, some recruitment has been delayed pending the determination of the EDC's final capital budget allocation from DLUHC. All planned new roles were budgeted for the full year hence vacancy savings have accrued in the year-to-date and will continue to accrue depending on the timings of recruitment and new staff coming into post. Whilst some of those vacancy savings have been utilised to backfill roles using temporary/ agency staff, any excess underspend has been available to increase operational activity elsewhere.

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- 2.5 As part of the Supplementary Budgeting exercise carried out by the government in November each year, the EDC rigorously reviewed all RDEL budget lines and identified where any underspends (in addition to the Pay underspend) were likely to occur. The outcome of this process, following discussions with DLUHC, was that the Corporation would return £700k of the original £6m RDEL budget for 22/23 to the central departmental 'pot' for reallocation elsewhere.
- 2.6 As part of these discussions with DLUHC, it was agreed that any surplus receipts generated by the EDC in 22/23 may be retained to supplement future years' budgets.
- 2.7 Annex A now shows forecast total gross spend of £6.64m for the year, funded by £5.3m of DLUHC grant, and £1.34m of EDC receipts. If the EDC generates the full £1.63m of RDEL receipts (which is dependent on two large planning applications coming through before the year-end), then there will be an estimated £290k of unused RDEL receipts to carry forward to 23/24.
- 2.8 Board members may recall that the final outturn for (21/22) 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 had slipped. The DLUHC agreed that this RDEL underspend could be carried over to 2022/23 to fund the DCO response. This £650k remains unspent and is not included in the budget analysis on the 22/23 Annex. 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.

3. 22/23 Programme Expenditure - Capital

- 3.1. The Department has yet to confirm the Corporation's full CDEL allocation for the three-year spending review period that commenced April 2022.
- 3.2. The original capital budget for 2022/23, which allowed sufficient cover to meet the EDC's pre-existing capital commitments, was £6m (21/22 £16m). As previously mentioned, it was confirmed by DLUHC that capital receipts could be utilised to bolster capital expenditure in 2022/23 and throughout the SR period to 2024/25.
- 3.3. Based on this allocation, at the beginning of the year the Corporation had forecast capital spend of £10.23m funded by the budget allocation of £6m and forecast capital receipts of £4.23m. The 22/23 spend forecast has been monitored and

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revised throughout the year taking into account circumstances that have impacted on forecast outturn.

- 3.4. The most recent review of the capital programme has updated the forecast outturn CDEL spend for 22/23 to £6.15m. As previously mentioned, unused capital receipts can be carried forward to fund programme expenditure in the remaining years of the SR period.
- 3.5. Capital expenditure of £5,445,156 has been incurred to 28 February 23.
- 3.6. Currently impacting certainty of expenditure is the finalisation of the grant agreement for the Ebbfleet Green Community Buildings project, and the conclusion of negotiations/ agreement with the developer of the valuation of Castle Hill Commercial Centre, as per the original acquisition contract (to determine if any further payment is due).
- 3.7. There is no contingency remaining in the 2022/23 capital budgeted outturn. This will now be reprogrammed into the individual 2023/24 project budgets as appropriate.
- 3.8. The overall programme is monitored under six activity headings. These are listed in Table 1 along with the 2022/23 actual spend breakdown.

Table 1 – 2022/23 Capital Spend

Project Area	Actual Spend to Date (to 28 Feb 2023)	Forecast outturn for 2022/23
Ebbfleet Central	£1.42m	£1.61m
Thames Way Development Area	£1.31m	£1.32m
Northfleet Riverside	£1.80m	£1.83m
Civic/Stewardship Transport Utilities	£0.89m	£1.34m
Other	£0.02m	£0.02m
Total	£5.44m	£6.12m

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4. 22/23 Programme Expenditure – Revenue

- 4.1 The original revenue budget for programme RDEL was £1.3m.
- 4.2 Actual spend to the end of February 2023 was £683,414.
- 4.3 The current forecast outturn for 22/23 is now £806,000. This is broken down in Table 2 along with actual spend to date.

Table 2 – 2022/23 Forecast Revenue Spend

Project Area	Actual Spend to Date	Forecast outturn spend for 2022/23
Ebbfleet Central	£0.13m	£0.16m
Thames Way Development Area	£0.02m	£0.05m
Northfleet Riverside	£0.40m	£0.43m
Civic/Stewardship Transport Utilities	£0.13m	£0.16m
Total	£0.68m	£0.80m

5. Programme Level risks

- 5.1 The key risks currently to the programme are:
- Confirmation of capital allocation for the remainder of SR period;
 - Continuing inflationary pressures across all projects;
 - Time taken to achieve third party approvals for licenses etc.
 - Internal resourcing constraints;
 - Shortage of construction supplies and resources.

6. Health and Safety

- 6.1 The information in Table 4 is a record for the last month where Construction and Design Manual 2015 Regulations apply to EDC as a client with construction works.

