

Ebbfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	3 May 2023	Paper Number:	EDC 023/041
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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.

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1. Health, Safety and Well-being

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

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

- 2.1. I am pleased to report that the Corporation has received confirmation of its full capital allocation for the remainder of the Spending Review period to 31 March 2025. It should be noted that the programme submitted and agreed with government does include some spend in the 2025/26 year, but only where this is a 'run off' of projects commenced in the SR. A summary of the now agreed allocations for RDEL and CDEL is:

£000's	23-24	24-25	25-26
RDEL	£6,000	£6,000	-
CDEL	£23,120	£60,980	£15,000
Total	£29,120	£66,980	£15,000

3. Ministerial Visit

- 3.1. On the day after the last Board, the new Minister of State for Housing and Planning, Rachel Maclean MP, visited Ebbsfleet. The Minister had a visit and tour of the Berkeley Modular factory in Northfleet and then came to our offices where myself and the Chair provided an overview of our work and progress to date.

4. Business Plan 2023/24

- 4.1. Following confirmation of our budget allocations, the Board have now been able to sign off the final version of the Annual Business Plan for 23/24. This has also been approve by the Department, and so will be published immediately following the local elections on 4th May.

5. Staffing Matters

- 5.1. By the time of the Board meeting, final interviews for the post of Director of Infrastructure & Enabling will have been conducted. I will provide a verbal update on the outcome at the meeting.

Ebbfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	3 May 2023	Paper Number:	EDC 023/042
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Title of paper	2022-23 Business Plan and KPIs: End of Year Performance Review
Presented by	Ian Piper, Chief Executive
Sub-committee	Not applicable

Purpose of Paper and Executive Summary

To provide the Board with a report on the EDC's performance in 2022/23 against the priorities and KPI targets set out in the 22/23 Business Plan.

EDC Business Plan and KPIs

This report provides an end of year assessment against the Plan and KPIs.

Recommendation

FOR INFORMATION

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

Annexes

Annex A – summary of performance against the Business Plan priorities.

Annex B – summary of performance against the annual KPI targets.

Delegation

Not applicable.

Financial impact

The 2022-23 Business Plan reflected the EDC's budget for the year.

Legal impact

Not applicable.

Stakeholder impact

Stakeholders will be interested in the EDC's performance against the Business Plan.

Sponsor impact

This report will be shared and discussed with the DLUHC Senior Sponsor.

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1. Introduction

- 1.1. The EDC is required to prepare and publish an annual Business Plan that sets out the Corporation's priorities for the year alongside information on budget and risks. The Corporation's 2022/23 Business Plan was published in January 2023 once approval to publish was given by our sponsor Department.

2. Business Plan Priorities

- 2.1. Attached at **Annex A** is the performance report that sets out the EDC's agreed and published priorities for the year 2022/23 and also information on how the Corporation has performed against these priority areas. For each priority an assessment of 'Met', 'Partially Met' or 'Not Met' is provided.
- 2.2. Overall, the Corporation and our partners have performed positively against the backdrop of a challenging year. 12 of the priorities are assessed as having been 'Met', 5 have been 'Partially Met' and 4 'Not Met'.
- 2.3. Significant achievements during the year against our priorities included:
- The submission of the outline planning application for Ebbsfleet Central East and appointment of the Development Manager;
 - Completion of the A2 Bean and Ebbsfleet junctions with our partner Highways England;
 - Continued progress of the wastewater relocation project, including feasibility and design work;
 - Our planning service exceeded statutory performance standards, we relaunched the Ebbsfleet Design Forum and reviewed 6 schemes, and completed new balcony design guidance;
 - We continued to work with the local community including through the Community Board, the delivery of the Community Investment Fund, and programmes including 'This Must be the Place', the Cultural Development Fund, the Education Outreach programme and the Apprenticeship Programme. Three editions of the 'Ebbsfleet Living' newsletter were distributed;
 - We launched the Social Value framework and complementary 'Match My Project' portal;
 - Completion of our carbon modelling and bio-diversity net gain work;
 - Recruitment to priority vacancies, and implementation of a new performance appraisal system.

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2.4. There were also some priority areas where we did not fully meet our objectives for the year, including:

- Changes to the Blue Lake and Grove Road projects following reviews of the concepts for each of these to ensure that each project continues to meet objectives and operational viability;
- A delay to the completion of the strategic outline case for the Health and Wellbeing Hub; the EDC has drafted the case but will pause on bringing it to the Board to allow alignment with the corresponding NHS strategic outline case which is now expected in September 2023;
- Delays to the Northfleet Embankment East project, the Alkerden Hub and Castle Hill community building projects and the wayfinding project; the delays are due to a range of factors, including the delay to the EDC's CDEL budget being confirmed, and project reviews as a result of inflationary costs pressures;

3. Key Performance Indicators

3.1. Attached at **Annex B** is a summary of the EDC's performance against the annual KPI targets set out in the Business Plan.

3.2. The Corporation has performed very strongly, achieving all of the targets. Highlights include:

- The Corporation exceeded the housing completions target for the year, with 632 completions in total; the EDC also met its target for homes meeting the Building for a Healthy Life (BfHL) quality standard;
- 195 affordable homes were completed, exceeding the target of 150;
- 42 custom build homes were completed;
- Along with our developer partners we exceeded our targets for new parks, open spaces and recreation areas and new/improved dedicated footpaths and cycleways created. This included the new Jubilee Park at Castle Hill and the first section of the Springhead liner park;
- We exceeded our targets for private sector investment levered in and the proximity of homes to current or future bus/public transport connections.

4. Recommendation

4.1. The Board is asked to note the performance of the Corporation against the 2022/23 annual Business Plan priorities and targets.

2022-23 Performance – End of Year Summary

The EDC's 2022/23 Business Plan set out a number of priority actions that the Corporation was seeking to deliver by the end of March 2023.

The table below reports on the EDC's progress against each of these priorities as 31 March.

Commitment	Progress at end of year – 31 March 2023
<i>By the end of March 2023 we will have:</i>	
Submitted the outline planning application and begun detailed design of the enabling and infrastructure works for the first phase of Ebbsfleet Central (by end of Q3 2022/23)	MET This priority has been achieved with the outline planning application for Ebbsfleet Central East submitted on 23 September 2022 and the Development Manager (who will lead the detailed design of the enabling and infrastructure works) formally appointed at the end of November 2022.
Delivered the strategic outline case for the Health and Wellbeing Hub at Ebbsfleet Central (by end of Q3)	PARTIALLY MET The strategic outline case has been drafted. However this needs to be brought forward in alignment with a corresponding NHS strategic outline case which will not be ready until September 2023.
Developed the next stage of the Blue Lake Restoration project, delivering the outline business case (by end of Q4)	NOT MET The information gathered in the feasibility element of the project has resulted in a review of the concept to ensure the EDC meets the project's objectives, operational viability, and value for money. As a result this milestone has not been met. The Corporation has re-set the project and we have completed the process to shortlist a series of future development options.

Progressed the wastewater relocation project through detailed feasibility to start the outline business case development (by end of Q4)	<p>MET</p> <p>Feasibility and detailed design work progressed throughout the year and good progress has been made on this. As the design work progresses the Corporation will in parallel continue to develop the outline business case that will set out the case for our investment.</p>
Completed the new full business case for the Grove Road Area.	<p>NOT MET</p> <p>The information gathered in the feasibility element of the project has resulted in a review of the concept for this project to ensure the EDC meets the project's objectives and operational viability. As a result this commitment will not be met.</p> <p>The Corporation has re-set the project and we have completed the appointment of masterplanning and commercial advisors to explore in detail the shortlisted future development options.</p>
Completed the preconstruction activity required to submit the full business case for Northfleet Embankment East (by end of Q4)	<p>PARTIALLY MET</p> <p>The project has been delayed due to the need to reconsider viability, cost and design in light of current economic circumstances and so this target will now be missed. The project has completed a RIBA Stage 3 design and we will be ready to submit a planning application in Q1 2023/24.</p>
Worked with our partner Highways England to ensure the construction of the A2 Bean and Ebbsfleet Junctions is completed, along with the introduction of the landscape plan and non-motorised user improvements (by end of Q3)	<p>MET</p> <p>The A2 Bean and Ebbsfleet Junctions are completed and operational. The landscaping works programmed for the Autumn 2022 and Spring 2023 planting seasons are underway. Watling Street non-motorised user improvements completed in Q3.</p>

<p>Progressed the delivery of the electricity primary sub-station with the submission of a planning application and concluded discussions with Natural England over the Ebbsfleet Central Primary substation (by end of Q3)</p>	<p>PARTIALLY MET</p> <p>The planning application for the primary substation at Northfleet Embankment West was submitted and has been approved with pre-commencement conditions.</p> <p>There are ongoing discussions with Natural England regarding the Ebbsfleet Central Primary sub-station as it was affected by the SSSI. UKPN have completed a further site assessment report with associated ecology surveys and the results are being reviewed.</p>
<p>Submitted the outline business cases on the Alkerden Hub and Castle Hill community buildings projects (by end of Q4)</p>	<p>NOT MET</p> <p>As the EDC did not have sufficient confirmed CDEL budget these projects were delayed.</p> <p>On Alkerden Hub, EDC has continued to engage with Henley Camland Investments who are reviewing the viability of the project.</p> <p>The Castle Hill Community Hub project has recently been reviewed due to inflationary pressures and to ensure a clear and refined scope is prepared and ready for mobilisation once budget confirmation is received.</p>
<p>Completed the procurement for the wayfinding project (by end of Q4)</p>	<p>NOT MET</p> <p>The EDC did not have sufficient confirmed CDEL budget so this project had to be paused. Draft procurement documents are now ready and our timetable for delivery is being reviewed.</p>

<p>Fully utilised our annual budgets of c.£10m capital and £7.5m revenue</p>	<p>PARTIALLY MET</p> <p>The EDC revised its gross forecast 22/23 outturn spend position to c£6.1m capital and £6.8m revenue. This revised spend has been achieved, within acceptable tolerances.</p> <p>The 22/23 outturn spend fully utilised £11.16m of Government funding (£5.86m capital and £5.3m revenue) available to the EDC in 22/23. Revenue receipts (£1.194m) generated by the EDC in year were used to fund the remainder of the 22/23 revenue outturn.</p> <p>Surplus receipts (capital and revenue) generated in 22/23 (above the amounts utilised in 22/23) are being rolled forward to be used by the EDC in future years.</p> <p>All 22/23 spend and receipt amounts stated above are subject to external audit</p>
<p>Continued to promote best practice design management across planning projects and EDC's investment programme, including publication of design guidance and performance standards for sustainability (by end Q3), guidance on lighting, balconies and detailing of buildings (by end Q2), and relaunching the Design Forum with a new Chair and host organisation (by end Q2)</p>	<p>MET</p> <ul style="list-style-type: none"> - The EDC Design Team has continued to proactively support the Planning Team through active engagement in negotiations with developers and through structured written design advice and pre-application, post-submission and condition discharge stages of the planning process. - Environmental performance standards are in development and will to be taken to Board in Q1 2023-24. This will allow the drafting of design guidance to follow in Q2 2023-24. - The Planning/Design Teams undertook joint lighting training during the year to support consideration of lighting in planning proposals and to inform a review of the planning validation checklist to ensure adequate details on lighting are submitted with planning applications. Procurement process for an external lighting consultant has commenced. - Balcony design guidance was approved by EDC's planning committee and completed in September 2022. - The Design Forum was successfully relaunched in September 2022, with Prof. Sadie Morgan as the new Chair, and the Forum has reviewed 6 schemes in the first 6 months.

Continued to deliver a high-quality planning service by engaging in a positive way with developers and landowners during the entire planning process from pre-application to delivery	<p>MET</p> <p>The planning service has exceeded statutory performance standards. Proactive and positive engagement is taking place with developers and landowners from pre-application discussions through to delivery.</p> <p>We have entered into Planning Performance Agreements with developers to secure appropriate resource contributions and provide enhanced certainty for all parties regarding timescales for determining major planning applications.</p>
Worked with local partners and statutory agencies to proactively engage on any statutory consultation and resubmission of the London Resort DCO (currently estimated by end of Q3)	<p>MET</p> <p>The developer has not carried out any engagement or consultation during the year. Regular liaison with local councils has taken place during the year including entering into a cost sharing agreement with Dartford and Kent.</p>
Worked with residents, partners and Community Board members to deliver an appropriate range of 'places to go' and 'things to do' including new community buildings, and a range of events and activities to support post-Covid 19 recovery, maximising partnership funding where appropriate. To include a new focus on young people through our 'This Must be the Place' partnership	<p>MET</p> <p>The Community Investment Fund was fully utilised to support a range of events and activities in Ebbsfleet and neighbouring locations.</p> <p>This Must be the Place delivered a wide range of visits and activities with young place-makers throughout the year. With Cohesion Plus we delivered a Magical Winter event and a Fusion Festival to mark opening of Platinum Jubilee Park.</p> <p>The Cultural Development Fund Programme concluded having reached an audience of 58,000 over the 3 year period including the Creative Exchange Programme which delivered a range of city-wide events and saw the formation of a Residents Cultural Group.</p>

