

Ebbfleet Development Corporation

Board Meeting Part	One
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Date of meeting:	18 October 2023	Paper Number:	EDC 023/088
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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 DECISION

Board is asked to **NOTE** the paper and **AGREE** the criteria for items/papers to be considered in Part I and Part II of Board meetings.

Annexes

Annex A: Quarterly Performance Report

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 our regeneration programme activities are covered in relevant reports.
- 1.2. A small, mainly peaceful, demonstration on a matter not related to Corporation activity was made outside our office building on 4 October. Security attended but it passed without incident or significant disruption to staff.

2. Quarterly Performance Report

- 2.1. Attached at Annex A is a report on our overall performance against the corporate priorities set out in our annual Business Plan for 2023/24, together with progress against the quantitative KPIs.
- 2.2. To the end of September, good progress has been made against both the business plan priorities and the KPIs. Highlights include:
 - 137 new homes were delivered across the developments in the second quarter, taking the yearly total to date to 326.
 - The Electricity Business Case was approved by the EDC Board in September, and it has been submitted to DLUHC for their consideration and approval.
 - The new website went live at the end of September.
 - Good progress has been made on the Blue Lake and Grove Road projects, and work to develop SOCs (strategic outline cases) is now underway.
 - The team has been re-mobilised on Northfleet Embankment East and the planning submission is expected in October.
 - The Resident Satisfaction Survey is live and is due to close at the end of November.

3. Criteria for Part I and Part II Board Items and Papers

- 3.1. The 2023 Board Effectiveness Review recommended that the Board agree and document the criteria used to determine what papers/decisions should go to Part I (in public) or Part II of future Board meetings.

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Existing Arrangements

3.2. The EDC Board Terms of Reference (ToR) already make clear that:

- it shall be the normal operating policy of the Corporation that meetings of the Board should be open to members of the public or other interested parties to attend; and
- where, in the opinion of the Chair, matters to be considered by the Board are of a confidential nature (for example because of a current commercial sensitivity or because it concerns information that is exempt from publication due to the requirements of the Data Protection Act 1998), then these matters will be considered in Part II of the meeting, when members of the public will be excluded.

Proposed Criteria

3.3 By default, all papers/decisions to be considered by the Board will be categorised as Part I (to be held in public, with papers published on the EDC website), unless the substance of the matter to be discussed meets one or more of the following definitions:

- the matter to be discussed is commercially confidential;
- the matter concerns information that should not be considered in public due to the requirements of the Data Protection Act 1998 (e.g., the matter concerns personal information); this will include any issues relating to individual staff members;
- the matter is subject to legal privilege; and/or
- the issue to be discussed relates to enforcement action.

3.4 Board are asked to endorse these criteria and incorporate them into amended Terms of Reference.

4. Board Appointments

4.1. We are still awaiting formal confirmation from the Department of the appointment of new GBC and DBC representatives on the Planning Committee but have written to ensure they are aware of the importance of resolving this quickly to ensure representatives from the Local Authorities are appointed before consideration of key matters such as the Outline application for Ebbsfleet Central.

4.2. The recruitment process to appoint a new independent member to the Planning Committee is on track. Interviews are being held on 16 October.

2023/24 Corporate Performance Update – Quarter 2 Progress (end of September 2023)

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

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

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

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30 th September 2023)	RAG Status
By the end of March 2024, we will have:		
Progressed the outline planning application for Ebbsfleet Central East toward a determination. Progressed detailed design of the enabling and infrastructure works for the first phase and commenced the preparation of the outline business case for the first phase development platform.	Work has continued on the Outline Planning Application, with further engagement undertaken with Statutory Consultees and the LPA. Work to procure the detailed design team is underway with the procurement processes for all 6 design team roles commencing in Q2 and on track to complete by Q3 with detailed design to commence thereafter.	
Completed work with Natural England and other partners to determine the development potential of Ebbsfleet Central West, including the integration of the SSSI - Site of Special Scientific Interest.	Following approvals received in Q1, EDC has re-engaged the relevant consultants and design teams and by the end of Q2, has agreed a programme for initiating the capacity study work on Ebbsfleet Central West. EDC has also initiated conversations with key landowners / interested parties to support this work during Q3 and Q4.	

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30th September 2023)	RAG Status
By the end of March 2024, we will have:		
Prepared the Full Business Case and progressed a planning application toward determination for the Northfleet Embankment East employment project.	Following approvals received in Q1, the project team has now been re-mobilised and work has been focused on finalising the planning documents. Submission is programmed for mid-October 2023. Additional work has been focused on a third-party review of costs and further work is planned in Q3 to initiate work on the Full Business Case.	
Prepared and submitted a Strategic Outline Case for a new project at Grove Road (by end Q3).	Masterplanning and commercial advice work to determine the re-development options for the EDC land at Grove Road has now completed. Board has been briefed on the direction of travel which will form part of a SOC to be completed by the end of Q3.	
Prepared and submitted a Strategic Outline Case for a new project at Blue Lake.	At the end of Q1 a series of workstreams were agreed with the Project Board and subsequently initiated. These have progressed during Q2, with some now complete and others are still ongoing. Board has been briefed on the direction of travel. Work on the remaining workstreams will finalise during Q3 with a SOC to follow thereafter.	
Completed the detailed design work to a specification that will enable the outline business case for the waste water relocation project to be finalised.	Southern Water have recently indicated a substantial increase in costs from their original outline illustrative estimation. As a result, we are now reviewing all options to address the environmental blight from the facility.	
Completed the re-assessment of the business case for the Fastrack – Bean Tunnels project and finalised any subsequently required legal agreements.	Work on the updated Full Business Case continues. Discussions have taken place with Kent County Council regarding the overall funding package. These will need to conclude before the Full Business Case is considered by Board. We expect the discussions with KCC to conclude in November.	