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Table 4: CDM Health and Safety Reported 03/02/2023

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

6.2 Table 5 provides incidents across the EDC owned assets

Table 5: Summary of incidents at EDC owned assets in the last period

Area	LTI's	Near Misses	Incident Nature	Outcome
Whitecliffe	0	0	Broken shop plate glass window	Awaiting repair
Thames Way	0	0	Lock removed Bamber Pit	New lock(s) added
Thames Way	0	0	Fence damage at Bamber Pit	Fence repairs completed

7. Staffing Structure and Recruitment

- 7.1. The EDC manages its own headcount within its total budget allocation.
- 7.2. The Corporation is experiencing 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.
- 7.4. The EDC's former Director of Projects has now left the organisation. Recruitment for a new Director of Infrastructure and Enabling Works is under way.
- 7.5. The Head of Development, Area Programmes has resigned and will be leaving in April.
- 7.6. A Senior Development Manager is also working their notice having resigned to take up an alternative role outside of the EDC.
- 7.7. The Planning Officer (Apprentice) has taken up a role outside of the EDC and hence a further vacancy has arisen within the Planning Team.

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- 7.8. Interviews have taken place with regards to recruitment for a Senior Planning Delivery Manager vacancy in the Ebbsfleet Central Team.
- 7.9. Interviews have been held to fill current vacancies in the Planning Team – with some offers being progressed/ negotiated.
- 7.10. The new Head of Marketing & Communications has taken up post.
- 7.11. The new Placemaking Officer has also taken up post.
- 7.12. A further temporary full-time Senior Planner is in post via an agency.
- 7.13. With the appointments and interim arrangements as set out above the headcount as at 28 February 2023 was 46.8 FTE.

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Title of paper	Development Update
Presented by	Jennifer Hunt, Director of Development
Sub-committee	NOT APPLICABLE

Purpose of Paper and Executive Summary

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

EDC Business Plan and KPIs

The Development projects link to all EDC current KPIs.

Recommendation

FOR INFORMATION

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

Annexes

None

Delegation

Not Applicable

Financial impact

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

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

Legal impact

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

Stakeholder impact

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

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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.

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1. Introduction

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

- Ebbsfleet Central
- Thames Way Development Area
- Grove Road

2. Ebbsfleet Central

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

2.2 Following the completion of the project initiation process, work with the EDC's Development Manager for Phase 1, M3, has focused on establishing the project governance for the Phase 1 project.

2.3 M3 have also now completed the work to identify the detailed design roles required to establish a full detailed design team and have completed, with the support of EDC, a full review into the procurement route options for securing these services. The procurement strategy for securing the full detailed design team is expected to be finalised in April 2023.

2.4 As mentioned latest month, the procurement process for a new Masterplanning, Design & Landscape Team to support EDC to deliver a Site Wide Masterplan, Area Masterplan and Design Code has now concluded. The standstill period has now been successfully completed and EDC are in the process of entering into the contract with the successful bidder.

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.

3.2. Officers have now completed an initial workshop on the technical feasibility of potential future options for delivery. The outcomes from this session will now be used to considered what further technical and commercial support is required to support the process to further reassess the options for delivery.

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4. Grove Road

- 4.1. As noted previously, we have begun the process of exploring alternative solutions to re-developing the Grove Road area. This work is ongoing and will continue throughout Q1 and Q2 2023.
- 4.2. As part of this work we are procuring the technical and commercial resource required to support this process, and it is estimated that this will be on board by the mid/end of April 2023.

5. Recommendation

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

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Date of meeting:	22 March 2023	Paper Number:	EDC 023/034
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Title of paper	Infrastructure & Enabling Update
Presented by	Ian Piper, EDC CEO Chris Beckett – Head of Transport & Utilities
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.

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1. Health, Safety and Well-being

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

2. Springhead Bridge

- 2.1. We have now agreed and signed off the Final Account with contractor Balfour Beatty.
- 2.2. Discussions have continued with KCC regarding adoption of the bridge. The one remaining issue concerns their officers unwillingness to accept maintenance responsibility for lighting columns on the bridge that were approved by KCC as part of the design and the section 278 agreement. The matter has been escalated to the Director of Highways and a response is awaited.

3. Northfleet Waste Water Treatment Works

- 3.1. Work by Southern Water has progressed on the design and feasibility of a new environmentally high quality new works on the existing site. We have facilitated discussions with Gravesham BC regarding their land adjacent to the existing plant as this would ideally be used as a compound during construction. The Council have been receptive to that approach from Southern Water.
- 3.2. As the design progresses, in parallel we will continue to develop the business case that will set out the case for our investment.

4. Electricity Supply Infrastructure

- 4.1. Key elements of the new infrastructure network supplying electricity capacity across the new development has already been enabled and 'energized' including the main grid site at Pepper Hill. However, as the Board are aware, due to construction cost inflation, later elements of the overall planned improvements have increased in cost and our existing approval is not sufficient to forward fund those elements (principally two sub-stations in Ebbfleet Central and Northfleet Embankment West).
- 4.2. As a result we are currently preparing a revised business case with the intention of bringing this to the Board in the next couple of months.