<p>Continued to promote Ebbsfleet Garden City as a great place to live, collaborating with residents, our Community Board and partners to provide appropriate communication tools including a refreshed website (by end Q4) and refreshed Welcome Pack distributed to new homes (by end of Q3)</p>	<p>MET</p> <ul style="list-style-type: none"> - The Community Board has been meeting throughout the year including a public meeting in December 2022. - There has been ongoing promotion of Ebbsfleet via digital and print. The EDC privacy policy has been updated so that EDC can provide a digital newsletter service to stakeholders which will form an integral part of the Communications growth strategy for 2023. - There has been some delay to the refreshed website, although work is now well underway with the contracted team now entering the design phase after initial stakeholder research. The new website will be launched in the Summer. - Three editions of the Ebbsfleet Living newsletter were distributed during the year, with a circulation of up to 10,000 residents and local community members. - The Brand Identity Pack is now in use amongst the team and external stakeholders. - There was a delay to the refreshed Welcome Pack being completed, although it is now ready for distribution. - Updated Householder Resident Guides were published on our website to provide planning advice to residents. - We delivered the Impact module with Imperial College which worked with residents and community groups to identify tools and initiatives to support future community development including tools to enable and empower residents to be more sustainable.
<p>Embedded the priorities of the Levelling Up and Regeneration Bill into EDC projects and processes, including through the continued delivery of our Employment and Skills Action Plan with the launch of and the Education Outreach Programme (by end of Q2) and implementation of our Social Value framework, with agreement of our TOMs and launch of social value portal (by end of Q2)</p>	<p>MET</p> <p>The EDC's Levelling Up approach was agreed at the July Board and Levelling Up training has been provided to staff.</p> <p>The Education Outreach Programme, the Apprenticeship Programme and an Employment Programme have all been delivered.</p> <p>The EDC's social value framework has been launched together with a complementary Match My Project Portal, with appropriate staff training also complete. The approach has been embedded into procurement process.</p>

Continued to mobilise our Environmental Sustainability Action Plan, including completing the city-wide carbon modelling and biodiversity net gain modelling by Q2	<p>MET</p> <p>The action plan continues to be mobilised with the carbon modelling and bio-diversity net gain work completed. Other actions delivered including engaging with local schools on bio-diversity.</p>
Continued to deliver on the Healthy New Town legacy, including through the delivery of three further edible school gardens at Springhead Primary, Ebbsfleet Green Primary and Lawn Primary (by end of Q3) and two new community gardens / allotments at Springhead and Ebbsfleet Green (by end of Q4) in partnership with the Ebbsfleet Garden City Trust	<p>PARTIALLY MET</p> <p>The edible school gardens are complete at Springhead Park and Lawn Road. The Ebbsfleet Green Primary edible garden is under construction.</p> <p>Planning permission granted for both Springhead Park and Ebbsfleet Green community allotments/gardens with development under way. Both due to complete and be ready for community use by end Q1 2023-24.</p>
Delivered on our annual KPI targets, including supporting the completion of 630 high quality new homes including 150 affordable homes, alongside the completion of at least 3 hectares of new public open space	<p>MET</p> <p>As the end of year KPI report at Annex B shows, the EDC has met its KPI targets this year.</p>
Continued to build our organisational effectiveness so we are equipped to deliver on our Corporate Plan priorities for 2025, including recruiting to new priority roles for the growing Corporation, implementing a new hybrid working approach and performance review system (by end Quarter 2 2022/23), and streamlining our corporate processes	<p>MET</p> <ul style="list-style-type: none"> - The Corporation ran recruitment campaigns throughout the year, and although the national and local labour market has tightened we have generally been successful in recruiting to key roles. The Corporation has used a mixed resourcing approach, including permanent roles, consultancy support and temporary agency support. - We have implemented a hybrid working policy, initially for a six month trial period. This approach has now been fully adopted into the EDC's policies following a review of the effectiveness and Board decision in March. - A new Performance Appraisal Policy for the EDC was agreed by the Board in late 2022 and has now been implemented. - Corporate processes have been reviewed in line with Government functional standard requirements.

2022-23 Performance – End of Year Report

Key Performance Indicators

The EDC Business Plan set annual performance targets for the year 1 April 2022 to 31 March 2023 for the Corporation's 11 KPI categories. Performance for the year is set out below.

KPI	Category	2022/23 Measure and Target	Performance Summary as at 31 March 2023
1	Housing Delivery	<ul style="list-style-type: none"> During the year the EDC will facilitate 630 new home completions 	<p>MET</p> <ul style="list-style-type: none"> 632 homes have been completed during the year, exceeding the target of 630 This brings the total number of homes in the Ebbsfleet urban development area as of 31 March 2023 to 3,516 The new homes completed were distributed across the following developments: <ul style="list-style-type: none"> 101 – Ebbsfleet Green 34 – Springhead Park 10 – Springhead Park (Marketing Suite Site Flats) 125 – Castle Hill South (Clarion) 107 – Castle Hill South (Taylor Wimpey) 69 – Cable Wharf 111 – Ashmere 42 – Alkerden Gateway (Custom Build) 20 – Ebbsfleet Cross (Croxtan & Garry) 13 - EQ Off Site Affordable (Keary Road and Milton Road Swanscombe)
2	Quality of Homes and Neighbourhoods	<p>100% of homes consented after 1 April 2018 and completed in 2022/23 will achieve Building for a Healthy Life 'green light' assessment</p>	<p>MET</p> <ul style="list-style-type: none"> 100% of the homes completed this year that received planning consent after 1 April 2018 were within housing development schemes that have received the Building for a Healthy Life 'green light' assessment

3	Diversification of Housing	<ul style="list-style-type: none"> Completion of 40 custom build homes during the year 	<p>MET</p> <ul style="list-style-type: none"> 42 custom build homes were completed during the year by Westerhill Homes at Alkerden Gateway. The full scheme when complete will comprise 50 custom build homes.
4	Affordable Homes	<ul style="list-style-type: none"> At least 150 affordable homes will be delivered during the year <i>definition as provided in the National Planning Policy Framework</i> 	<p>MET</p> <ul style="list-style-type: none"> 195 affordable homes were completed during the year, representing 31% of all homes completed in the year. The homes completed and breakdown across area and shared ownership / affordable rent was: <ul style="list-style-type: none"> 125 Castle Hill South - 67 Shared Ownership/58 Affordable Rent 15 Springhead Park - All Shared Ownership 29 Cable Wharf - 22 Shared Ownership/ 7 Affordable Rent 6 Ebbsfleet Cross - All Shared Ownership 15 Ashmere – All Shared Ownership 5 Ebbsfleet Green – All Shared Ownership There are now 1,077 affordable homes in the urban development area. This means that 30.6% of completed homes in Ebbsfleet to date meet the definition of affordable.
5	Commercial & Community Floorspace	<p>N/A <i>No target was set for 2022/23 as the development cycle meant that during the year no new commercial or community floorspace was planned for delivery.</i></p>	

6	Private Sector Investment	<ul style="list-style-type: none"> ○ In excess of £150m* of private sector investment will be levered in during the year 	<p>MET</p> <ul style="list-style-type: none"> ○ £172.9m of private sector investment levered in so far this year <p><i>Calculated as Gross Development Value (no of homes delivered x average sales price*) less developer margin of 20% + cost of any commercial floorspace delivered using BCIS cost data * based upon average of Dartford and Gravesham average sales prices using UK House Price Index data</i></p>
7	New Dedicated Footpaths and Cycle Ways Created	<ul style="list-style-type: none"> ○ At least 3km of new or improved dedicated footpaths and/or cycleways will be delivered 	<p>MET</p> <p>3.62km delivered this year as follows:</p> <ul style="list-style-type: none"> - Ashmere footpaths (adjacent to Alington Lane and north west entry zone) 0.3km - Castle Hill Jubilee Park (Part I) footpaths 1.2km - Cable Wharf footpath north of Italian Gardens 0.1km - Croxton & Garry open space footpaths 0.2km - Springhead Bridge footpaths 0.22km - Bean Triangle footpath - Watling Street to Sandy Lane 0.35km - Public Right of Way (PROW) improvement Observatory to A2 (DS20) 0.9km - PROW improvement Northfleet (NU47/NU19 adjacent to Sainsburys) 0.25km - Greenhithe Station - new pedestrian footpath 0.1k <p><i>Calculated as those new or improved dedicated footpaths/cycleways delivered in the EDC urban development area or outside of the area through EDC investment</i></p>

8	Public Transport Connections	<ul style="list-style-type: none"> ○ 100% of new homes delivered in the year will be within a 5 minute walk of a current or future bus route or other public transport connection 	<p>MET</p> <ul style="list-style-type: none"> ○ All of the 632 new homes delivered so far this year have been assessed to be within 5 minutes walking distance of a current or future bus route or other public transport connection
9	Parks, Open Spaces and Recreation Areas	<ul style="list-style-type: none"> ○ At least 3 hectares of new parks, open spaces and recreation areas will be delivered during the year 	<p>MET</p> <p>3.94 hectares delivered as set out below.</p> <ul style="list-style-type: none"> - Ashmere open space (3 separate areas) 0.09ha - Castle Hill Jubilee Park and lakeside open space north side 2.5ha - Castle Hill Whitecliffe Road – Alkerden Gateway open space 0.1ha - Springhead Linear Park section 1 – 0.8ha - Ebbsfleet Cross – Croxton & Garry open space 0.45ha <p>In addition, the opening of part of the north side of the Castle Hill lake park area means that the first part of the lake can now be visited and viewed. This section of the lake represents an additional 6.95 hectares.</p>
10	Investment in Social and Community Infrastructure	<p>N/A</p> <p><i>No target was set for 2022/23. This KPI specifically measures construction costs of social and community infrastructure (e.g. schools and community buildings) and the development cycle meant that no new social and community floorspace was planned for delivery during 2022/23.</i></p>	

11	Good Financial Management	<ul style="list-style-type: none"> Annual capital and revenue expenditure remain within budget, with the final year end outturn capital position being within a 10% tolerance of the overall annual capital budget Investment funds recovered in line with project investment business cases 	<p>MET</p> <p>The EDC revised its 22/23 gross forecast year end outturn position to be £6.1m capital (CDEL) and £6.8m revenue (RDEL). The actual 22/23 spend was £5.86m capital and £6.494m revenue (figures subject to audit). The above utilised the £11.16m of Government funding (£5.86m capital and £5.3m revenue). The EDC has obtained approval from DLUHC to retain and utilise receipts (CDEL and RDEL), hence £1.194m of RDEL receipts generated by the EDC in year were used to fund the balance of 22/23 RDEL outturn. Any surplus 22/23 receipts (RDEL and CDEL) i.e. those amounts over and above that have been used in 22/23 are being rolled forward to be used by the EDC in future years. The EDC generated c £3.42m of CDEL receipts and £1.61m of RDEL receipts in 22/23. (figures subject to audit). The EDC has continually monitored and reported its spend to the EDC Board and takes action to ensure that the in-year budget has not been exceeded.</p> <p>Investment contributions (receipts) are being recovered in 22/23 relating to the A2 junctions improvement project. Two further projects are in delivery that will recover EDC funding in future years - Electricity and Fastrack projects. The EDC remains confident that the total amount identified as recoverable in those two project business cases will be achieved.</p>
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PRESS

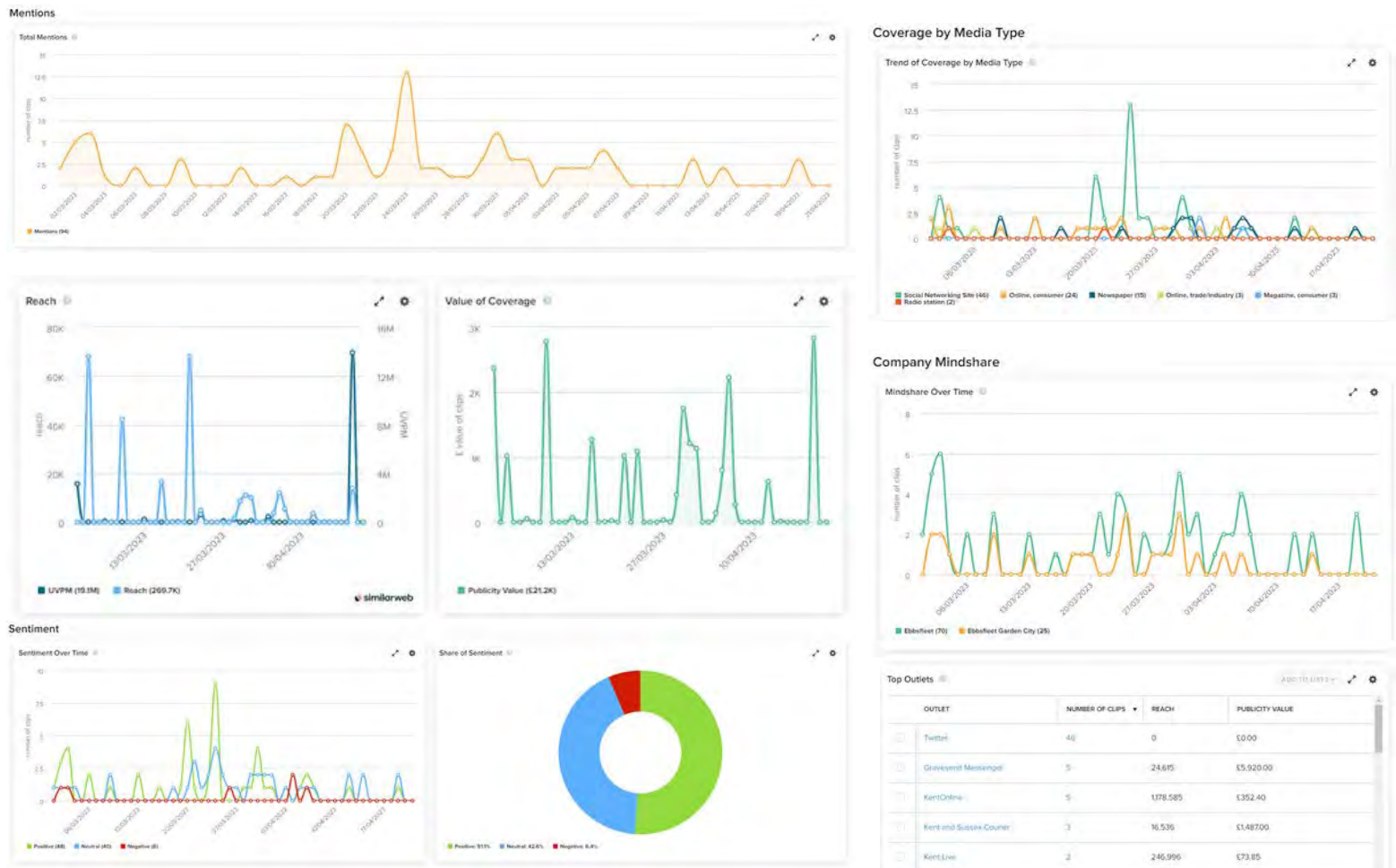
MAY 2023 BOARD MEETING



Ebbsfleet
DEVELOPMENT CORPORATION

Summary:

This document covers the period of 1st March 2023 - 20th April 2023. Below is a highlight summary of outlets reporting on 'Ebbsfleet Garden City', 'Ebbsfleet' and 'Ebbsfleet Development Corporation'.