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30th September 2023)	RAG Status
By the end of March 2024, we will have:		
Prepared a business case for additional investment in the electricity supply infrastructure serving Ebbsfleet.	The updated Full Business Case was approved by the Board in September and has been submitted to DLUHC for their consideration and approval.	
Prepared and submitted the Strategic Outline Case for the Health and Wellbeing Hub and further progressed the project to determine an approach to delivery.	During Q1 a decision was taken to delay the submission of the SOC to align with the completion of the NHS SOC. The NHS SOC was shared in draft with EDC at the end of Q2. EDC will re-mobilise the project during Q3 including re-visiting and updating the SOC before submission.	
With our partners, started on site delivering the Ebbsfleet Green Community Buildings.	The work on the procurement of an operator for the Ebbsfleet Green Community Buildings is ongoing and due to complete at the beginning of Q3. EDC are continuing to work with Redrow to ensure all legal agreements are in place and working on an update to the Full Business Case for the project.	
Continued to mobilise the EDC's Environmental Sustainability Action Plan, including publication of our Sustainable Performance Framework and Carbon Management Action Plan (by end Q2) and Natural Capital Plan.	<p>All projects within this year's action plan are now either completed or in progress.</p> <p>The Decarbonation Plan and Sustainable Performance Framework were agreed at September Board and published in September. The comms plan is also now in development and includes a pilot project to be delivered in Q4. Carbon literacy training and auditing have also been procured and will be delivered during Q3.</p> <p>Discussions are ongoing with the Environment Agency and Natural England to agree on the scope of any necessary work around natural capital and green infrastructure.</p>	

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30th September 2023)	RAG Status
By the end of March 2024, we will have:		
Continued to deliver a high-quality planning and design service by engaging in a positive way with developers and landowners during the entire planning and design lifecycle from pre-application to delivery and to ensure our statutory performance targets are met across the year.	<p>We have exceeded the statutory performance targets in Q1 and Q2 and are continuing extensive engagement with developers and landowners across Ebbsfleet.</p> <p>We have appointed environmental consultant support to assist in the review of planning applications on matters such as noise, air quality and lighting.</p> <p>We are currently consulting on proposed updates to the local validation list which sets out requirements for planning applications.</p>	
Published a Planning Enforcement Plan to provide greater transparency of the EDC's approach to proactively monitoring implementation of planning permissions, investigating alleged cases of unauthorised development and taking action where appropriate.	A first draft of the Planning Enforcement Plan has been completed and is being reviewed.	
Continued to engage with local people to understand their ambitions for Ebbsfleet and its surrounding communities, including through a refreshed Community Board (by end Q2) and launch of a residents' satisfaction survey (by end Q3).	<p>A refreshed Community Board met on 5th September and included 12 new resident members. A series of resident drop-in sessions have also been launched.</p> <p>The Resident Satisfaction survey is currently live and will conclude during November 2023, reporting to Board in January 2024.</p>	

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30th September 2023)	RAG Status
By the end of March 2024, we will have:		
Built on previous successes to deliver a community-led programme of events, activities and capacity training which reflect local ambitions to be delivered throughout 2023/24.	<p>The Fusion Festival took place in July 2023, attracting 2500 visitors, which included hosting an NHS charity birthday tent in celebration of their 75th anniversary.</p> <p>A series of 'welcome events' has been launched with the first held in Castle Hill during August 2023.</p> <p>We supported the delivery of a series of Summer Fayres in partnership with local schools. Further events are being explored during the year.</p>	
Continued to deliver a series of programmes focusing on apprenticeships, mentoring, employability and education outreach to reach a minimum of 1500 students and to train at least 40 local residents during the year to prepare them for future job opportunities in Ebbsfleet.	<p>In partnership with the Prince's Trust, we have delivered employability training to 12 local residents including CSCS card tests, health & safety and employability skills. CITB hosted an event at the Observatory to inform local businesses of the grants available to upskill current staff and employ apprentices.</p> <p>Construction Youth Trust (CYT) and EDC staff continue to work in local secondary schools raising awareness of built environment careers.</p> <p>We have recently recruited 2 planning apprentices who are undertaking a planning master's degree at London South bank University. We have matched 5 apprentices with mentors from local businesses who will offer support and guidance.</p>	
Implemented our social value ambitions - benefitting Ebbsfleet residents and neighbouring communities - capturing our impact through the Social Value Portal and Match my Project tools, reporting interim progress.	The Social Value Portal are completing reporting on both social value measured from the local labour and activity of 8 of our existing developers and their supply chain for the January - December 2022 period, together with our direct activity. The report will be reported to Board during Q3.	