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5. Fastrack Bus Network

- 5.1. Good progress continues to be made to develop the overall network with improvements in Gravesend town centre now largely complete, and work continuing by developers providing elements of the network through Whitecliffe under their planning obligations. Some delay has occurred however to the proposals to construct tunnels under the B255 allowing a direct connection between Whitecliffe and Bluewater due to increased costs. A reassessment of the business case in order to enable the Corporation to consider an increased contribution in order to facility this vital link is currently being prepared.
- 5.2. A more detailed report on the overall progress and the Fastrack tunnels project is contained within Part 2.

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Title of paper	Effectiveness of Hybrid Working - Update
Presented by	Ian Piper, Chief Executive Officer
Sub-committee	N/A

Purpose of Paper and Executive Summary

This paper provides an update on the hybrid working arrangements in operation at the EDC since the Board approved the Hybrid Working Policy as an interim policy for the Corporation in July 2022.

EDC Business Plan and KPIs

The EDC's People/HR Policies - including hybrid working arrangements - underpin the work of individuals and teams and support how the EDC delivers its priorities.

Recommendation

FOR DECISION

The Board is asked to **APPROVE** the Hybrid Working Policy for full adoption into the EDC's People Policies Pack following the trialling of the Policy for an interim period since July 2022.

Annexes

Annex A – EDC Hybrid Working Policy (previously agreed by Board as an interim policy in July 2022)

Delegation

Not applicable.

Financial impact

Not applicable.

Legal impact

Not applicable.

Stakeholder impact

Not applicable.

Sponsor impact

Not applicable.

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1. Introduction

- 1.1. In July 2022 the EDC Board approved the EDC's first staff Hybrid Working Policy as an interim policy for the Corporation. The policy was adopted following two years of restrictions / Government guidance as a result of the Covid-19 pandemic. In July the Board requested that for an initial period of six months the EDC Executive Team monitor this new way of working, with an update to be provided to the Board at the end of this period.
- 1.2. This report provides an update on the operation and effectiveness of hybrid working across the EDC and recommends that the Board now approves the Hybrid Working Policy for adoption into the EDC's people/HR policies in full.

2. Hybrid Working

- 2.1. Hybrid working is defined by the CIPD (Chartered Institute of Personnel & Development) as *'a form of flexible working where workers spend some of their time working remotely (usually, but not necessarily, from home) and some in the employer's workspace'*.
- 2.2. The CIPD states that the benefits of hybrid working include:
- increased business flexibility;
 - greater opportunities to attract (and retain) talent;
 - an improved work life balance for staff – impacting positively on employee wellbeing;
 - improved staff engagement and motivation;
 - improved employee satisfaction, including through empowering staff to choose the best setting for their work tasks; and
 - increased productivity.
- 2.3. CIPD also highlight a number of challenges that arise for organisations that adopt hybrid working arrangements, including:
- the potential impact on the mental health and stress levels of staff who may be more isolated from their teams and colleagues;
 - difficulties with home-working set-ups e.g. if staff members do not have suitable space / quiet space to work at home; and
 - an impact on line management of staff who work remotely from managers for part of the week, and on communication across hybrid working teams

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3. The EDC and Hybrid Working

- 3.1. Before the Covid-19 pandemic, the EDC was already working under a form of hybrid working, with most staff working c.1 day per week at home. This was due to a combination of staff choice (e.g. staff working from home on days when they wanted to focus on report writing away from the distractions of the office), and also because the EDC did not have enough desks for all of its staff to be working from the office at the same time.
- 3.2. The pandemic led to a sudden shift in how the EDC worked, with staff required to work entirely from home with immediate effect from mid-March 2020. The EDC was fortunate that its IT had been upgraded by DLUHC prior to the pandemic, and this meant that staff could begin to use tools that had not been used widely by the organisation until this time such as MS Teams videoconferencing for meetings, SharePoint for collaborating on documents, MS Teams 'chat' for instant messaging and – as the organisation began to get back to working in the office – Microsoft Surface Hubs for hybrid meetings.
- 3.3. The EDC Board itself also adapted quickly to hybrid working, meeting virtually at the start of the pandemic before then moving to the existing hybrid arrangement with Board meetings regularly operating with some attendees in the meeting room and some joining virtually.
- 3.4. The EDC Hybrid Working Policy – which is currently operating as an interim policy following the Board's decision in July 2022 – is at **Annex A**. The key features of the Policy are:
- Whilst the EDC operates a hybrid arrangement, the contractual place of work remains the Observatory for all staff;
 - The business needs of the Corporation are the priority, and hybrid working arrangements will differ depending on the nature of each role;
 - The Policy makes clear that all staff are required to work from the office – or other locations other than home e.g. site visits/meetings for a minimum of 40% of their working time over a rolling month;
 - The Policy is subject to ongoing review and monitoring by the EDC Executive Team and discussion by the EDC's Health, Safety and Wellbeing Committee; and
 - The Policy emphasises the need for enhanced communications between managers, staff and teams, including calendar discipline so where people are working is known about at all times and they remain contactable.

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3.5. The Board will wish to note that hybrid working is only in operation with line management agreement and according to business need. Circumstances when hybrid working might not be appropriate include if there are performance concerns with a staff member, for staff who are new to the Corporation, where there are wellbeing issues that mean a staff member will benefit from working entirely at the office, where a staff member's home set-up (e.g. access to adequate wi-fi and quiet space) does not support hybrid working, or where a role might need to be office based (e.g. we will soon recruit to a corporate business support officer role that will include office management tasks and so hybrid working may not be appropriate for this role).