Article	Source	UVPM
Plans approved for Morrisons supermarket and 83 homes at Alkerden development at Ebbsfleet Garden City	Kent Live, Gravesend Messenger,	236k
New Grid Site energised to power Ebbsfleet Garden City's future	Electrical Contracting News	10k
Plans progress for £800m tram project connecting Kent and Essex through tunnel under River Thames	Kent Live	123K
First homes released for sale at Harbour Village in Northfleet	Property Wire	6k
Travelodge announces plans for 11 new hotels	Folkestone & Hythe Express, Sussex Courier	2k audience reach
£80m station made Kent just one train ride away from central Europe	Kent & Sussex Courier	6k
Residents confused as 'Borough of Ebbsfleet' sign is spotted in Longhoughton Avenue	Kent Online	236k
Bellway provides electric vehicle charging for all homes at two new developments	Bdaily business news	19K

Website Discovery workshop

Ebbsfleet Development Corporation Digital Discovery | V1 | March 2023

becg.com | #BECGconversation



becg

Visitors

Key notes – Data only captured from 12th March

Even with small data sample we can start see trends as predictable weekday traffic and engagement time of over 1 minute.



Users

1.2K

Average engagement time ?

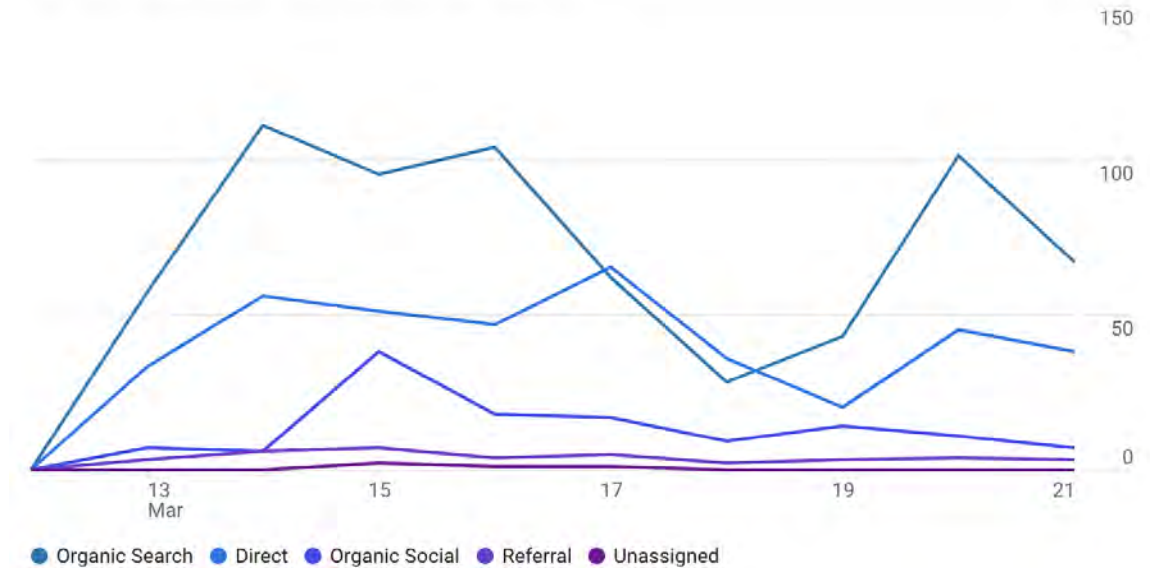
1m 18s

Acquisition

Organic (search engines) is the highest traffic contributor with also the highest engagement rate from this source.

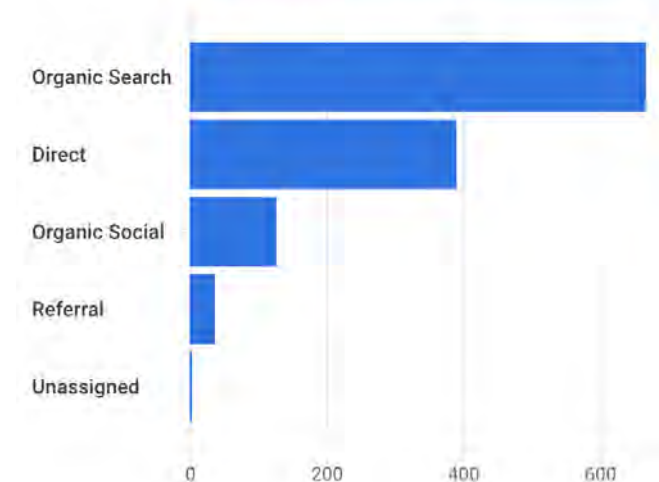
Direct is also high, with over 30% of traffic. Is this internal?

New users by First user default channel group over time



First user default channel group		↓ New users	Engaged sessions	Engagement rate	Engaged sessions per user	Average engagement time	Event count All events
		1,227	984	55.78%	0.80	1m 18s	10,198
		100% of total	100% of total	Avg 0%	Avg 0%	Avg 0%	100% of total
1	Organic Search	668	615	61.25%	0.92	1m 37s	6,234
2	Direct	391	294	52.97%	0.75	1m 03s	2,956
3	Organic Social	127	40	30.53%	0.31	0m 32s	616
4	Referral	37	30	44.78%	0.81	0m 56s	358
5	Unassigned	4	5	62.5%	1.25	0m 37s	34

New users by First user default channel group



Key pages

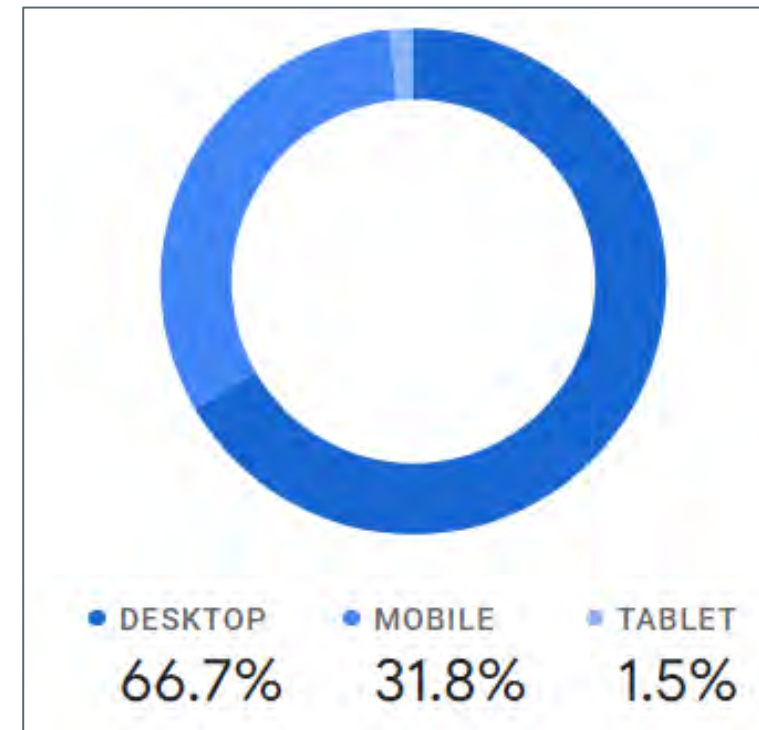
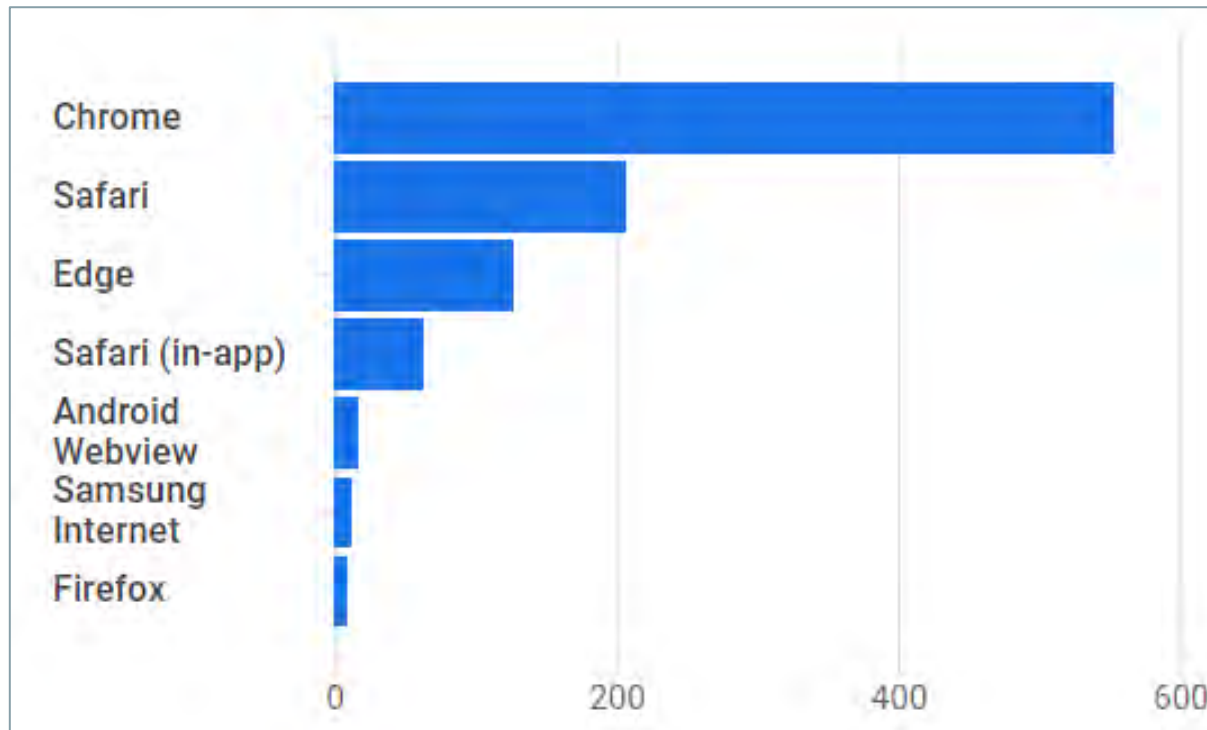
Pages with high views include Homepages, The Vision, Planning, Work for us and About us.

Note that those pages have different engagement times, with Blue Lake Park, About us and The vision, among the most engaged pages.

Page title and screen class ▾ +		↓ Views	Users	Views per user	Average engagement time
		3,794 100% of total	1,230 100% of total	3.08 Avg 0%	1m 18s Avg 0%
1	Home - Ebbsfleet Development Corporation	654	456	1.43	0m 32s
2	The Vision - Ebbsfleet Development Corporation	236	170	1.39	0m 41s
3	Planning - Ebbsfleet Development Corporation	210	124	1.69	0m 29s
4	Work for us - Ebbsfleet Development Corporation	164	131	1.25	0m 17s
5	About Us - Ebbsfleet Development Corporation	110	85	1.29	0m 56s
6	Ebbsfleet Central - Ebbsfleet Development Corporation	92	59	1.56	0m 30s
7	Development Area Maps - Ebbsfleet Development Corporation	87	58	1.50	0m 21s
8	Blue Lake Park - Ebbsfleet Development Corporation	83	32	2.59	1m 22s
9	Contact Us - Ebbsfleet Development Corporation	70	54	1.30	0m 37s
10	Northfleet Riverside Park - Ebbsfleet Development Corporation	69	41	1.68	0m 31s

Device usage

Desktop accounts for most of the traffic, but mobile has over 32% and is likely to grow as the usability improves and social channels use increases.





[Contact Us](#) [The Vision](#) [Projects](#) [Planning](#) [Community](#) [Public Meetings](#) [Contact Us](#)



A major new centre at the heart of Ebbsfleet Garden City is to be created around Ebbsfleet International.

Ebbsfleet Central will be a new commercial and residential centre within Ebbsfleet providing jobs, homes, community and cultural facilities.

[Read about Ebbsfleet Central here](#)



**

Total number of new homes



*

Approximate number of new residents



Homepage

(92 desktop sessions)

Top 3 links:

- **About us** (13.79%)
- **The Vision** (12.64%)
- **Contact us** (5.75%)
- **Ebbsfleet Central, clicked** (4.6%)

becg



[About Us](#) [The Vision](#) [Projects](#) [Planning](#) [Community](#) [Public Meetings](#) [Contact Us](#) [Q](#)

A major new centre at the heart of Ebbsfleet Garden City is to be created around Ebbsfleet International.

Ebbsfleet Central will be a new commercial and residential centre within Ebbsfleet providing jobs, homes, community and cultural facilities.