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30th September 2023)	RAG Status
By the end of March 2024, we will have:		
Worked with landowners and partners during the course of the year to further enhance the environmental conditions on the Swanscombe Peninsula and foreshore through, for example, removal of litter and detritus.	Following discussions with the main landowner they have agreed to install, at their cost, additional litter bins in key locations on the part of the Peninsula within their ownership.	
Developed a clear plan for the long-term funding of the Ebbsfleet Garden City Trust.	Following a 'pre-board' discussion in July at which the Board supported the direction of travel for a sustainable funding solution, the Trust are preparing a Business Plan which will inform further, more detailed, proposals being drawn up and implemented.	
Delivered a new EDC website and launched a new digital newsletter subscription database for residents and stakeholders to sign up to receive news and alerts (both by end Q2).	The new website went live at the end of September and a digital newsletter has been disseminated on schedule.	
Implemented improvements to, and streamlined, our project governance procedures (by end Q2).	Work by the Project Delivery Arrangements Working Group has continued and has already delivered a number of process improvements. The work is focussing initially on the 'higher priority' recommendations, including improvements to Project Planning and Change Control procedures. A report will be presented to ARAC in October 2023 with an update on progress.	

Table 1: Corporate Priorities		
Commitment	Comments (Progress up to 30th September 2023)	RAG Status
<p>By the end of March 2024, we will have:</p> <p>Continued to build our organisational effectiveness so we are equipped to deliver on our Corporate Plan priorities for 2025, including developing and implementing a new organisation development action plan (from Q1), recruiting to new priority roles throughout the year and embedding effective hybrid working - ensuring equipment and facilities are fit for purpose (by end Q2).</p>	<p>The organisational development action plan was finalised in Q1 and achievements so far include:</p> <ul style="list-style-type: none"> - Implementation of the new performance appraisal system in April - Internal launch of the EDC’s work programme to 2025 - Development of the 2023/24 health and wellbeing action plan - Commencement of work on the EDC’s first L&D strategy - Preparation of the EDC 2023-25 Workforce Plan <p>A significant period of recruitment has taken place. 11 campaigns have launched since 1 April, the majority of which have been successful, including two L4 apprentices who have recently started.</p> <p>The Observatory (EDC’s office building) has had the building management system (upgraded) during Q1 and the CCTV in the car park upgraded in Q2. An online Hybrid Homeworker & Office Worker Computer Workstation Assessment has been sent to all staff, which will identify any equipment or health and safety issues for display screen equipment (DSE).</p> <p>Options for more desks in the office space are being considered. New tables for the large meeting room are being sourced. Final adjustments to the AV equipment are being implemented.</p>	

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q2
1	Housing Delivery	During the year, EDC will facilitate 580 new home completions.	<p>137 homes have been completed in Q2 of the year. This brings the yearly total to 326 new homes delivered since 1st April 2023. We are forecasting to meet the target of 580 completions over the year.</p> <p>The new homes completed so far this year were distributed across the following developments:</p> <ul style="list-style-type: none"> • 39 – Ebbsfleet Green • 73 - Castle Hill South • 24 – Cable Wharf • 7 – Lawn Road Development • 60 – Ashmere • 25 – Alkerden • 65 – Ebbsfleet Cross • 33 – Harbour Village
2	Quality of Homes & Neighbourhoods	100% of homes consented after 1 April 2018 and completed in 2023/24 will achieve Building for a Healthy Life 'green light' assessment.	So far this year, 100% of the homes delivered are within housing development schemes that have received the Building for a Healthy Life 'green light' assessment.
3	Diversification of Housing	Completion of at least 15 diversified homes during the year.	No diversified or custom build homes were delivered in Q2, however 8 were delivered in Q1 and we are expecting at least a further 7 homes to be delivered in Q3 and Q4. This means that we are expecting to meet our annual target.

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q2
4	Affordable Homes	At least 150 affordable* homes will be delivered during the year.	In Q2, no affordable homes were completed. 81 affordable homes were completed in Q1 and 76 are expected to be delivered in Q3 on the Keepmoat Cable Wharf development with further expected to be delivered on other sites. This means that EDC are on track to meet the target of 150 affordable homes by the end of March 2024.
5	Commercial & Community Floorspace	At least 500sqm of commercial floorspace will be delivered (calculated as GIA - Gross Internal Area).	The retail floorspace at Cable Wharf located at ground floor level within a riverfront apartment block (totalling at 462sqm) is complete but currently unoccupied. The smaller retail unit within this development (92sqm) is complete but currently in use as a marketing suite.
6	Private Sector Investment	In excess of £140m of private sector investment* will be levered in during the year.	There has been c. £89m of private sector investment levered in so far this year. <i>*This is calculated as Gross Development Value (no. of homes delivered x average sales price) less developer margin of 20% + cost of any commercial floorspace delivered using BCIS cost data</i>
7	New Dedicated Footpaths & Cycleways	At least 3km of new or improved dedicated footpaths and/or cycleways* will be delivered.	Since the start of the year, additional footpaths constructed include those on the south side of the Castle Hill Lake and at the Springhead Linear Park. Work is underway and progressing on the Green Corridors programme and 2 schemes have completed.