4. Review of the Operation and Effectiveness of the Policy

4.1. The EDC's Executive Team has been monitoring hybrid working arrangements since the Policy was adopted. Whilst there has been a clear learning curve for all staff since the pandemic struck, the view of the EDC Executive Team is that there has been no negative impact on delivery of the EDC's work programme as a result of the adoption of hybrid working, and that overall the adoption of hybrid working practices and the new skills/behaviours staff have acquired has led to improvements in efficiency and effectiveness of EDC delivery.

4.2. Examples of how hybrid working has supported the EDC to deliver include:

- Effectiveness of meetings: virtual, and hybrid meetings (with some participants in the room and others joining virtually) tend to be shorter and more focussed. Enabling staff to join meetings virtually means there is more chance that all people required for the meeting being able to attend;
- Travel time: many external meetings – e.g. those led by partners and requiring EDC attendance – are now routinely held completely virtually or on a hybrid basis; hybrid meetings of this nature mean that the EDC can generally be represented at all meetings it needs to do, and it significantly reduces the time staff spend travelling to meetings - meaning there is more time for staff to spend on other tasks and also cost savings to the EDC;
- Collaboration: EDC staff now routinely use the SharePoint system to work collaboratively on documentation, with multiple users contributing to documents concurrently – either with staff working on their own or together in virtual meetings from different locations; examples include recent work to

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prepare the draft 2023/24 Business Plan and also collaborative work on Planning Committee and Board reports; and

- Recruitment: operating hybrid working has enabled the EDC to attract new recruits who have said they would not have accepted a role if hybrid working was not in place.

Adoption of New Ways of Working

- 4.3. As well as utilising new technology and developing IT skills, we also see clear evidence of EDC staff having developed new competences and behaviours that have enabled them to work in a hybrid way; this includes new skills in managing and participating in hybrid meetings, collaborating on 'live' documents in real time, and line managers developing new skills in how to manage their staff when not all team members are in the office at the same time. Since 2020 these new behaviours and new ways of working and collaborating have become well embedded into the EDC and its workforce.
- 4.4. Whilst the Executive Team's view is that hybrid working has increased our effectiveness as an organisation, there are some observed disadvantages. Teams are not now routinely seeing each other every day, and so Directors have generally operated a system of 'team days' when all of their team can work from the office together. These 'team days' lend themselves, for example, to team meetings, and also line manager and staff one-to-one meetings.
- 4.5. As observed by organisations such as the CIPD, hybrid working can also lead to some staff members feeling isolated, potentially impacting negatively on staff wellbeing. For this reason the EDC and its Health, Safety and Wellbeing Committee has been keen ensure there is an ongoing focus on staff wellbeing. So, whilst the Policy states that the minimum is 40% working away from home, the office is open for staff to work 100% of their time if they and/or their manager feels this would be beneficial. The Executive Team's view is that this balance between office working and home working is key. To further support staff wellbeing, the EDC has several accredited mental health first aiders, and has led dedicated sessions for staff on positive mental health in the workplace, supporting staff and managers to identify any potential concerns.
- 4.6. Staff have been supported with equipment to assist them to work effectively from home e.g. through the provision of desks, chairs, keyboards and monitors for those staff that require them. All staff also complete regular DSE checks that focus on both the office and homeworking environments.

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4.7. Finally, there are some work tasks that are not arranged on a hybrid working basis because the Executive Team's view is that these tasks need to be conducted face to face. These include interviews for new staff members, end of year appraisal discussions, some training courses and also quarterly all-staff meetings.

Staff Survey 2022 Results

4.8. The 2022 Staff Survey – conducted in November 2022 – provides further insights into how staff had adapted to and value hybrid working.

4.9. The survey asked staff for comments on the following question: *Overall, how well do you think the EDC's approach to hybrid working is working, and what enhancements might we make to our IT and workplace?*

4.10. The responses to this questions were very positive in terms of the approach the EDC has taken, with staff suggesting that it provides the right balance. Responses suggested that having choice in where to work empowers staff to choose the best location for a task (e.g. working from home when writing reports, or when a staff member has lots of virtual meetings with external partners), but that setting a minimum requirement for time spent in the office means that there is regular contact with other staff members and the wider team. The survey comments suggested that when attending the office there is now a 'buzz'.

4.11. Staff did highlight some challenges e.g. the need for more quiet space for people to attend virtual meetings when in the office, improving IT connections (e.g. to monitors) and enhancing AV for larger hybrid meetings.

4.12. There were also a number of other questions in the staff survey that – whilst not directly linked to hybrid working – indicate that it has been positively adopted:

- 75% of staff said they 'strongly agree' or 'agree' that the EDC is a 'great place to work';
- 75% of staff responded positively to the statement 'I am trusted to carry out my job effectively';
- 78% of staff responded positively to the statement 'I achieve a good balance between work and private life'; and
- 79% of staff responded positively to 'my line manager has the skills needed to effectively manage me/my team'.