[Read about Ebbsfleet Central here](#)



Total number of new homes



Approximate number of new residents



Homepage

(92 desktop sessions)

- 75% of users get to 'homes stats'
- 50% of users reach the 'See our masterplan' section
- Less than 40% get to the 'Ebbsfleet Development Corporation Support for Apprentices' section and below

Average fold (80.6% scrolled this far)

becg

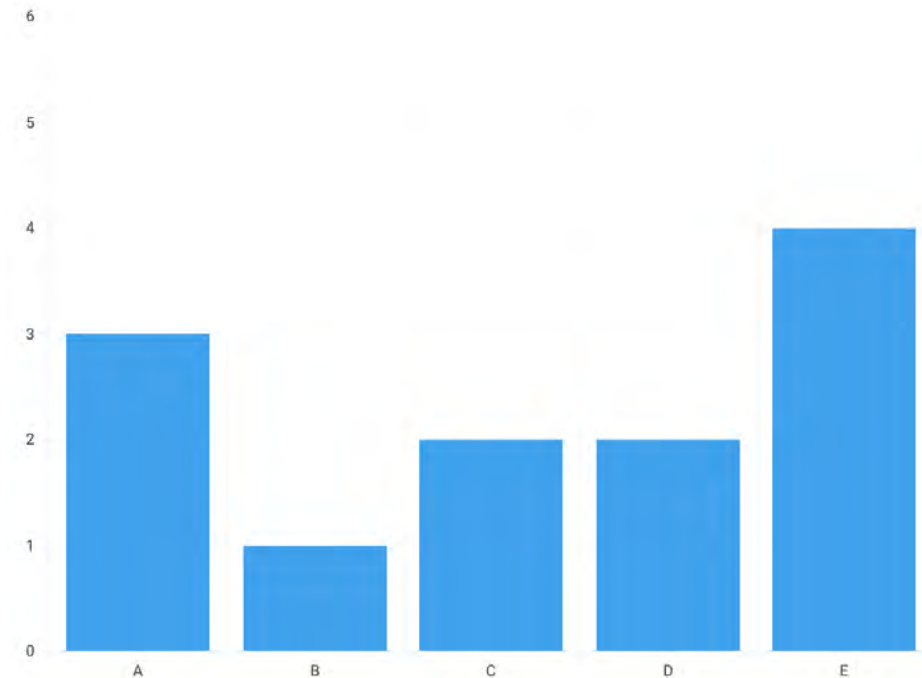
What was the main reason for your visit today

Some idea of users' objectives when visiting the site.

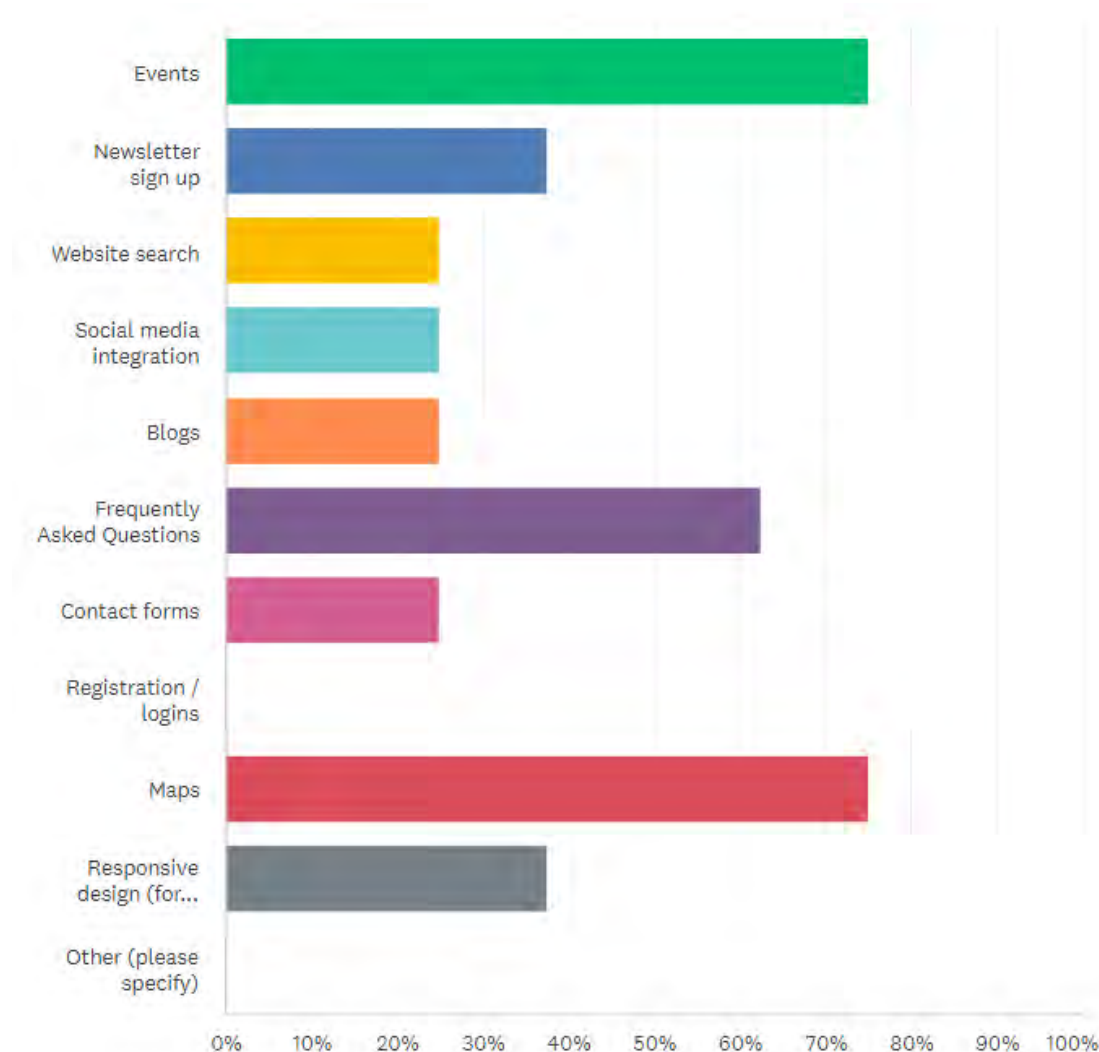
“Understanding what Ebbsfleet Garden City is”, is a key objective identified:

#	Answer	Count	%
A	Understand what Ebbsfleet Garden City is.	3	25%
B	Sign up for the newsletter.	1	8%
C	Get specific information (E.g. planning, public meetings, etc).	2	17%
D	Find out about the projects.	2	17%
E	Other	4	33%

12 total respondents



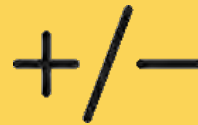
Are there any specific features or functionalities you would like to see on the EDC's new website?



User experience principles



Show what matters



Less is more



One thing at a time



Make it obvious



Make decisions easy



Don't make me think

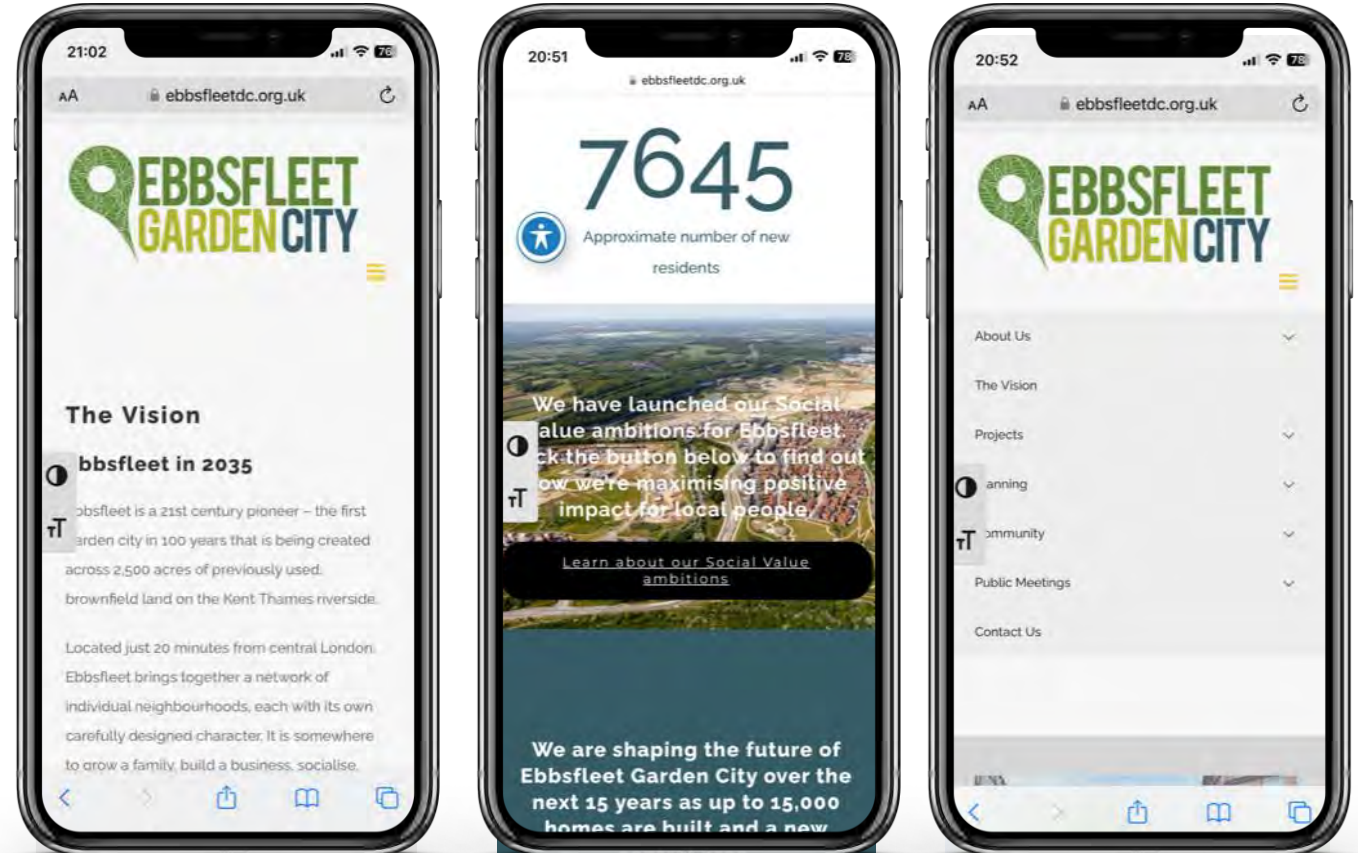
Mobile

Key note – Challenges from a desktop presentation are amplified when viewing the website on smaller devices.

We know from analytics **30% of visitors** are viewing the website on mobile (and likely to grow).

A fundamental aspect will be designing a homepage that inspires users to navigate through the site and pique interest.

The navigation should be stripped back and simple to use – grouping content into logical categories, showing what matters and allowing users to explore one thing at a time.



SOCIAL MEDIA

MAY 2023 BOARD MEETING



Ebbfleet
DEVELOPMENT CORPORATION

FACEBOOK

Summary:

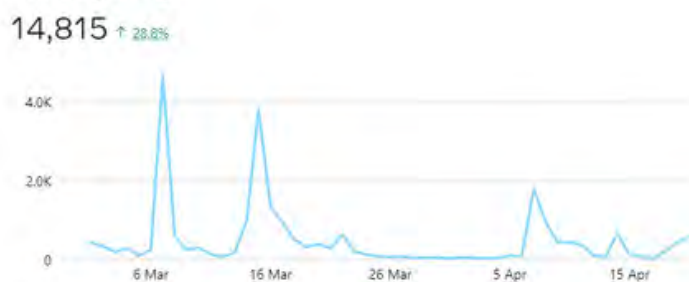
This report covers period 1st March 2023 - 20th April 2023 to account for no Board meeting in April.

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

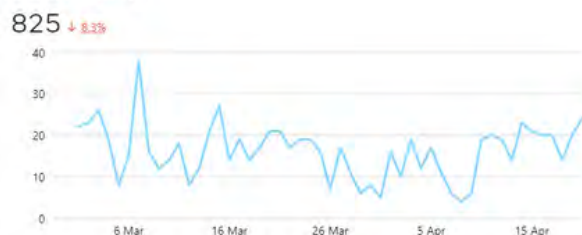
Facebook Page new likes



Facebook Page reach



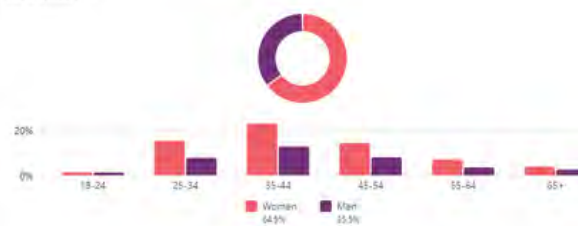
Facebook Page visits



Facebook Page likes

2,137

Age & gender



Summary: 90 day vs. 90 day

Reach

Post reach

17.9K ↑ 156.1%

Total from last 90 days vs 90 days prior

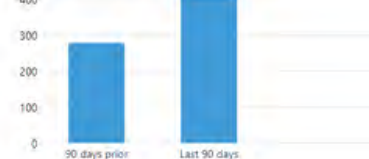


Engagement

Post reactions, comments and shares

421 ↑ 50.9%

Total from last 90 days vs 90 days prior



Summary: Benchmarking

Facebook Page followers

2.4K

Higher than others

Typically: 930

New Facebook Page followers

13

Similar to others

Typically: 9

Content interactions

50

Similar to others

Typically: 70

Summary: Top Post

Post: 'We are looking for an enthusiastic and organised Finance Officer to join our team!...



This post received more reactions, comments and shares than 96% of your 50 most recent Facebook posts and stories. **It was shared over 25 times**

This post received more link clicks than **86% of your 50 most recent Facebook posts and stories.**

INSTAGRAM

Summary:

This report covers period 1st March 2023 - 20th April 2023 to account for no Board meeting in April.