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q2
8	Public Transport Connections	100% of new homes delivered in the year will be within a 5-minute walk of a current or future bus route or other public transport connection.	The 137 new homes delivered this quarter are within a 5-minute walking distance of a current or future bus route or other public transport connection.
9	Parks, Open Spaces, and Recreation Areas	At least 3 hectares of new parks, open spaces and recreation areas will be delivered during the year.	The south side of the Castle Hill Lake opened in Q1, providing open space for residents. There is also open space which is now accessible at the Custom Build development at Alkerden. The majority of Springhead Linear Park is also accessible to the public, however soft landscaping work is still required and should be completed in the next planting season.
10	Investment in Social and Community Infrastructure	No target set for 2023/24.	N/A

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q2
11	Good Financial Management	Annual capital and revenue expenditure remain within budget, with the final year end outturn capital position being within a 10% tolerance of the overall annual capital budget. Investment funds recovered in line with project investment business cases.	<p>The EDC has been allocated £6m revenue (RDEL) and £23.12m capital (CDEL) for 2023/24 by the Department (DLUHC).</p> <p>The EDC has also obtained approval from DLUHC to retain and utilise receipts (CDEL and RDEL) generated within the spending review period to March 2025. Therefore, receipts generated by the EDC in year will also be used to fund the 2023/24 EDC forecast outturn where these are required (with any surplus receipts being rolled forward to be used by the EDC in future years). The EDC continually monitors and reports spend to the EDC Board and takes action to ensure that the in-year budget has not been exceeded.</p> <p>The EDC's current forecast outturn for 23/24 is:</p> <ul style="list-style-type: none"> • Revenue (RDEL): c£7m (which utilises c. £1m of RDEL receipts) • Capital (CDEL): c. £8m (the EDC is currently reviewing how the remaining balance of the 2023/24 funding allocation can be utilised. This may involve requesting that funds are reallocated to future years.) <p>Investment contributions (receipts) are being recovered in 2023/24 relating to the A2 Junctions Improvement project. Two further projects are in delivery that will recover the EDC funding in future years (these being the Electricity and Fastrack projects). The EDC remains confident that the total amount identified as recoverable in those two project Business Cases will be achieved.</p>

Table 2: Key Performance Indicators			
KPI	Category	2023/24 Measure and Target	Performance Summary at end of Q2
12	Community Participation	<p>At least 60% of residents of the new neighbourhoods within the urban development area responding to our annual residents' satisfaction survey believe there is a strong sense of community in their neighbourhood, where they feel they belong and are welcome to get involved in community activities.</p> <p>This will be measured through the annual survey, where we will average across four questions:</p> <ul style="list-style-type: none"> - Do you feel there is a sense of belonging in your neighbourhood? - Have you attended an event or activity in Ebbsfleet in the past 12 months? - Do you volunteer? - Do you feel your neighbourhood is a place where people of different backgrounds can get on well together? 	<p>The Resident Satisfaction Survey 2023 is currently live and will run until November 2023. The survey is open to both Ebbsfleet residents and those from surrounding communities.</p> <p>The results including the summary report on KPI 12 will be shared with EDC Board at January 2024 meeting.</p>

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Title of paper	Finance, Operations & Programme Report as at 30 September 2023
Presented by	Gerard Whiteman, Director of Corporate Services Vikki Finneran, Assistant Director of Finance
Sub-committee	NOT APPLICABLE

Purpose of Paper and Executive Summary

To inform the Board of the 2023/24 budget and forecast outturn position, together with workforce and other operational issues.

EDC Business Plan and KPIs

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

Recommendation

FOR INFORMATION

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

Annex:

Annex A – 2023/24 EDC Operational Budget

Delegation

Not Applicable

Financial impact

As outlined in the report.

Legal impact

Not Applicable, unless specifically referenced in the relevant section.

Stakeholder impact

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

Sponsor impact

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

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1 Introduction

1.1 This paper updates the Board on the 2023/24 budget for the year together with workforce and other operational issues as at 30 September 2023.

2 2023/24 Operational Budget

2.1 The EDC's RDEL revenue funding allocation from DLUHC for 2023/24 is £6,000,000 (22/23 - £6,000,000). The RDEL budget for 24/25 has also been confirmed at a flat £6m with no provision for any inflation-based increase.

2.2 The £6m RDEL allocation is 'net' and does not include any requirement by DLUHC for the EDC to generate a prescribed level of receipts. The Corporation may, subject to the approval of DLUHC, supplement its allocation with in-year RDEL receipts. EDC receipts are generated from planning fees / other planning income, together with rents received from the letting of EDC property assets. The EDC's request to retain and utilise revenue receipts in 22/23 and throughout the SR period to 24/25 was approved by DLUHC last year. The RDEL income forecast to be generated in this financial year is £0.9m giving a total gross revenue budget available to the Corporation of just over £6.9m.