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4.13. One survey question did suggest a potential issue on how teams collaborate – with only 56% of staff responding positively to the statement ‘Teams across the EDC work well together’. This survey response has often been lower scoring in previous staff surveys, and so cannot be specifically linked to hybrid working. However, the Executive Team considers it to be an important issue to retain a focus on.

Impact on the EDC Office

4.14. Prior to the pandemic, the EDC office was generally full, with most desks being fully utilised on most days of the week. Since the pandemic, the office has been quieter, although we are now seeing that – as many staff choose to come to the office more than 40% of their time - there is pressure on the EDC’s existing 30 desks on certain days of the week. There are currently c.45 EDC staff members, and there are also other office users e.g. our development partner M3, whose staff regularly work from the EDC’s office. We are expecting to recruit to further posts over the coming year and this will put further pressure on the system.

4.15. The pressure on desks is particularly evident on Tuesday, Wednesday and Thursday each week, and so we are considering initiatives that will ensure a more even spread across the week. A desk booking system is in place that enables staff to book a desk and to ensure desk allocations can be managed.

4.16. In response to the information received from the staff survey, we are also seeking to make some adaptations to our office. This includes wider options for enhanced quiet space, and AV that better supports larger hybrid meetings.

Impact on Recruitment and Retention

4.17. The UK labour market is currently very ‘tight’. The CIPD’s Winter 2022/23 Labour Market Outlook spells out the challenges employers are facing, reporting that vacant jobs remain plentiful but available workers are scarce, that the biggest challenges are recruiting to skilled roles, that 57% of employers in the UK have hard-to-fill vacancies, and that employers are having to upskill existing staff, increase the duties of existing staff and raise pay in order to tackle this.

4.18. The EDC is continuing to experience challenges from these labour market issues, and as we have been reporting to the Board for some time the Corporation is finding it difficult to attract applicants for its vacant roles - both new roles and also roles that arise from staff turnover.

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- 4.19. Linked to this issue is that of the expectations of candidates for EDC roles. Since the pandemic, many of the organisations that the EDC might seek to attract candidates from are working in a hybrid way, and so we are finding that, when interviewing candidates and offering roles, our preferred candidates' first questions are generally about our approach to hybrid working. Many candidates have gone as far to say that they will only consider working for organisations that offer hybrid working, as this way of working is now embedded into the UK employment landscape.
- 4.20. Hybrid working also links to staff retention; the EDC has experienced increased turnover in the past 6-9 months, with 7 staff members having left the organisation (or resigned and will be leaving in the next 2 months) since December 2022. As hybrid working is valued by staff any steps to change this approach is likely to further impact on our ability to retain staff.

Learning from Others

- 4.21. As we have continued on our hybrid journey, we have monitored the many studies that are emerging from organisations such as the CIPD, and also learnt from the experiences of our partners.
- 4.22. Our sponsor Department, DLUHC, has an approach to hybrid working that is broadly in line with the EDC, requiring their full-time staff to work from a DLUHC office (or attending a visit/working from a partners' office) on average two days a week. Hybrid working arrangements of one form or another are reported by many of the EDC's partner organisations – including our developer partners, other Government organisations we work closely with (including Highways England, the Environment Agency, and the GIAA), our suppliers (e.g. M3, Pinsent Masons and Kent HR) and also local authority partners. The CIPD reported in June 2022 following a survey of employers that more than three quarters of organisations have embraced hybrid working.
- 4.23. There are also now a growing numbers of studies that provide evidence of how hybrid working is working in practice, including the positive effects and challenges that arise. These include:
- CIPD's 'Update on Flexible and Hybrid Working Practices' (April 2022) was a major study that suggested that the number of organisations who say homeworking has increased productivity / efficiency was increasing over time, suggesting that as this way of working is becoming embedded organisations are seeing and reporting benefits.

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- This study found that benefits of hybrid working include improved work-life balance, improved business flexibility and improved employee satisfaction/wellbeing. It found that some of the top challenges are increased stress/mental health issues, difficulty with space/privacy in home settings and employee conflict due to challenges of communications and team relationships.
- A UK Parliament report in Oct 2022 'The impact of remote and hybrid working on workers and organisations' found that hybrid working is much more common across certain industries and jobs roles – with managers and those working in ICT, professional and technical roles much more likely to work remotely than people with lower qualifications and those in the trades and service industries.
- The UK Parliament report found that benefits of hybrid working include increased wellbeing, self-reported increased productivity, and more inclusive and collaborative ways of working. Challenges were found to be increased working hours and work intensity, distractions, decreased social interactions and less learning opportunities.
- CIPD's June 2022 employer survey found that whilst 44% of employers responding to the survey set no minimum requirement for staff to attend the office, for those employers that did set a minimum level, the most common minimum level was 2 days week (34% of employers), with three days per week being the next highest proportion of employers.