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

Instagram profile visits ⓘ



Instagram reach ⓘ



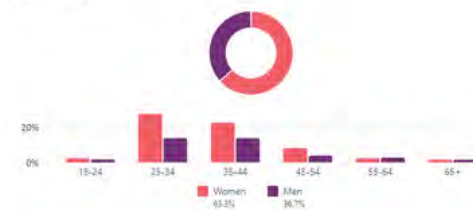
New Instagram followers ⓘ



Instagram followers ⓘ

1,386

Age & gender ⓘ



Summary: 90 day vs. 90 day

1.6K ↓ 13.3%

Total from last 90 days vs 90 days prior



249 ↓ 31.2%

Total from last 90 days vs 90 days prior



Summary: Benchmarking

Instagram followers ⓘ

1.4K

Higher than others

Typically: 610

New Instagram followers ⓘ

20

Similar to others

Typically: 16

Content interactions ⓘ

43

Similar to others

Typically: 78

Summary: Top Post

Post: 'Information on the allotment and community gardens scheme can be found on the EGCT website...'



This post reached more Accounts Centre accounts than **90% of your 50 most recent Instagram posts and stories.**

This post received more likes, comments and shares than **64% of your 50 most recent Instagram posts and stories.**

TWITTER

Summary:

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

This report covers period 1st March 2023 - 20th April 2023.

Tweets	31
Profile Visits	775
Impressions	4123
Mentions	39

Summary: Top Posts in March

Top Tweet earned 874 impressions

A new electricity grid site now provides essential power across #Ebbsfleet. The @UKPNnews new substation will help unlock potential for the area & enable the future connection of low carbon technologies as the UK progresses towards Net Zero. ⚡ Read more: ebbsfleetdc.org.uk/news pic.twitter.com/4T37OlP0vI



1 2

View Tweet activity

View all Tweet activity

Top mention earned 105 engagements

Simon Dudley
@MrSimonDudley · Mar 23
Delighted to tour @BerkeleyGroupUK modular factory in Northfleet then show @luhc Housing Minister @redditchrachei the work of @ebbsfleetdc building the garden city with our partners pic.twitter.com/hHAvkLz8S0



1 2

View Tweet

Top media Tweet earned 327 impressions

Another exciting week ahead for the EDC team working with @imperialcollege #DysonSchoolofDesign in #Ebbsfleet!

The students are working with the team & local residents to help understand how we can grow a sustainable, inclusive, cohesive and vibrant community. pic.twitter.com/KxiQDtHc2T



1 5

Summary: Top Posts in April

Top Tweet earned 292 impressions

We are committed to ensuring that the building of the new homes, shops, schools, community centres & facilities in #Ebbsfleet benefit local residents in both the existing neighbourhoods and new homes. Find out more about #SocialValueWeek here: bit.ly/3KOe5Nm #SocialValueWeek pic.twitter.com/m2prTBsQoA



0

Top media Tweet earned 182 impressions

WE'RE RECRUITING

The Ebbsfleet Development Corporation team is growing, and we are now on the lookout for an Environment & Sustainability Manager!

Read more below

lnkd.in/d/vmhcr

Get your applications in fast! This advert closes tomorrow at midday! pic.twitter.com/9UhtWXILpJ



1 1

Summary:

This report covers period 1st March 2023 - 20th April 2023 to account for no Board meeting in April.

LinkedIn continues to provide a central focus for Corporate news and updates, as well as targeted advertising for recruitment opportunities. Paid advertising is optimised across this site for recruitment.

Visitor highlights

470

Page views

▲2.4%

231

Unique visitors

▲16.1%

7

Custom button clicks

▲133.3%

Follower highlights

3,169

Total followers

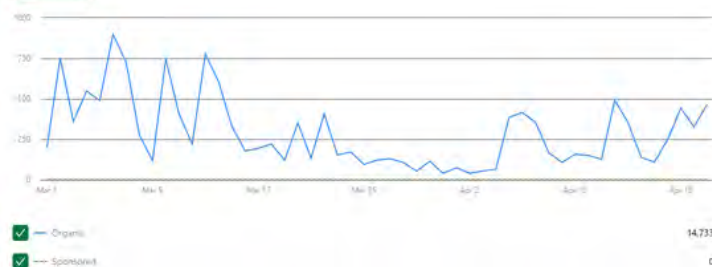
64

New followers in the last 50 days

▲3.2%

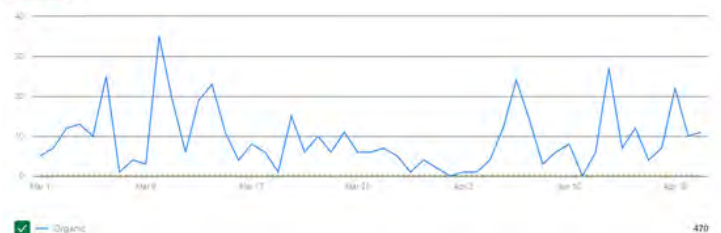
Metrics

Impressions +



Metrics

Clicks +



Post with highest impression:

Ebbfleet Development Corporation
3,169 followers
Tue • 10

RECRUITMENT OPPORTUNITY: Commercial Manager

We are leading one of the most exciting and pioneering regeneration projects in recent decades – the first Garden City in 100 years on the #Kent Thames riverside.

As we reach a critical stage in our journey, we're now looking for ambitious and forward-thinking individuals to help us deliver our vision of a 21st-century Garden City that works for people and the planet.

Over time, #Ebbfleet will grow into one of the South East's leading places to live and work, and we're looking for passionate people to join our growing team and play a big part in shaping the regeneration of Ebbfleet.

To find out more about this role and other opportunities at EDC, visit our website: <https://lnkd.in/gFrG3uX>

#team #opportunity #work #recruitment #projects #finance #procurement #regeneration

COMMERCIAL MANAGER

Ebbfleet is a 21st century pioneer – the first garden city in 100 years that is being created across 2,500 acres of previously used, brownfield land on the Kent Thames riverside.

Ebbfleet Development Corporation was set up by the Government to speed up the delivery of up to 18,000 homes and oversee this exciting project. We're now looking for passionate people to join our growing team, and play a big part in shaping the regeneration of Ebbfleet.

Post with highest CTR:

Ebbfleet Development Corporation
3,169 followers
Tue • 10

We are looking for two organised and enthusiastic individuals to join our growing team.

As we continue on our mission to deliver the first garden city in 100 years situated in North Kent, we are now on the search for two Project Officers!

Both Project Officers will be required to support the successful delivery and management of projects through a range of tasks including project management of small-scale bespoke projects and providing support to the wider complex projects taking place across Ebbfleet.

If you have experience working in a project orientated environment, with knowledge of project processes and procedures, then we'd like to hear from you!

Read more and apply here: <https://lnkd.in/gFrG3uX>

PROJECT OFFICER

Ebbfleet is a 21st century pioneer – the first garden city in 100 years that is being created across 2,500 acres of previously used, brownfield land on the Kent Thames riverside.

Ebbfleet Development Corporation was set up by the Government to speed up the delivery of up to 18,000 homes and oversee this exciting project. We're now looking for passionate people to join our growing team, and play a big part in shaping the regeneration of Ebbfleet.

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	3 May 2023	Paper Number:	EDC 023/043
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Title of paper	Marketing & Communications
Presented by	Caroline Doidge, Head of Marketing & Communications
Sub-committee	NOT APPLICABLE

Purpose of Paper and Executive Summary

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

EDC Business Plan and KPIs

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

Recommendation

FOR INFORMATION

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

Annexes

Annex A – Press Report

Annex B – Website Report

Annex C – Social 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:	3 May 2023	Paper Number:	EDC 023/043

1. Introduction

- 1.1. EDC and Built Environment Communications Group (BECG) are now entering Phase 2 of the website redesign project. Phase 1 'Audience and Data Research' is now complete.
- 1.2. The team took part in various workshops to understand our current performance, challenges and limitations with the EDC website. Workshops conducted to date have focused on:
 - Operational performance – how the site currently performs using heatmapping and behaviour flow analytics
 - Key personas – aligning the content to different audiences, ensuring a smooth user journey from point A to point B.
 - Identifying use experience principles – prioritising content and pathways for optimum UX
- 1.3. Ebbsfleet Living magazine was distributed to residents and local community members in April, with the next edition planned for distribution in July 2023, to align with Community Board recruitment and the summer Fusion Festival event taking place.
- 1.4. The focus for the next edition is to have content guided and delivered with input from Community Board members, in line with recruitment taking place in early May and appointment of community Chairperson.
- 1.5. The team have distributed their first digital newsletter, celebrating 'Social Value Week' and tailored to professional stakeholders and Social Value experts. The newsletter provides an additional cost-effective opportunity for the team to engage in a wide range of audiences, tailoring information and news updates to drive website traffic, strengthen awareness around core workstreams and regularly connect with our residential and professional communities.
- 1.6. The team are scoping work with sustainability communications experts to devise an overarching strategy for the EDC Environmental and Sustainability Framework. This initial scoping is exploring opportunities to conduct community-led research, align messaging and outreach with sustainability priority areas for both residential and professional stakeholders.
- 1.7. Recruitment continues as a focus for the team, to drive a number of opportunities and roles across the organisation. 'Work For Us' website page continues to be one of the top performing pages, with strong 'click throughs' from LinkedIn.
- 1.8. Opportunities to further strengthen and add variety to opportunities for stakeholder engagement are reviewed within this document.

Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	3 May 2023	Paper Number:	EDC 023/043

2. Media

- 2.1. The full media report can be found in **Annex A: Press Report**.
- 2.2. The Press Report covers releases from the previous calendar month to ensure consistency when reporting.
- 2.3. EDC are currently observing pre-election period, where additional sensitivity is taken across our outlets to ensure compliance with Government guidelines.
- 2.4. During pre-election period the team received a visit from Housing Minister Rachel Maclean alongside a visit to Berkeley Modular factory to discuss advanced manufactured housing and brownfield regeneration.
- 2.5. This visit was a fantastic opportunity to engage with a variety of stakeholders, with a further opportunity to showcase the growth of Ebbsfleet. The visit was documented across social media by the Housing Minister.
- 2.6. Pre-election period will end 4th May 2023 at 10pm.

3. Website

- 3.1. The team are now entering Phase 2 of new website development. The team will utilise findings from Phase 1, alongside information and feedback gathered through a variety of workshops, to build initial layout concepts for the new site.
- 3.2. The report provided by BECG will act as a useful referral tool when entering Phase 2 of designing the website and help inform KPIs to monitor improvements across core areas of user-journeys.
- 3.3. An overview of the report conducted with BECG can be found in **Annex B: Website Report**.
- 3.4. Website performance (last 30 days):
 - 4,811 sessions (-5%)
 - 9,848 page views (-2%)
 - 3,392 tracked users (-3%)
- 3.5. Website performance (top visited pages):
 - Work for us – Ebbsfleet Development Corporation (1,908 views)
 - The Vision (682 views)
 - Planning (471 views)
 - Development Area Maps (372 views)

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	3 May 2023	Paper Number:	EDC 023/043
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4. Social Media

- 4.1. A full social media report can be found in **Annex C: Social Media Report**.
- 4.2. The Social Media Report showcases metrics for the previous calendar month to ensure consistency with reporting.
- 4.3. The team are continuing to contribute to the digital calendar, with paid advertising allocated to focuses for the month ahead, including recruitment opportunities and the upcoming 'Community Board Taster Session'. Further details of this event are outlined in the Ebbsfleet Living Board report.
- 4.4. Further focuses for month ahead:
- Coronation: A number of locally held events across Ebbsfleet
 - Cultural Placemaking Event
 - Learning at work week: Promoting EDC apprenticeships and opportunities in the built environment

5. Recommendations

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

Planning Highlight Report – May 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	<ul style="list-style-type: none">• Cherry Orchard Primary School• Castle Hill Community Centre• Alkerden Education Campus (2FE primary and 8FE secondary schools; sports centre)• Alkerden Market Centre Nursery	<ul style="list-style-type: none">• 6 Neighbourhood Greens including Castle Hill Linear Park/Lake Edge Open Space• 1 Village Green• 1 Local Park

Key Highlights

- Alkerden Market Centre Phase 2/3 – Ongoing discussions for reserved matters application (412 residential units, 4097m² (44100sqft) of commercial floorspace) in relation to detailed design and strategic approach to commercial floor space and affordable housing.
- Major Urban Park – Pre-application engagement on design of major piece of public open space.
- Alkerden 5B – Ongoing pre-application engagement for residential development comprising c.162 units including informal presentation to Planning Committee. 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	Ebbsfleet Green Primary School	Linear Park 2 no. LEAP

	Co-op Retail Unit Redrow Office		MUGA Allotments
--	------------------------------------	--	--------------------

Key Highlights

- Community Buildings & Sports Pitches/Courts – s.106 Deed of Variation completed and decision notices have been issued.
 - 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 – Meeting to discuss ES Review between applicant and LPA. Updated transport information submitted for informal review by KCC Highways. Meetings to discuss connectivity including crossing designs and options for enhanced off-site connections. Meeting with NHS, updated representation from them expected this month. Southern Water consultation response received.
-

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, and officer compliance visit carried out. Revised Landscape Management Plan approved. Work on allotments and community gardens remains in progress.
 - Residential – Apartment block on location of former marketing suite complete.
 - Wingfield Bank Bridge – Application for approval of restoration works to provide permanent pedestrian connection between the site and land by Sainsbury's expected this month.
-

Northfleet Riverside

Developers currently on site:

- Keepmoat Homes
- Bellway
- ArchSpace Architecture

Detailed Consents

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

Key Highlights

- Cable Wharf – Enhanced surface finish (resin bound aggregate as opposed to tarmac) approved for the riverfront promenade public space. Updated flood wall management plan submitted following ongoing discussion between parties including Homes England and EA. Trees in proximity to flood defence omitted but EA maintaining objection due to retention of shrub/hedge planting. Ongoing discussions regarding proposed phased delivery of the WT Henley Building conversion works.
- Fleetmix – The site is no longer operational.