2.3 RDEL receipts of £1,004k generated in 22/23 (subject to audit) that were not utilised in-year are being brought forward by the Corporation, with the approval of DLUHC. These are forecast to be utilised in 24/25 to support the RDEL budget, as the EDC's total rental income in 24/25 will be much reduced following the exit from site of the HMRC facility, and inflation on Pay costs will have an impact after several years of a 'flat' budget allocation.

2.4 Within Pay, the cost of all roles necessary to deliver the Corporation's objectives were budgeted for the full year. Recruitment to those posts has been carried out since April, or is ongoing, or not yet commenced. Where budgeted posts are not filled, vacancy savings/ underspends accrue. Continuing use of more expensive temporary staff offsets those savings, with the overall year-end underspend forecast to be £385k.

2.5 The latest forecast outturn for Programme Revenue (an underspend of £10k against budget – detailed later in this report), together with a downscaling of the latest expectations for Income, result in an overall current forecast underspend of RDEL

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of approx. £4k. Any underspend at the year-end (as long as gross expenditure exceeds £6m) will be treated as surplus receipts to be retained for use in 24/25.

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

3 2023/24 Programme Expenditure – Capital

- 3.1 The capital (CDEL) allocation from DLUHC for 2023/24 is £23.12m, being £13.9m of new funding as set out in the recent Spending Review (SR) settlement and £9.2m to fund existing commitments.
- 3.2 The total of £23.12m excludes any CDEL receipts generated by EDC in year. DLUHC have agreed that any CDEL receipts that are not utilised in-year can be carried forward by the Corporation and used within the spending review period to March 2025.
- 3.3 Following the delayed confirmation of the CDEL allocation by DLUHC, the revised capital programme delivery plan for 23/24 was set at the commencement of the financial year with a reduced baseline position of £10.55m.
- 3.4 The current forecast CDEL outturn, detailed further at Table 1, is £8m. This includes an aggregated 3% contingency across the programme. This forecast is a reduction against baseline due to:
- The Ebbsfleet Central Stage 2 detailed design fees have been pushed back and forecasts realigned to match updated supplier cost plans.
 - The Ebbsfleet Central West capacity study commencement date was delayed.

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- The Northfleet Embankment East planning submission has been delayed, therefore pushing back detailed design work. Forecasts have been realigned to match updated cost plans.

3.5 Actual capital expenditure to 30 September 2023 was £1.33m.

3.6 There are ongoing discussions regarding any payment relating to the final valuation of Castle Hill Commercial Centre. The valuation exercise will now be determined by an independent expert valuer.

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

Table 1 – 2023/24 Capital Expenditure

Project Area	Actual Spend YTD 30 Sep 23 (£000)	Forecast Outturn Full Year 2023/24 (£000)
Ebbsfleet Central	950	3,700
Thames Way Development Area	270	840
Northfleet Riverside	90	500
Transport and Utilities	20	2,060
Civic	0	770
Stewardship	0	130
Total	1,330	8,000
2023/24 CDEL allocation (excluding receipts)	-	23,120
Budget Headroom	-	15,120

3.8 As part of the Supplementary Budget process, EDC is in discussion with DLUHC with regards to the re-profiling of the unutilised 23/24 capital budget to future years.

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4 2023/24 Programme Expenditure – Revenue

- 4.1 The available programme revenue budget for 2023/24 is £1.11m.
- 4.2 Current forecast outturn for 2023/24 is £1.1m.
- 4.3 Actual programme revenue expenditure to 30 September 2023 was £330k.
- 4.4 As above, the overall programme is monitored under six activity headings. These are listed in Table 2 along with the 2023/24 forecast and actual spend breakdown.

Table 2 – 2023/24 Revenue Expenditure

Project Area	Actual Spend YTD 30 Sep 23 (£000)	Forecast Outturn Full Year 2023/24 (£000)
Ebbsfleet Central	0	0
Thames Way Development Area	6	50
Northfleet Riverside	0	20
Transport and Utilities	74	200
Civic	157	630
Stewardship	93	200
Total	330	1,100
2023/24 Budget		1,100
Over/(under) spend		0

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5 Programme Level risks

5.1 The key risks currently to the programme are:

- Uncertainty around securing approvals for new or existing projects;
- Continuing inflationary pressures across all projects;
- Shortage of construction supplies and resources.

6 Health and Safety

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

Table 3: CDM Health and Safety Report

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

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

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

Area	LTI's	Near Misses	Incident Nature	Outcome
Ebbsfleet Central – Bamber Pit	0	0	Instances of trespass	Ongoing security and use of CCTV
Blue Lake	0	0	Instances of trespass	Footbridge repair work to commence in Q3.
Springhead Bridge	0	0	Graffiti	Graffiti removed

7 Staffing Structure and Recruitment

7.1 The EDC manages its own headcount within its total budget allocation.

7.2 Several external Project Managers continue to support work on EDC projects including Transport, Buildings, Property, and EDC Procurement activities.