5. Conclusion and Recommendation

- 5.1. The EDC Executive Team's view is that the first 6 months of operating under the Hybrid Working Policy has demonstrated that this way of working supports the EDC to deliver on its priorities, supports staff to deliver effectively in their roles and offers some efficiency gains. This way of working is well liked by managers and staff, and continuing to work in this way is important for the recruitment and retention of staff. Other organisations to whom the EDC compares are working in a similar way, and the growing body of evidence from researchers and other organisations supports the experiences of the EDC.
- 5.2. However, we also acknowledge that there are some challenges arising from hybrid working, including the risk of some staff feeling isolated, challenges for line managers in managing teams who are often working remotely and the need to adapt the office to support a wider range of hybrid activities. The Executive Team is committed to continuing to focus on these issues and supporting staff and managers.

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- 5.3. The Executive Team's view is that getting the balance right between working from the office and other locations is key, and that the EDC's approach whereby a minimum of 40% is spent in the office (or at meetings/working from a partner organisation's office) is currently the right one for the EDC.
- 5.4. Following the Board discussion, it is our intention to remind staff of the expectations of working under the Policy. The Policy includes provision for regular review by the Executive Team and also discussion through the EDC's Health, Safety and Wellbeing Committee, and we intend to ensure this continues.
- 5.5. The Board is recommended to **APPROVE** the adoption of the Hybrid Working Policy in full.

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Annex A:

Hybrid Working Policy

Introduction

- 1.1 Hybrid working is the term used to describe an informal flexible working arrangement where employees split their time between working from the office and an agreed remote working location, such as their home.
- 1.2 Whilst working under hybrid working arrangements all employees have the same contractual terms and conditions as they do whilst working in the office. The contractual place of work for all employees of the Corporation will remain the Observatory.
- 1.3 The objective of this policy is to set out the hybrid working arrangements that the Corporation has adopted and to support employees to understand the approach the Corporation is taking to hybrid working. Whilst the business needs of the Corporation remain the priority, this policy recognises the benefits hybrid working can bring to employees. All employees who work under a hybrid arrangement must comply with this policy.

Benefits of Hybrid Working

- 2.1 The Corporation recognises that a good work life balance is beneficial to both the Corporation and employees and the implementation of this policy aims to strike a reasonable balance between the pursuit of operational needs and the benefits for employees to have greater flexibility in their working arrangements.
- 2.2 The Corporation believes that adopting hybrid working is beneficial to efficiency and productivity gains and will also improve employee wellbeing. Hybrid working empowers employees and teams to make decisions about where, when and how they work, optimising the use of workplaces and technology, and improving productivity through a focus on outputs.
- 2.3 The benefits to employees can include:
 - greater employee choice over how to work so that tasks can be delivered as effectively as possible;
 - a better work/life balance;
 - reduced travel expenses and commuting time.

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2.4 The benefits to the Corporation include:

- a greater focus on employee wellbeing;
- positive impact on recruitment and retention;
- improved staff engagement and motivation;
- smarter collaboration;
- reduced costs;
- active support of equal opportunities;
- recognition of and supporting the need to reduce the environmental impact of buildings and vehicle emissions from reduced commuting.

Scope

- 3.1 The policy applies to all of the Corporation's employees, and includes those on fixed-term, permanent, full and part-time contracts, and also to agency staff.
- 3.2 Hybrid working arrangements will differ depending on the nature of the role, duties and responsibilities and so are discretionary and subject to agreement, in advance, with the Corporation.
- 3.3 This policy may not apply to employees in their probation period or those who are working under the performance improvement process, due to the additional support that may be required for these employees. This will be at line manager discretion and will depend on the nature of the job role and the level of support required.
- 3.4 Issues relating to set working days, hours or working patterns on a permanent basis are separate to this policy and should be considered within the Corporation's Flexible Working Policy.
- 3.5 All hybrid working arrangements are subject to ongoing review and may be modified for a number of reasons, including a change in organisation needs or performance concerns.

Place of Work

- 4.1 Your remote working location must be within the UK and within a reasonable commuting distance of your contractual place of work. Working abroad will only be permitted in relation to an official overseas visit unless in exceptional circumstances as agreed with the EDC CEO, and ensuring that all IT security requirements are followed.

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- 4.2 It is recognised that any agreed hybrid working arrangement is subject to the requirement for you to attend the workplace on the Corporation's reasonable request to accommodate the needs of the organisation.
- 4.3 The Corporation has decided that all employees must spend at least 40% of their working time (pro rata for part time employees) working from the office or from working locations other than home e.g. site visits, or at external meetings at the offices of EDC partners. This will be at line managers' discretion and dependent on the needs of the Corporation. At all times data protection, security and cyber security should be a consideration. As a guide, the minimum 40% should be considered over a rolling monthly working period.
- 4.4 Line managers will be responsible for agreeing the days and times worked from the workplace and the agreed remote working location. These are subject to agreement and may vary to accommodate the needs of the Corporation.
- 4.5 Employees will be expected to work in the office if there is an IT/Internet issue that may prevent them from working remotely.
- 4.6 Travel time between the workplace and any remote working location will not be included within an individual's normal working hours (unless exceptional circumstances determine it is necessary and/or this is agreed in advance with your line manager).