- Cable Wharf Primary School – Update meeting last month, KCC are restarting the project and will be appointing a new design team to produce a new scheme. KCC have requested first pre-app meeting expected in June.
- Northfleet Embankment East Southern Employment Parcel – No further pre-application discussions this month.
- Northfleet Embankment West (Residential Land) – Updated Phasing and Implementation Plan for delivery of site wide infrastructure (including Fastrack, open spaces and community building) submitted and under review. New and amended information for Phase 2 Reserved Matters application received and out to consultation. Ongoing discussions and correspondence regarding the Fastrack route, including meeting between EDC and KCC. Bellway reviewing officer and consultee comments on Bevans Park (Phase 2B). Pre-app comments on Phase 3 issued and further meetings arranged to discuss the proposed community building and public art, ahead of formal submission later this month.
- Northfleet West (Employment Land) – Discussions with landowner in respect of their strategy and proposals for the land, including potential open storage use, in light of outline planning permission expiring next month. Application submitted to remove requirement for an employment masterplan.

Land North of London Road

Developers currently on site:

- Bellway Homes

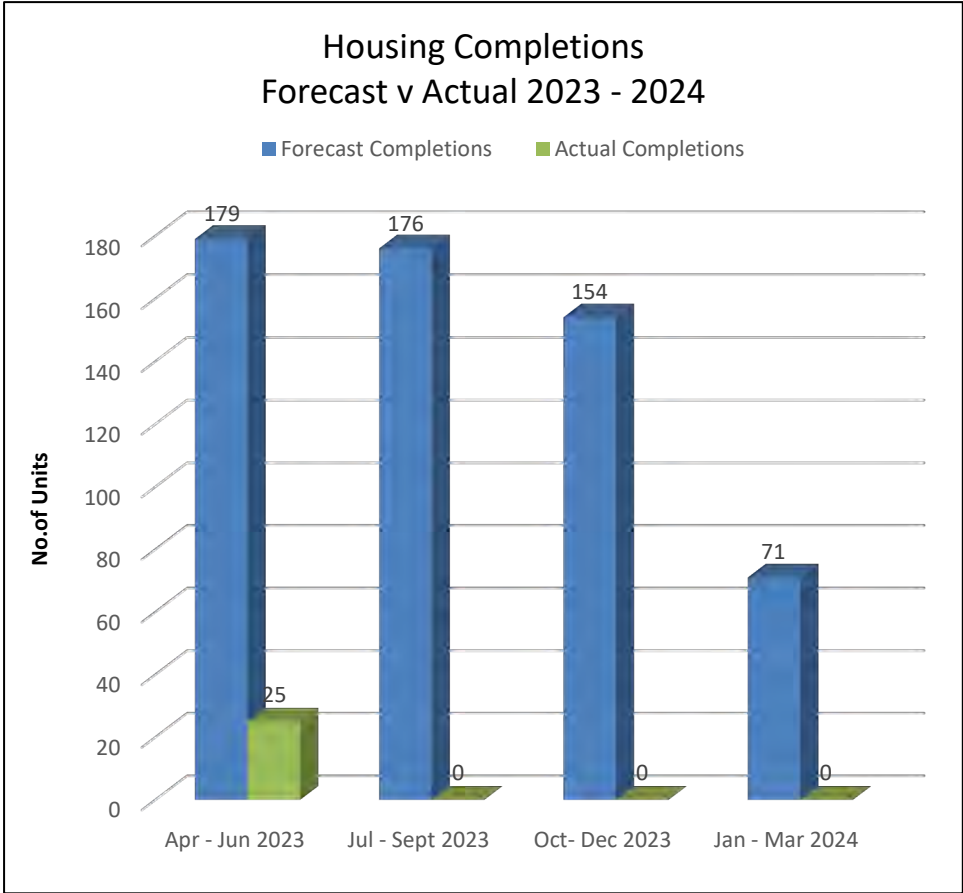
Detailed Consents

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

Key Highlights

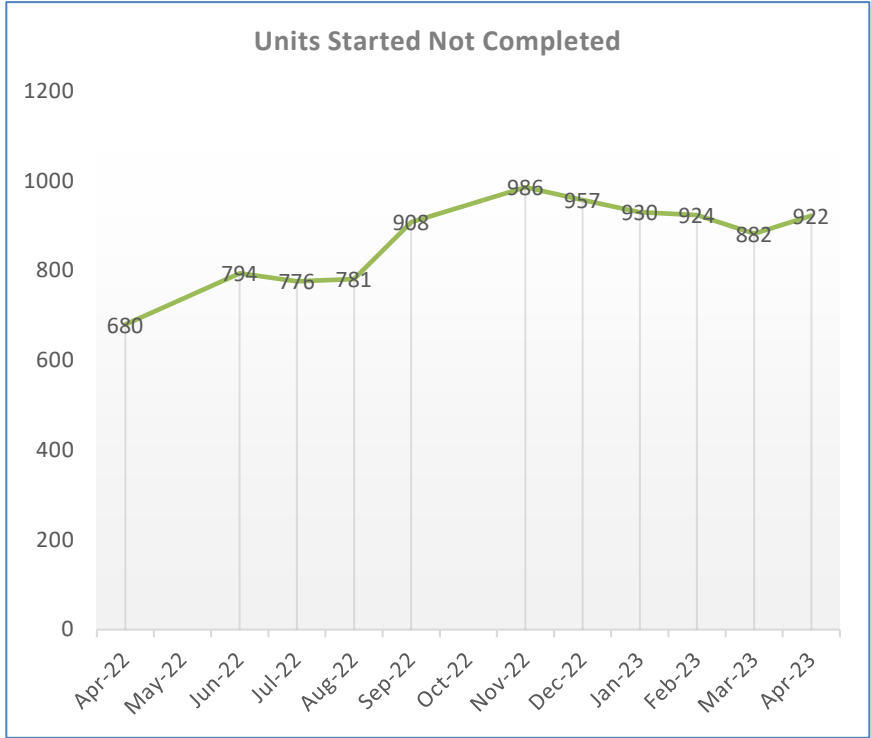
- Croxton and Garry – Deed of Variation to amend affordable housing clause to meet requirement of the selected RP has been completed. Retrospective planning application submitted for temporary contractors car park on Tiltman Avenue. Ongoing discussions regarding outstanding planning conditions including landscaping, boundary treatments and lighting.
- Craylands Lane – Officers liaising with Bellway regarding outstanding planning compliance issues.
- Ingress Park – Planning application for car park to serve the community centre submitted.
- Northfleet Industrial Estate – Waste application for Rod End Industrial Estate being processed by KCC on behalf of EDC, decision expected this month. Planning application for industrial use of an existing unit submitted.

ANNEX B
EBBSFLEET HOUSING DELIVERY
DASHBOARD – 03 MAY 2023



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

Ebbsfleet Housing Numbers
Detailed Planning Consent
5,603
Housing Completions
3,541
Affordable Homes
1077
EDC 2023/24 Business Plan Target
Completions – TBC



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	619
2023 - 2024	65	25

Completed Homes Per Site	
Location	No. of Homes
Ebbsfleet Green (Weldon)	746
Castle Hill	1419
Springhead Park	799
Craylands Lane	100
Croxtan	20
Cable Wharf	262
Ashmere (Western Cross)	138
Alkerden Village	42
Northfleet (Lawn Road)	7

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

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	3 May 2023	Paper Number:	EDC 023/044
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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

Ebbfleet Development Corporation

Board Meeting Part One			
Date of meeting:	3 May 2023	Paper Number:	EDC 023/044

1. Introduction

- 1.1. This paper provides an update as of May 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 Planning Committee have met twice since the last board meeting. The first was to receive a pre-application presentation from Westerhill Homes on their plans for c160 homes at Alkerden Phase 5B which lies between the major urban park and the education campus. Public consultation has taken place and we are expecting the application to be submitted shortly.
- 2.2 The second meeting of the Committee was a training/briefing day which involved a series of presentations from EDC staff including design and placemaking along with a site visit to Northfleet Embankment East. The day was very beneficial and provided an opportunity to reflect on achievements made so far and challenges to come. We will be targeting making these annual events in the future. One area of discussion touched on our ability to monitor and enforce design quality and a paper will be taken to Committee in the coming months with our thoughts on this area.
- 2.3 The Committee are not meeting in May and so the next scheduled meeting is June. Current live applications which we anticipate will be reported to Planning Committee in due course include: -
- Alkerden Market Centre Phase 2/3
 - Harbour Village Phase 2
 - Cable Wharf Primary School
 - Ebbfleet Central East
 - Rectory Cottage
 - Alkerden South Phase 2
- 2.4 We would like to record our thanks to Cllr Derek Hunnisett who has sat on EDC Planning Committee since the first meeting in October 2015. Cllr Hunnisett is not standing at the upcoming elections and so will no longer be a member of Planning Committee. Cllr Hunnisett has provided valuable input to debates over the years and has been involved in most key planning decisions made to date.

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 Previously we have reported that the third phase of the Ashmere development was imminent, we have now been advised this will be submitted in 2-3 months. We will continue to engage with the developer in advance of submission.

3.3 As part of our work planning for 2023/24 we have reviewed the key applications that are expected in this period.

- Harbour Village Bellway Phase 3
- Northfleet Embankment East – Employment Site
- Eastern Quarry Major Urban Park
- Ashmere Phase 3
- Alkerden Phase 5B
- Alkerden South Phase 3

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.

4.2 Work has started on a revision to the EDC Validation Checklist which outlines the documents and information needed to be submitted with different types of planning application. We will carry out consultation with stakeholders in due course and are targeting completion during the summer.

4.3 EDC as LPA have to submit performance data to DLUHC on the quality and speed of planning decisions. This data is reported to Planning Committee every quarter. During 2022/23 we achieved 100% of applications that fall within the performance reporting structure being determined in either 8 or 13 weeks or within a bespoke period agreed with the developer.

4.4 Work has taken place with Dartford Borough Council on potential minor and main modifications to their Local Plan. The final examination session to cover Gypsy/Traveller sites is scheduled for May. We have also been contributing to the work carried out by Gravesham Borough Council covering traffic modelling in their Borough.

5. Housing and Delivery

5.1 The Ebbsfleet Housing Delivery Dashboard is attached in annex B.

5.2 We are reporting 619 completions within the Ebbsfleet urban development area boundary for the period 2022/23. 13 further homes were then provided in Swanscombe as a result of developer contributions paid from Eastern Quarry.

5.3 This month we are reporting 65 starts and 25 completions.

Ebbfleet Development Corporation

Board Meeting Part		One	
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- 5.4 The overall Ebbfleet total is 3,541 homes completed with a further 2,062 with detailed planning permission.
- 5.5 All homes have now been completed at Springhead Park and sections of the linear park are now open. The final works to the linear park including paths and benches will be installed shortly. All homes have now also been completed at the small residential scheme at Lawn Road/Northfleet High Street. Redrow have now also reported all of their 911 starts at Ebbfleet Green.

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	3 May 2023	Paper Number:	EDC 023/045
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Title of paper	Ebbsfleet Living May 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 March / April 2023 period.

EDC Business Plan and KPIs

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

Recommendation

FOR INFORMATION

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

Annexes

Not Applicable.

Delegation

Not Applicable.

Fiscal impact

Activities funded by EDC are from within existing approved budgets.

Legal impact

Not Applicable.

Stakeholder impact

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

Sponsor impact

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

Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	3 May 2023	Paper Number:	EDC 023/045

1. Introduction

- 1.1. This paper sets out community building activity across the Ebbsfleet area including our neighbouring communities during the March / April 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 The Ebbsfleet Community Board will meet on 9th May 2023 at 18.00 at the Blue Bean Café. This will be an open ‘taster’ meeting, where residents from Ebbsfleet and surrounding neighbourhoods will be invited to observe a typical Community Board session in advance of a fresh recruitment for new members to follow. The meeting will also include a collaborative session where proposals for the Major Urban Park in Whitecliffe will be presented to community board members.
- 2.2 From 1st April EDC’s Community Investment Fund and Creative Idea’s Fund have now closed for further applications, and the Ebbsfleet Garden City Trust have launched their Community Fund. The new Community Fund is open to ideas from individuals and community groups which will help build a sense of community in Ebbsfleet. The Community Fund will focus on grants below £500, and applications will be considered on a quarterly basis. EDC will continue to work closely with the Ebbsfleet Garden City Trust team to communicate this transition and to signpost potential applicants. A programme of continuous learning and collaboration will build between the EGCT and EDC teams to ensure residents continue to feel empowered and enabled to deliver community activities in their area.

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	3 May 2023	Paper Number:	EDC 023/045
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**DO YOU HAVE
A CREATIVE, FUN
OR INTERESTING IDEA
FOR AN ACTIVITY
THAT HELPS
BUILD COMMUNITY?**

**YOU CAN APPLY
FOR FUNDS OF UPTO
£500 TO GET YOUR
IDEA STARTED.**

 FOR MORE INFORMATION,
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 **EBBSFLEET**
GARDEN CITY TRUST
COMMUNITY FUND

Ebbsfleet Development Corporation

Board Meeting Part One

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- 2.3 On 5th April the 60 Masters students from The Dyson School, Imperial College, London presented a range of exciting and innovative ideas to empower and enable the Ebbsfleet community at the conclusion of their IMPACT programme which addressed challenges and opportunities in developing the garden city area as a vibrant, sustainable, and inclusive community. The Imperial IMPACT programme collaborated with residents, community leaders and EDC staff which produced valuable analysis and insight into what residents want. Amongst the ideas were proposals developed to help Ebbsfleet residents conserve water and electricity, promote biodiversity, and champion social connectivity and cultural activity between neighbourhoods. Further proposals included physical interventions which would help engage teenage residents to gain a sense of ownership over future park design, and proposals for public art and spaces which encouraged opportunities for meanwhile workspaces and places to meet. Ideas will be formulated into an 'ideas booklet' and EDC will consider potential to take forward some of the ideas where possible.