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- 7.3 The newly-recruited part-time/ job-share Cultural Development Manager position will take up post shortly.
- 7.4 Two new Planning Apprentices have taken up post and have enrolled onto their university courses.
- 7.5 One temporary Planner is in post via an agency.
- 7.6 A new Business Support Officer in the PMO Team has taken up post.
- 7.7 Recruitment of a new Asset & Facilities Manager was unsuccessful; the tasks are currently being covered in-house.
- 7.8 The new Financial Controller has taken up post.
- 7.9 Recruitment to a new role for a Procurement Officer is ongoing.
- 7.10 Maternity cover for the Finance Officer (Systems) role is being provided by an undergraduate placement.
- 7.11 The Head of Property role is being covered by interim resource during a period of parental leave.
- 7.12 With the appointments and interim arrangements as set out above, the headcount as at 30 September 2023 was 54.15 FTE.

Budget Heading	Full Year Budget 2023/24 £	YTD Budget Month 6 - Sept 23 £	YTD Actual Month 6 - Sept 23 £	YTD Variance Month 6 - Sept 23 £	Full Year Forecast Outturn £	Full Year Forecast Variance £	Comments
Board Fees							
Chairman	28,000	14,000	14,000	0	28,000	0	
Other Board Members	90,000	45,000	38,000	(7,000)	77,000	(13,000)	
Independent Members (Planning Committee)	14,000	7,000	1,500	(5,500)	7,500	(6,500)	
Employer's Oncosts - Board Members	13,000	6,500	2,900	(3,600)	5,800	(7,200)	
	145,000	72,500	56,400	(16,100)	118,300	(26,700)	
Employee Salary Costs							
CEO Team	323,000	161,500	137,600	(23,900)	270,000	(53,000)	
Projects & Development Team	496,000	248,000	133,700	(114,300)	386,000	(110,000)	
Infrastructure & Enabling Team	342,000	171,000	136,200	(34,800)	228,000	(114,000)	
Planning & Place Team	1,109,000	554,500	512,800	(41,700)	1,055,000	(54,000)	
Corporate Services Team	726,000	363,000	274,400	(88,600)	582,000	(144,000)	
Employer's NICs	413,500	206,800	137,400	(69,400)	298,000	(115,500)	
Employer's Pension Contributions	602,500	301,300	233,900	(67,400)	495,000	(107,500)	
Staff Incentive Scheme / Pay increase	55,000	-	-	-	55,000	-	
	4,067,000	2,006,100	1,566,000	(440,100)	3,369,000	(698,000)	
Interim/ Agency Staff Costs							
Interim/ Agency Staff Costs	120,000	60,000	179,700	119,700	460,000	340,000	
External HR and DLUHC Payroll	26,000	13,000	9,100	(3,900)	26,000	-	
	146,000	73,000	188,800	115,800	486,000	340,000	
TOTAL PAY COSTS	4,358,000	2,151,600	1,811,200	(340,400)	3,973,300	(384,700)	
Premises Costs (Owned/Leased/Temp Usage)	302,000	138,000	152,100	14,100	322,000	20,000	
ICT	222,000	111,000	160,900	49,900	295,000	73,000	
Office Equip/ Consumables / Stationery / Postage	30,000	15,000	20,800	5,800	30,000	-	
Corporate Legal Support	20,000	10,000	6,000	(4,000)	20,000	-	
Other External Support to Corporate Services	55,000	7,800	27,800	20,000	55,000	-	
External Audit (National Audit Office)	50,000	25,000	29,000	4,000	58,000	8,000	
Internal Audit (Government Internal Audit Agency)	25,000	12,500	11,500	(1,000)	25,000	-	
Insurance	45,000	22,500	24,900	2,400	50,000	5,000	
Comms/ Business Engagement	60,000	30,000	28,400	(1,600)	60,000	-	
Travel & Subsistence	26,000	10,000	8,200	(1,800)	21,000	(5,000)	
Vehicle hire	10,000	5,000	3,900	(1,100)	8,000	(2,000)	
Recruitment Advertising	15,000	7,500	20,700	13,200	30,000	15,000	
Training	45,000	22,500	32,400	9,900	45,000	-	
Corporate memberships	25,000	12,500	6,100	(6,400)	15,000	(10,000)	
Other Staff Costs (Prof Subs/PPE etc)	50,000	5,000	4,400	(600)	15,000	(35,000)	
External support to Planning Service	250,000	125,000	129,800	4,800	250,000	-	
CSR/ Business Plan / KPI Monitoring	40,000	-	21,800	21,800	42,900	2,900	
Bank Charges	2,000	1,000	900	(100)	2,000	-	
TOTAL NON-PAY COSTS	1,272,000	560,300	689,600	129,300	1,343,900	71,900	
Programme Revenue	1,110,000	330,000	330,000	-	1,100,000	(10,000)	
Estate & Asset Management Costs	500,000	250,000	220,100	(29,900)	500,000	-	
TOTAL EXPENDITURE	7,240,000	3,291,900	3,050,900	(241,000)	6,917,200	(322,800)	
Income from Central Area & Other Owned Sites	(940,000)	(470,000)	(374,000)	96,000	(631,000)	309,000	
Planning Fees income	(300,000)	(150,000)	(120,600)	29,400	(250,000)	50,000	
Other Income	-	-	(40,000)	(40,000)	(40,000)	(40,000)	
TOTAL INCOME	(1,240,000)	(620,000)	(408,000)	85,400	(921,000)	319,000	
Net Expenditure	6,000,000	2,671,900	2,516,300	(155,600)	5,996,200	(3,800)	

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Title of paper	Development Update
Presented by	Jennifer Hunt, Director of Development
Sub-committee	N/A

Purpose of Paper and Executive Summary

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

EDC Business Plan and KPIs

The Development projects link to all EDC current KPIs.