Employee Responsibilities

- 5.1 Employees should keep in regular contact with their line manager, regardless of where they are working.
- 5.2 Employees working under a hybrid working arrangement must ensure they:
- do not work at home if they are not well enough to work. It is important that employees take sickness absence leave to rest and recover properly if they are unwell. Employees wishing to work from home due to mild illness should ensure that they are well enough to work; working from home must not be used as an alternative for sickness absence leave. If the employee feels well enough to work but feels working from home is required to limit the potential spread of illness they should discuss this with their line manager in the first instance;
 - have a suitable working environment with adequate lighting that enables them to carry out their role effectively;

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- continue to work contractual hours as detailed in the contract of employment;
- follow the provisions of the Lone Working Policy where they apply;
- exercise flexibility to make changes at their line manager's request to the hybrid working arrangement, e.g. if there is a need to come to the office at short notice.

- 5.3 Employees have a responsibility to take reasonable care of their own health and safety at work regardless of the location. This includes managing their own time, taking breaks and ensuring working patterns and levels of work when working remotely are not detrimental to their health and wellbeing.
- 5.4 To identify any potential health and safety hazards at your remote working location and take appropriate steps to minimise risk, the Corporation retains the right to carry out a health and safety risk assessment (either remotely or by arranging a remote working location visit). The need for such inspections will depend on the circumstances, including the nature of the work undertaken.
- 5.5 Whilst working from home employees are expected to be able to focus on their work free of distractions and should not have, for example, parental or caring responsibilities to attend to during working hours. Employees who have any concerns regarding any potential distractions should raise them with their line manager in the first instance.
- 5.6 When working both in the office and at home employees should ensure they are logged in to MS Teams to ensure communications are straightforward and so that colleagues can see availability should there be a need to make contact. Outlook calendars should be kept up to date at all times, with work location, meetings and periods of annual leave clearly marked.
- 5.7 Employees working at home should remain contactable, unless taking a scheduled break, attending a meeting or on a telephone call. Should an employee need to take some time away due to an emergency they should notify their line manager accordingly.
- 5.8 Employees will be subject to the same performance measures, processes and objectives that would apply if working permanently in the workplace.

Line Manager Responsibilities

- 6.1 The line manager remains responsible for the supervision of the employee regardless of the location of work. It is the responsibility of the line manager to

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ensure that a proper framework is implemented regarding keeping in touch with employees, maintaining effective performance management, communications, and understanding of work goals.

- 6.2 Line managers must regularly review the hybrid working arrangements of their employees and take steps to address any potential issues, including any issues relating to employee wellbeing. Line managers will keep employees up to date with any changes to the workplace or information relevant to their work.
- 6.3 Line managers must monitor where employees are working from and whether they are meeting the minimum 40% working arrangements over a rolling calendar month (outlined in 4.3 above).

Considerations

- 7.1 Whether an employee can work away from the office and for what proportion of their time (noting the minimum 40% of working time for all employees) will vary according to the job role, and the main consideration is the impact on the Corporation's business needs.
- 7.2 The ability to work in a hybrid way is dependent on a number of factors including, but not limited to:
- The requirements of the role and the Corporation as a whole;
 - The facilities in place to support the employee;
 - The welfare of the employee;
 - The ability to work safely and healthily;
 - Fairness and equality;
 - The ability to organise work among team members;
 - Knowing where people are and what they are doing;
 - Work performance and output.

Home Equipment and Costs

- 8.1 All employees will be provided with the necessary basic IT equipment to enable remote working, including equipment identified as being necessary following a DSE assessment. Employees should liaise with their line manager to discuss any additional IT equipment needs in the first instance.
- 8.2 Employees will not be eligible to claim expenses for use of personal equipment such as home phone lines. Employees should liaise with their line manager if there is a requirement for additional IT or telephone equipment.

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- 8.3 Employees are responsible for any internet / broadband costs and increased energy or heating costs whilst working at home.
- 8.4 Any additional costs to home insurance as a result of hybrid working will be at the employee's expense.
- 8.5 Mileage or travel cost claims will be reimbursed under the usual terms and conditions of claiming expenses and subsistence allowance.
- 8.6 Employees must take care of any equipment belonging to the Corporation at their remote working location or when travelling and keep secure at all times.
- 8.7 Where equipment is provided, it remains the property of the Corporation and employees must:
- a. ensure it is only used by them and only for the purposes for which the Corporation has provided it;
 - b. take reasonable care of it and use it only in accordance with any operating instructions and the Corporation's policies and procedures;
 - c. make it available for collection by the Corporation when requested to do so;
 - d. not use any personal device or computer for work.
- 8.8 Employees with a disability should inform the Corporation if they require any specialised equipment to work from their remote working location comfortably.
- 8.9 The Corporation is not responsible for the associated costs of employees working remotely, including the costs of heating, lighting, electricity, broadband internet access, mobile or telephone line rentals or calls.

Core Hours

- 9.1 Core hours are the hours when employees are required to be at work and can be found in the Flexi-Time Policy. These core hours must be adhered to when hybrid working, including when working remotely unless there is a formal flexible working agreement in place.
- 9.2 The Corporation's policy on recording flexi-time is set out in the Flexi-Time Policy.

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- 9.3 If employees wish to consider arrangements that involve permanently working outside of these core hours then a formal flexible working application form should be completed in line with the Flexible Working Policy.