Ebbsfleet Development Corporation

Board Meeting Part One

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3. Community activities delivered directly during March / April 2023

3.1. The Ebbsfleet Baptist Church in partnership with The Salvation Army delivered a fantastic series of events and activities over the Easter period including an Easter-egg rolling in Platinum Jubilee Park, which proved to be great fun for families. The culmination of the weekend of celebrations was the annual Easter Egg Hunt in Castle Hill. With funding from the EDC Creative Ideas Fund 233 children, and 172 adults decorated 169 eggs which have been hung on a tree which is being displayed in the Blue Bean coffee shop window. The event was managed by eighteen volunteer residents from both Ebbsfleet and Swanscombe.



Ebbfleet Development Corporation

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- 3.2. The Salvation Army, continue with deliver of two events every week including 'Meet up Mondays,' a wellbeing space, 7.30-9pm in the Blue Bean each Monday. It is open to anyone, and we enjoy laughs and good conversations. Some people also bring their knitting or other crafts. They also facilitate an informal walk and talk on Tuesday lunchtimes, 12.30-1.15, leaving from the Blue Bean Cafe. The events grew substantially over the past month with students from Imperial's Impact programme joining with residents as part of their research.
- 3.3. The Northfleet Play Space project which is a partnership between Northfleet Big Local and University of Kent with funding through EDC's Community Investment Fund has concluded in its current form with incredibly positive lessons shared through evaluation from University of Kent. The Programme included six workshops which were delivered across Northfleet North, Cable Wharf and Ebbfleet, attracting 124 resident participants. The aim of the project was to use play workshops to stimulate community cohesion and improve wellbeing as well as an aim to continue community engagement to gather feedback for further improvement in wellbeing and community integration in Northfleet North. Evaluation by University of Kent concluded that public play is a valuable resource to improve community wellbeing. The University of Kent is investing a further £1207.52 to continue the partnership between its researchers and Northfleet Big Local. In Spring 2023, researchers from the University will support residents of The Hive in the transition to delivering Play Space workshops autonomously

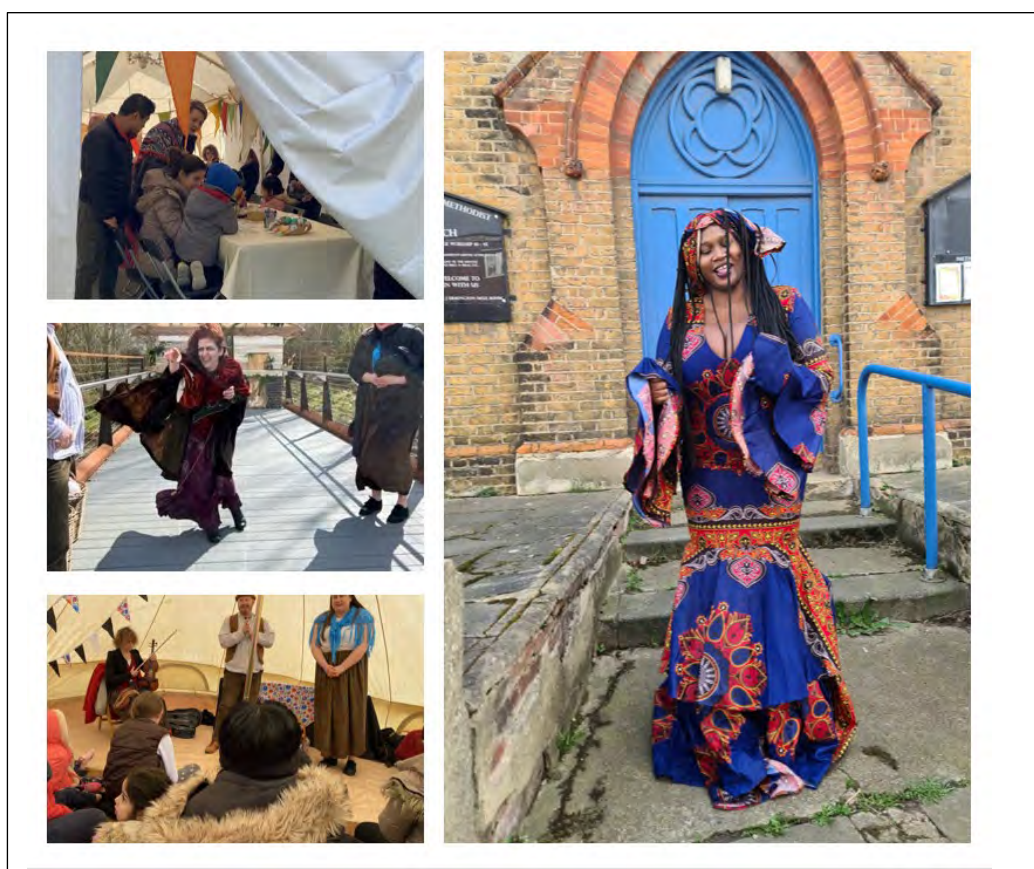
Ebbsfleet Development Corporation

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Community activities delivered in partnership with EDC

3.4. On Saturday 25th March to conclude the Creative Exchange Programme, the Culture Group hosted their final and most ambitious event that was called 'Tales of The Lost World'. The Culture Group wanted to be able to reach several different communities across Ebbsfleet and surrounding communities in one day. Their solution was a series of four events in Castle Hill, Springhead, Northfleet, and Swanscombe held in parallel with a fifth experience travelling on a bus on a treasure hunt between the events. The intention of the ambitious event was that residents would travel between the different 'quests or events, to see the different areas of the community that they live in that they might not have seen before. This further developed into celebrating the diverse cultures that live in the area which is how they came to choosing four Folk tales from around the world.



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3.5. All three hundred tickets for the four programmed events were totally sold out in advance, and a further three hundred people took part in the Northfleet event which was a 'Postcard Hunt' which followed stories from Latin American Folktales. Participants helped to find the lost stories through each postcard which gave a clue to the next location. Other events included, a Slavic folklore immersive experience that took participants on a journey to discover the story of Baba Yaga, who had temporarily taken up residence across Platinum Jubilee Park. At Springhead, Indian Folklore was the focus through 'Rakshasa' where participants were asked to help a private detective solve the mystery of the disappearing children in Springhead Park. Participants are taken on a hunt to find clues to that give information on the case and listen to guided audio to save the missing children. In Swanscombe, West African Folklore was the focus through the story of 'The Daughter Who Married a Skull,' where the Methodist Church was reimagined as a dark underworld, where participants helped the princess create her perfect husband.



Ebbfleet Development Corporation

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Community activities delivered in partnership with EDC

3.6 EDC have launched 2 employability programmes during March, which have had fantastic results in a short space of time: The first programme was delivered by Gravesend based contractors O'Halloran & O'Brien (OHOB) who delivered two 5-day programmes 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. EDC and Hays recruitment attended to present on opportunities during both weeks. From the first cohort of 12, 9 passed their CSCS card test eight participants progressed into work immediately, five of which started fulltime roles with OHOB.



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3.7 The second employability programme was delivered by CJP who delivered training and upskilling courses for eleven local residents to become site-ready in construction in partnership with CITB Erith and OHOB. The 5-day programme included health & safety, CSCS cards and petrol driven cut off saw tickets, plus other skills to assist them gain employment. EDC and United Living attended to highlight opportunities. We are expecting a full report on the programme in April. The programmes were widely promoted via our networks, the Job Centre and online.



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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
Ebbsfleet

Provided by:
TRAINING ACADEMY

3.8 EDC continue to investigate the potential to create a 'Construction Skills Academy' in collaboration with training providers and members of our North Kent Skills Group. The Inclusive Growth Manager has visited the portacabins in car park D as a potential skills and community meanwhile space and is working with OHOB and CITB on a potential bid for Skills Bootcamp funding from the Department for Education possibly in summer 2023

Ebbsfleet Development Corporation

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- 3.9 A group of the apprentices on the Ebbsfleet Apprenticeship Scheme took part in a networking and learning day at Bluewater on 30th March. The day consisted of the 'Spirit of Bluewater' training and tour, with a focused discussion on differentiating the retail and leisure offer at Ebbsfleet Central and what the potential opportunities could be for occupiers. The Ebbsfleet Central team supported the research also. Aim A Little Higher have successfully recruited seven mentors for the apprentices. They will be trained and matched with the apprentices in April and will have a 6-month activity programme of engagement that will support the apprentices in their careers.
- 3.10 EDC continued our programme of education outreach during March when the EDC team visited: Ebbsfleet Academy, North Kent College (both Gravesend and Dartford campuses), Thamesview, Northfleet School for Girls and Northfleet Technology College, attending careers fairs and assisting Construction Youth Trust with the EDC careers programme delivery. Redrow and EDC staff attended Dartford Science and Technology College as a follow up to their work experience day on-site in January. The students presented their findings and ideas on building the Ebbsfleet Green community centre as sustainably as possible. On 29th March, a year 10 student from Stone Lodge School attended EDC for a day shadowing and EDC also assisted another student gain this experience with Clarion Futures at London Bridge.
- 3.11 EDC awarded CIF funding to a new youth club pilot running on Saturday mornings for local young people aged 11 to 18. The focus will be on skills: sport, arts, and crafts, and also through employability, careers, finance and mental wellbeing support and advice. CIF funding was also awarded to the Conversation Café in Swanscombe where local residents who have English as a second language can build their confidence in social interaction, with a view to participating in community life and further training or obtaining jobs.

Forward Look

- 4 Celebration for the Coronation of King Charles will include picnic events in Springhead and Castle Hill. EDC have commissioned commemorative badges for residents and schoolchildren which will be distribute for the event

Ebbfleet Development Corporation

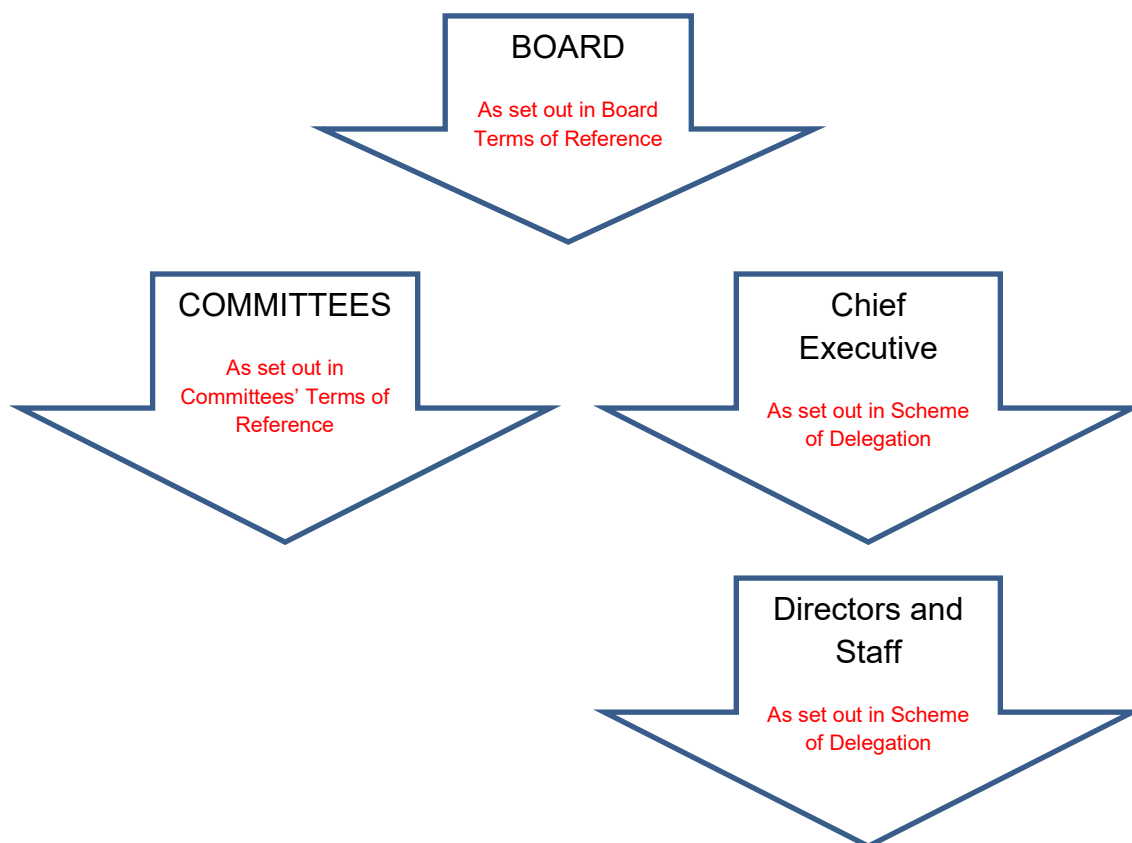
Scheme of Delegation

1 Introduction

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

2 Delegations Pathway

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



3 Delegations from the Board to the Chief Executive

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

4 Delegations from the Chief Executive

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

5 Financial and Operational Delegations

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

5.2 Delegation Check List

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

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

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

No	Item	Delegation
		value of £100,000 per annum. Rents above this value must also obtain EDC Board approval.