Recommendation

FOR INFORMATION

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

Annexes

None

Delegation

Not Applicable

Financial impact

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

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

Legal impact

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

Stakeholder impact

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

Sponsor impact

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

Ebbsfleet Development Corporation

Board Meeting Part	One
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1. Introduction

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

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

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 continued to focus on putting in place a full design team for the project. The procurement for each of the 6 no. design team roles is now underway and will be completed by early December 2023.

3. Thames Way Development Area

3.1. As noted previously, we have begun the process to reassess the options for delivery of the project at Blue Lake with the aim of optimising the value for money. This review work is ongoing.

3.2. A programme of further technical and commercial support is now underway to enable a high level view on the deliverability, viability and benefits of the various options. Initial findings have now been presented informally to the Board and the feedback from these briefings will feed into the conclusion of this review work and the production of a Strategic Outline Case, which is scheduled to be produced in draft by the end of Q3 23/24.

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 review work is ongoing.

4.2. As part of this work we appointed masterplanning and commercial consultants to support the development of some high level options for the regeneration of the

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Grove Road area. These workstreams have now concluded and the findings have been presented informally to the Board.

- 4.3. The agreed way forward will now be formed into a Strategic Outline Case which is scheduled to be produced in draft by the end of Q3 23/24.

5. Northfleet Embankment East

- 5.1. EDC own a small employment site at Northfleet Embankment East and are proposing to directly deliver c3,500sqm of commercial floorspace on the site.
- 5.2. Following receiving funding approval the project team was re-mobilised in July 2023 and has focused on finalising planning documents for the scheme. A full planning application was submitted on Monday 9th October. Alongside the work on the planning documentation, we have been undertaking an independent review of the cost plans for the scheme, with further work planned during the next few months in order to develop the Full Business Case.

6. Recommendation

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

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Date of meeting:	18 October 2023	Paper Number:	EDC 023/091
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Title of paper	Infrastructure & Enabling Update
Presented by	Paul Abrahams - Director of Infrastructure & Enabling
Sub-committee	N/A

Purpose of Paper and Executive Summary

To provide the Board with an update on the projects and other matters managed by the Infrastructure and Enabling Directorate.

EDC Business Plan and KPIs

The matters referred to contribute to a range of corporate, and business plan priorities.

Recommendation

FOR INFORMATION

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

Annexes

None

Delegation

Not Applicable.

Financial impact

Not Applicable, unless specifically referenced in the relevant section.

Legal impact

Not Applicable, unless specifically referenced in the relevant section.

Stakeholder impact

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

Sponsor impact

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

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Board Meeting Part One

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1 Health, Safety and Well-being

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

2 Springhead Bridge

- 2.1 Discussions continue with KCC Director of Highways and Transportation 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. EDC have compiled and supplied a summary report detailing the facts relating to the historic approval process for the design and build, and the specific names of KCC staff and dates, with appropriate evidence, for when these approvals were provided.
- 2.2 All KCC requests have now been fulfilled and we are awaiting a communication of acceptance from the above, we have asked that KCC recognises its contractual obligation and issues the Certificate of Construction Compliance to facilitate KCC adoption of the Springhead Bridge.
- 2.3 The principal inspection is waiting to be mobilised pending receipt of the signed Construction Compliance Certificate from KCC in order for the final stage of the adoption process to proceed.

3 Northfleet Waste Water Treatment Works

- 3.1 Following the progress update presentation to Board in September, all work and joint funding on the development of designs for the fully relocated (on the site) high specification option have been halted and other options for dealing with the environmental blight are being considered.
- 3.2 The Corporation will continue to work with Southern Water to ensure the expenditure incurred to date complies with grant agreement entered into, and we will seek specialist external advice on alternative options and their respective costs.
- 3.3 Next steps will be reported to Investment Panel with forward actions agreed and then presented to Board.

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4 Electricity Supply Infrastructure

4.1 Following Board approval of the updated FBC for the delivery of the electricity essential infrastructure, papers have now been submitted to DLUHC for their review and approval. HMT approval will also be required.

4.2 UKPN continue with land purchase, design, and site assessments for the delivery of the two Primary Substations and associated 33kV routing which will supply the 77kV required for the masterplan.

5 Waste Management

5.1 KCC are still working on developing a business case and identifying funding for a new single Waste Transfer Facility to service the planned growth in the area, and we continue to liaise with them.

6 Fastrack Tunnels

6.1 Work on the updated FBC continues. Discussions are ongoing with KCC regarding the overall funding package and these are expected to be concluded in November. Our FBC cannot be completed until those discussions with KCC conclude.