Health & Safety

- 10.1 Employers continue to be responsible for the health and safety of their workers whilst they are working from home or at other locations. The Corporation will ensure that appropriate risk assessments are completed to support hybrid working.
- 10.2 When working from home or from another remote location employees have the same health and safety duties as if they are working in the office. Employees must take reasonable care of their own health and safety and that of anyone else who might be affected by their actions. Employees must continue to follow the Corporation's Health and Safety Policy and Lone Working Policy. In order to maintain a safe working environment employees should ensure they have an appropriate workspace with adequate ventilation, lighting, security, storage and screening from activities and noise in the rest of the home.
- 10.3 In the event of accident or injury, when working remotely, the incident must be reported and logged immediately to your Director and the Director of Corporate Services.
- 10.4 DSE Risk Assessments should be completed by all employees in both their remote working (such as home) and office working environment.
- 10.5 If employees are attending site meetings/visits direct from their remote working location, such as home, they must notify their line manager. Employees should ensure their electronic calendars are up to date at all times and accessible to their line managers. Diary entries for planned visits/appointments must include sufficient detail identifying the address being visited. The Lone Working policy should always be followed.
- 10.6 Employees should use the EDC office address and the EDC telephone number at all times. Employees must not have any meetings in their home working location with stakeholders and are advised not to give stakeholders the address or telephone number of their home working location.

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Insurance, Mortgages and Tenancy Agreements

- 11.1 Employees are required to contact any party with an interest in their property (e.g. mortgage lenders, landlords, lease holders, building and contents insurer) and if required ensure that alterations are made to their policies to facilitate remote working / home working. Working from home on a regular basis may impact or invalidate insurance policies and it is the responsibility of each employee to ensure they are sufficiently covered.

Data Protection/Security/Confidentiality

- 12.1 The Corporation's Staff Handbook outlines the expected levels of confidentiality whilst they are employed by the Corporation. Ensuring the protection of data and the security and confidentiality of the Corporation's information is vitally important and applies equally whether work is taking place at the Observatory or at other locations where work is conducted.
- 12.2 Line managers must be satisfied that all reasonable precautions are being taken to maintain confidentiality of material in accordance with the Corporation's requirements.
- 12.3 The provisions of the General Data Protection Regulation and Data Protection Act must be complied with in relation to the security of information at all times by all employees, regardless of work location. Appropriate security requirements must be met in relation to equipment and Corporation information in accordance with the General Data Protection Regulation and Data Protection Act. When dealing with any Corporation information the same measures must be applied as if working in the office.
- 12.4 To comply with data protection legislation, employees will only store or process company data or personal data on equipment which has been provided by or authorised by the Corporation.
- 12.5 To comply with data protection legislation, the Corporation retains the right to conduct a data protection impact assessment (DPIA) to assess the risks involved with data processing in an employee's remote working location. Where this is necessary, the Corporation will contact an employee to arrange the DPIA.
- 12.6 Employees must read and understand the Corporation's Data handling security policy regarding the retention of personal data, electronic communications and data security and regularly keep informed of the most current version of this policy. Employees will also attend any training on data protection and confidentiality whether online or in person, when requested to do so.

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- 12.7 Employees must ensure that the Corporation's information and IT equipment is kept securely and ideally locked away or stored in a secure suitable facility when not in use, regardless of where the work is taking place. Information and equipment must never be left in unattended vehicles.
- 12.8 Computer screens and manual documents should not be left unattended where the Corporation's information can be read by third parties, i.e. members of the same household.
- 12.9 Private and confidential material must not be sent or saved on personal storage such as laptops or memory sticks. Line managers must be satisfied that reasonable precautions are taken to maintain confidentiality of data. Employees must adhere to the Corporation's policies covering data protection and information security.
- 12.10 Employees' household members, families or friends are not permitted to use IT equipment supplied by the Corporation.
- 12.11 Paper documents are vulnerable to misuse or even theft if left accessible to unauthorised people. Disposal of all paper documents, including hand-written notes, must be via the confidential waste bins provided at the Corporation's premises. Under no circumstances should domestic waste be used.
- 12.12 When working from your remote working location employees undertake to:
- comply with the Corporation's instructions relating to password security;
 - comply with the Corporation's instructions relating to software security and to implement all updates to equipment, as soon as employees are requested to do so;
 - send work-related emails and messages through the Corporation's designated communication facilities;
 - maintain a private space for confidential work calls;
 - ensure that any display screen equipment is positioned so that only the employee can see it or a privacy screen is used;
 - lock computer terminals, whenever it is left unattended;
 - ensure any wireless network used is secure;
 - ensure remote working wireless network router has any software security updates applied;
 - comply with the Corporation's instructions on document retention.

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12.13 If an employee discovers or suspects there has been a data breach or an incident involving the security of information relating to the Corporation, stakeholders or anyone working with or for the Corporation, the employee must report it immediately to their line manager.

Review

- 13.1 This policy will be regularly reviewed by the Corporation's Directors' Group and discussed regularly with the EDC Health, Safety and Wellbeing Committee.
- 13.2 The Directors' Group reserves the right to amend or terminate the hybrid working arrangements, including at short notice at any time.