EDC Programme Delegations – expenditure (April 2023)

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

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

	but cannot be the same individual who has approved the PO
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but cannot be the same individual who has approved the PO

EDC Admin budget Delegations – expenditure (April 2023)

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

RDEL Admin				
EDC Board approve annually				
Subject to the following areas of the Admin budget- as follows:				
Budget Area	CEO	Relevant Director	Head of Development (Area, Ebbsfleet Central, Buildings, Management), Head of Infrastructure & Utilities, Head of Design, Head of Strategy and Placemaking, Head of Communications & Marketing,	Line Manager

					Head of HR and Governance, Assistant Director of Finance	
		All Admin areas	Up to £125k	none - but see separate budget areas (below)	none - but see separate budget areas (below)	none - but see separate budget areas (below)
		Temporary staff	As above	All Directors up to £20k for their Team * (once CEO has agreed to the temp)	Up to £10k for their Team* (once CEO has agreed to the temp)	n/a
		Premises and Corporate costs	As above	Director of Corporate Services up to £30k	n/a	n/a
		Communications	As above	CEO	n/a currently (but if assistant role recruited then Head of Comms up to £30k)	n/a
		Planning Support	As above	Director of Planning & Place up to £50k	Head of Development Management – up to £30k	n/a
		Recruitment costs	As above	All Directors up to £2k for their Team * (once CEO has agreed to the recruitment)	n/a	n/a
		Staff Expenses – Travel and subsistence (nb – that CEO approval is required for some T&S items in advance)	As above	All Directors up to £500 per monthly claim (per individual) for their staff	Up to £250 per monthly claim (per individual) for their staff	Up to £250 per monthly claim (per individual) for their staff
		Board Member - Travel	As above	Director of Corporate Services – up to £500	n/a	n/a
		Other staff costs including training and professional subscriptions	As above	All Directors up to £1k for their staff	n/a	n/a

		Estate / Asset Management	As above	Director of Corporate Services up to £30k	n/a	n/a
Invoice approval	Assistant Director of Finance	Head of Development (Area, Ebbsfleet Central, Buildings, Management), Head of Infrastructure, Head of Design, Head of Strategy and Placemaking, Head of Marketing and Communications, Head of HR and Corporate Affairs, relevant Line Manager or staff member - but cannot be the same individual who has approved the PO.				

Budget Heading	Full Year Budget 2022/23 £	Year End DRAFT Outturn £	Year End DRAFT Variance £	Comments
Board Fees				
Chairman	28,000	28,000	-	
Other Board Members	90,000	67,160	(22,840)	
Independent Members (Planning Committee)	14,000	8,750	(5,250)	
Employer's Oncosts - Board Members	13,000	5,800	(7,200)	
	145,000	109,710	(35,290)	
Employee Salary Costs				
CEO Team	394,100	269,780	(124,320)	
Projects & Development Team	743,790	573,860	(169,930)	
Planning & Place Team	1,006,490	835,180	(171,310)	
Corporate Services Team	564,150	373,200	(190,950)	
Employer's NICs	373,800	255,200	(118,600)	
Employer's Pension Contributions	517,300	395,000	(122,300)	
			-	
Staff Incentive Scheme / Pay increase	55,000	55,000	-	
	3,654,630	2,757,220	(897,410)	
Interim/ Agency Staff Costs	98,370	502,000	403,630	
External HR and MHCLG Payroll	25,000	41,200	16,200	
	123,370	543,200	419,830	
TOTAL PAY COSTS	3,923,000	3,410,130	(512,870)	
Premises Costs (Owned/Leased/Temp Usage)	302,000	295,000	(7,000)	
ICT	222,000	253,000	31,000	
Office Equip/ Consumables / Stationery / Postage	30,000	13,800	(16,200)	
Corporate Legal Support	20,000	63,000	43,000	
Other External Support to Corporate Services	55,000	55,000	-	
External Audit (National Audit Office)	50,000	67,000	17,000	
Internal Audit (Government Internal Audit Agency)	25,000	25,500	500	
Insurance	45,000	48,800	3,800	
Comms/ Business Engagement	60,000	54,000	(6,000)	
Community Investment Fund/ Creative Ideas Fund	30,000	26,850	(3,150)	
Placemaking/ Community Activation	220,000	213,500	(6,500)	
Travel & Subsistence	26,000	14,000	(12,000)	
Vehicle hire	10,000	7,430	(2,570)	
Recruitment Advertising	15,000	65,000	50,000	
Training	45,000	48,200	3,200	
Corporate memberships	25,000	20,900	(4,100)	
Other Staff Costs (Prof Subs/PPE etc)	50,000	10,900	(39,100)	
External support to Planning Service	250,000	260,000	10,000	
CSR/ Business Plan / KPI Monitoring	40,000	-	(40,000)	
Economic Development	100,000	91,300	(8,700)	
Environmental	140,000	128,000	(12,000)	
Swanscombe Peninsula DCO	-	64,450	64,450	
Bank Charges	2,000	1,700	(300)	
TOTAL NON-PAY COSTS	1,762,000	1,827,330	65,330	
Programme Revenue - Project Feasibility	1,300,000	756,150	(543,850)	
Estate & Asset Management Costs	520,000	500,000	(20,000)	
TOTAL EXPENDITURE	7,505,000	6,493,610	- 1,011,390	
Income from Central Area & Other Owned Sites	(975,000)	(1,267,500)	(292,500)	
Planning Fees income	(530,000)	(311,200)	218,800	
Other Income	-	(38,390)	(38,390)	
TOTAL INCOME	(1,505,000)	(1,617,090)	(112,090)	
Net Expenditure - Original Budget	6,000,000	4,876,520	- 1,123,480	
Supplementary Mid-Year Budget Adjustment	- 700,000		700,000	
Net Expenditure - Revised Budget	5,300,000	4,876,520	- 423,480	

Ebbsfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	3 May 2023	Paper Number:	EDC 023/046
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Title of paper	Finance, Operations & Programme Report as at 31 March 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 full year draft outturn position (subject to audit), together with workforce and other operational issues.

EDC Business Plan and KPIs

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

Recommendation

FOR DECISION

The Board is asked to **APPROVE** the updated Scheme of Delegations (Annex B)

Annexes:

Annex A – 2022/23 EDC Operational Draft Outturn Position

Annex B – Scheme of Delegations

Delegation

Not Applicable

Financial impact

As outlined in the report.

Legal impact

Not Applicable, unless specifically referenced in the relevant section.

Stakeholder impact

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

Sponsor impact

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

Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	3 May 2023	Paper Number:	EDC 023/046

1 Introduction

- 1.1 This paper updates the Board on the 2022/23 draft final outturn (subject to audit) together with workforce and other operational issues as at 31st March 2023.

2 2022/23 Operational Budget

- 2.1 The EDC's original total 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 its allocation with in-year RDEL receipts. EDC receipts are generated from Planning Fees / other planning income, together with rents received from the letting of EDC property assets. The EDC's request to retain and utilise revenue receipts in 22/23 and throughout the SR period to 24/25 was approved by DLUHC. The actual income generated in the year (subject to audit) is £1.617m giving a total gross revenue budget available to the Corporation 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 original 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 did take place, some recruitment was 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 of nearly £900k accrued. Whilst some of those vacancy savings were utilised to backfill roles using temporary/ agency staff, the excess underspend was 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 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 this review with DLUHC, it was agreed that any surplus receipts generated by the EDC in 22/23 would be retained to supplement future years' budgets.
- 2.7 Annex A now shows the total gross spend outturn of £6.494m for the year (subject to audit), funded by £5.3m of DLUHC grant, and £1.194m of EDC receipts. As the EDC generated £1.617m of RDEL receipts, this results in approx £423k of unused RDEL receipts being available to carry forward to 23/24 and beyond across the remainder of the SR period. This has increased by £129k (2% of total expenditure) from £294k since the last report to Board, reflecting lower than forecast spend in March on the planned CCTV and Building Operating System works at The Observatory, which have been delayed due to unavailability of parts, and £50k lower than forecast spend on Programme RDEL in the month resulting from slippage of forecast progress on the Meanwhile Uses, Electricity, and Waste Water projects, which will now occur in the new financial year. These underspends were partially offset by increased expenditure on Recruitment (finder's fees/ Director recruitment) and Temp Costs, and lower than forecast Planning Fee income.
- 2.8 As well as the operational income generated in the year, the Corporation reached agreement with Kent County Council & Dartford Borough Council in respect of the final reallocation of costs incurred by each of the parties relating to the response to the London Resort DCO. The outcome of this cost-sharing agreement generated a further £513k to the 22/23 carry forward of receipts, increasing this future funding source to £936k.
- 2.9 Board may recall that London Resort Company Holdings Ltd (LRCH) have an outstanding debt with the EDC in respect of EDC staff time invoiced in June 2021 (£9,071 plus VAT). In March, LRCH proposed that they enter into a Company Voluntary Arrangement (CVA), and a meeting of creditors was subsequently held in April. We attended the creditors / CVA meeting and now await the formal written notification of the decision.

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2.10 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 2022/23 Programme Expenditure – Capital

- 3.1 The original capital budget for 2022/23, which allowed sufficient cover to meet the EDC's pre-existing capital commitments, was £6m (2021/22 £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.
- 3.2 Based on this, 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 2022/23 spend forecast was monitored and revised throughout the year taking into account circumstances that impacted on final outturn. A revised forecast outturn CDEL spend for 22/23 was set at £6.15m.
- 3.3 Actual capital expenditure (subject to audit) for the year to the end of March 2023 is £5,859,436. The unused capital receipts from 22/23 can be carried forward to fund programme expenditure in the remaining years of the SR period.
- 3.4 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 Expenditure

Project Area	Actual Spend to 31 st March 2023
Ebbsfleet Central	£1.62m
Thames Way Development Area	£1.32m
Northfleet Riverside	£1.81m

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Civic Stewardship Transport Utilities	£1.08m
Other	£0.02m
Total	£5.85m

4 2022/23 Programme Expenditure – Revenue

4.1 The original programme revenue budget for programme RDEL in 2022/23 was £1.3m.

4.2 Actual revenue expenditure to the end of March 2023 was £756,152.

4.1 As above, the overall programme is monitored under six activity headings. These are listed in Table 2 along with the 2022/23 actual spend breakdown.

Table 2 – 2022/23 Revenue Expenditure

Project Area	Actual Spend to 31st March 2023
Ebbfleet Central	£0.17m
Thames Way Development Area	£0.02m
Northfleet Riverside	£0.41m
Civic/Stewardship Transport Utilities	£0.15m
Total	£0.75m

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5 2023/24 Programme Budget

- 5.1 The Capital (CDEL) budget allocation for the Spending Review (SR) period has now been confirmed by DLUHC at £79.5m. The EDC also has approval from DLUHC to retain and utilise capital receipts to provide additional capital funding during the period.
- 5.2 Currently, the initial forecast is for CDEL spend of £15.7m and Programme RDEL spend of £1.2m in 2023/24. Further analysis and refinement of the budget profile across the SR periods will be brought to Board in June 2023.

6 Programme Level risks

- 6.1 The key risks currently to the programme are:
- 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.

7 Health and Safety

- 7.1 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.

Table 4: CDM Health and Safety Report

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

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7.2 Table 5 provides a record of 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
Ebbsfleet Central	0	0	Locks removed and trespass - Bamber Pit	Locks replaced
Blue Lake	0	0	Vehicle Strike - Footbridge	Bridge repairs to be carried out. Temporary footpath closure / diversion in place
Grove Road	0	0	Attempted break in	Repairs carried out

8 Staffing Structure and Recruitment

- 8.1 The EDC manages its own headcount within its total budget allocation.
- 8.2 The Corporation continues to experience increased levels of staff turnover and is actively recruiting for several roles.
- 8.3 Several external Project Managers continue to support work on EDC projects including Transport, Green Corridors and EDC Procurement activities. The contract for the supply of external PM resources is currently being re-tendered.
- 8.4 The recruitment campaign for the new Director of Infrastructure and Enabling Works is progressing well.
- 8.5 The Head of Development (Area Programmes) post is now vacant, pending consideration of how this will be fulfilled going forward.
- 8.6 A Senior Development Manager role in the Projects Team is also vacant.
- 8.7 The new Senior Planning Delivery Manager for the Ebbsfleet Central Team is now in post.
- 8.8 Two new permanent recruits to the Planning Team will be taking up post shortly.

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- 8.9 A further temporary full-time Senior Planner is in post via an agency.
- 8.10 A recruitment campaign for 2 Business Support Officers and 2 Project Officers has commenced.
- 8.11 With the appointments and interim arrangements as set out above, the headcount as at 31 March 2023 was 44 FTE.

9 Scheme of Delegation Review

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

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Board Meeting Part	One
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Date of meeting:	3 May 2023	Paper Number:	EDC 023/047
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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.

Ebbfleet Development Corporation

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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.

Ebbsfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	3 May 2023	Paper Number:	EDC 023/047

1. Introduction

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

- Ebbsfleet Central
- Thames Way Development Area
- Grove Road

2. Ebbsfleet Central

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

2.2 Work on the Phase 1 element of the project has focused on continuing to establish the project governance with M3 (EDC's Development Manager) including a draft strategic programme for the project alongside a shorter programme focused on the next key milestone which is the appointment of the design team.

2.3 Following completing work to identify the design roles required to establish a full design team, work has continued to establish the procurement strategy for these appointments. This is now in the process of being finalised and a full programme is in development. It is anticipated that the design team will be in place by the end of Q2 23/24.

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 and reports detailing the outcomes and proposed options for the site have now been completed. EDC are now considering what further technical and commercial support is required to support the process to further reassess the identified 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 have appointed masterplanning and commercial resource to support the development of some high level options for the regeneration of the Grove Road area. These teams have now been appointed and commenced work in the middle of April.

5. Recommendation

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

Ebbfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	3 May 2023	Paper Number:	EDC 023/048
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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.

Ebbfleet Development Corporation

Board Meeting Part		One	
Date of meeting:	3 May 2023	Paper Number:	EDC 023/048

1. Health, Safety and Well-being

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

2. Springhead Bridge

- 2.1. The final archaeology report and principal inspection have been instructed in readiness for handover to KCC.
- 2.2. Discussions continue with KCC regarding adoption of the bridge and acceptance of the maintenance for the lighting columns previously approved by KCC as part of the design and section 278 agreement. This was escalated to the Director of Highways who has confirmed she will respond post an internal meeting in early May.

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 are currently working on a joint indicative programme to clearly identify the timescales required for both economic internal approvals and the regulatory and construction milestones required to meet future capacity demands.
- 3.2. As the design progresses, in parallel we will continue to develop the business case that will set out the case for our investment.

4. Electricity Supply Infrastructure

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

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5. Fastrack Bus Network

- 5.1. Following the approval of Board last month to some additional expenditure in order to complete the business case for an increased investment we are finalising the commissioning of consultants to review key elements of the case.