7 Fastrack - Bath Street Contraflow

7.1 Construction work continues on the Fastrack Bath Street bus contra-flow scheme, which is due for completion in February 2024. Comprising of:

- Phase 1 - Road widening on the west side was completed at the end of September 2023
- Phase 2 - Ongoing work will continue, to remove and reconstruct the central reservation.
- Phase 3 - Future phases to include road widening on the Eastern side, works on the central section, and BT chamber installation.
- Phase 4 - Future phase of works will include reinstatement of the central reservation islands.

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8 Wayfinding

7.2 The Wayfinding project aims to provide functional navigational support for pedestrians and cyclists across the Garden City, through the implementation of strategically located signposts, totems, and lecterns. A procurement exercise is planned that will update the design work and produce detailed sign placement plans.

7 Smart Transport - UTMC

8.1 In total, 34 of the original 40 signal site improvements have now been completed, including refurbishment of equipment and conversion of the pedestrian crossings to near-sided facilities with detectors. All High, Medium priority sites have been completed with 4 Low priority sites currently in construction and a further 2 scheduled for completion before the end of the year.

9 Green Corridors 3

9.1 The design and build of pedestrian and cycle upgrades continues. Two schemes have been delivered, the Painters Ash Area crossing upgrades and the Greenhithe Station pedestrian and cycle improvements scheme. The Black Eagle Drive scheme is due for construction in November 2023 and the remaining 8 are scheduled for construction in 2024.

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Board Meeting Part	One
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Date of meeting:	18 October 2023	Paper Number:	EDC 023/092
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Title of paper	Public Art Strategy
Presented by	Kevin McGeough, Head of Strategy and Placemaking Laura Bailey, Cultural Development Manager
Sub-committee	N/A

Purpose of Paper and Executive Summary

To report back to Board on completed Public Art Strategy for Ebbsfleet.

EDC Business Plan and KPIs

The Public Art Strategy will support delivery of:

KPI 10; Investment in Social and Community Infrastructure

KPI 12; Sense of Community

Recommendation

FOR DECISION

The Board is asked to approve the publication of ‘Looking Forward To-Morrow, a New Public Art Strategy for Ebbsfleet’.

Annexes

Annex A - Looking Forward To-Morrow, a New Public Art Strategy for Ebbsfleet

Delegation

Not Applicable.

Financial impact

The Ebbsfleet Public Art Strategy aims to make best use of expected investment in public art, and other built environment projects in the garden city. The Strategy includes opportunities for attracting additional investment to enhance the opportunities for embedding public art into the everyday lives of Ebbsfleet residents.

Legal impact

Not Applicable.

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Stakeholder impact

The Ebbsfleet Public Art Strategy sets out a commissioning process which promotes opportunities for local residents to help shape their future garden city.

The Ebbsfleet Public Art Strategy is for use by EDC staff and its consultants and by external professional stakeholders including developers, housebuilders, architects, urban and landscape designers and other built environment and design professionals working on the Ebbsfleet development.

Sponsor impact

The implementation of the Ebbsfleet Public Art Strategy will help foster a distinct identity for Ebbsfleet and can support EDC in delivering our Corporate Plan objectives and DHLUC Levelling Up objectives, specifically to encourage a sense of community, local pride, and belonging.

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1. Introduction

- 1.1 Following a discussion on public art at the January 2022 EDC Board meeting, and subsequent discussion with Lord Moylan, Laura Bailey, Cultural Development Manager presented a paper to the July 2022 Board meeting outlining the current situation with public art in the Garden City and a summary proposal for a revised future approach, particularly in relation to EDC developments.
- 1.2 At this EDC Board meeting, members agreed that a new Public Art Strategy should be commissioned in line with the proposed approach and through consultation with relevant local stakeholders. Public Art consultants UP Projects were awarded a contract to research, consult, and develop a new Public Art Strategy for Ebbsfleet.

2. Our approach to developing the Ebbsfleet Public Art Strategy

- 2.1 The Strategy themes, approaches and recommendations which are included in 'Looking Forward To-morrow, a new Public Art Strategy for Ebbsfleet' have been developed by public art consultants 'UP Projects' in collaboration with all EDC Teams, and with a range of local residents, community stakeholders, artists, and design professionals.
- 2.2 Feedback from a range of workshops and 121 conversations and research have fed into the development and final draft of the strategy.
- 2.3 The initial strategy propositions were consulted with the general public using EDC's digital engagement platform Commonplace.
- 2.4 Development of the Strategy has been overseen by senior EDC executives through the internal 'Place Board'."
- 2.5 A Foreword from EDC Chair, Simon Dudley has been included.
- 2.6 The Strategy sets out a process for considering and commissioning public art and sets out a process through which to maximise the value to local people of planned or expected future investment in public art.
- 2.7 The Strategy promotes an approach to embed public art thinking into design and delivery of proposed parks, public realm, buildings, and public art commissions.

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3. Recommendation

EDC Board are asked to approve the publication of ‘Looking Forward To-Morrow, a New Public Art Strategy for Ebbsfleet’.