

# Ebbfleet Development Corporation

<b>Board Meeting Part One</b>			
<b>Date of meeting:</b>	<b>29 November 2023</b>	<b>Paper Number:</b>	<b>EDC 023/096</b>
<b>Title of paper</b>	<b>Chief Executive's Part One Update</b>		
<b>Presented by</b>	<b>Ian Piper, EDC CEO</b>		
<b>Sub-committee</b>	<b>NOT APPLICABLE</b>		
<b>Purpose of Paper and Executive Summary</b>			
To provide the Board with an update on a range of strategic matters, not covered in other papers.			
<b>EDC Business Plan and KPIs</b>			
The items covered contribute to the general running and strategic performance of the organisation.			
<b>Recommendation</b>			
<b>FOR DECISION</b>			
Board is asked to <b>NOTE</b> the paper and give final <b>APPROVAL</b> to the criteria for items/papers to be considered in Part I and Part II of Board meetings, as amended to reflect discussion at the last meeting.			
<b>Annexes</b>			
No annexes			
<b>Delegation</b>			
Not Applicable.			
<b>Financial impact</b>			
Not Applicable, unless specifically referenced in the relevant section.			
<b>Legal impact</b>			
Not Applicable, unless specifically referenced in the relevant section.			
<b>Equalities impact</b>			
There are no equalities impacts from the specific contents of this paper.			
<b>Stakeholder impact</b>			
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.			
<b>Sponsor impact</b>			
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.

## 2. Criteria for Part I and Part II Board Items and Papers

2.1 At the October meeting Board members discussed the proposed criteria to be used to determine what papers/decisions should go to Part I (in public) or Part II of future Board meetings.

2.2 Board agreed the criteria subject to the Neil Cameron and Mark Pullin agreeing final wording for the criteria concerning enforcement action.

2.3 The final criteria can now be confirmed as follows:

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 discussed relates to planning enforcement investigations. There is a presumption that any decision to take enforcement action (as defined in the Town and Country Planning Act 1990) will be made in public.

2.4 Board are asked to approve these final criteria.

## 3. Business Planning 2024/25

3.1 The executive has begun the process of developing a Business Plan for next year, with early engagement of senior managers and staff to consider appropriate priorities and associated KPI targets for the following 12 months. A timetable has been developed which would see a first draft come to Board for comment in

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January with a sign off of the final draft for submission to the Department for approval, in March.

## **4. Board Apprentice Programme**

- 4.1 It has been a great pleasure to have Izzy Grigg participate in the Board over the last 12 months as part of the government's Board Apprentice scheme. It does mean that this is Izzy's last meeting, and, on behalf of all the staff at the Corporation, I would like to thank Izzy and wish her every success in her future career. Izzy and I have had regular catch ups following Board meetings to reflect on learning points. This has proved invaluable to me and, I hope, Izzy, as it has provided some specific time to reflect on how matters have been presented by the executive, and received by the Board. Very best wishes for the future Izzy.
- 4.2 In the new year we will welcome another member of the programme, Richard Garvey, and we will provide some induction ahead of Richard attending the first meeting.

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<b>Title of paper</b>	<b>Marketing &amp; Communications</b>
<b>Presented by</b>	<b>Caroline Doidge, Head of Marketing &amp; Communications</b>
<b>Sub-committee</b>	<b>Not Applicable</b>

## **Purpose of Paper and Executive Summary**

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

## **EDC (Ebbsfleet Development Corporation) Business Plan and KPIs (Key Performance Indicators)**

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

## **Recommendation**

### **FOR INFORMATION**

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

## **Annexes**

**Annex A** – Website Report

**Annex B** – Press Report

**Annex C** – Social Media Report

**Annex D** – Board Guide to LinkedIn

## **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

## **Equalities impact**

We strive to promote equality and accessibility throughout all marketing & communications activities, ensuring communities and stakeholders are reached fairly and without discrimination. We work to ensure our communications channels and platforms are accessible for all.

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## **Stakeholder impact**

All marketing and 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 progress and showcasing the vision and success of delivering Ebbsfleet Garden City.

## **Sponsor impact**

DLUHC (Department for Levelling Up, Housing and Communities), as sponsor Department, has an interest in the communications activity of the Corporation.

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## 1. Introduction

- 1.1. This Board paper covers the operational periods of September, October and early November. The period in which press, and social media performance is measured are outlined in the respective papers.
- 1.2. The Board were notified of our intention to launch the new Ebbsfleet Garden City website in September 2023. The website went live on Wednesday 20<sup>th</sup> September, with successful transfer of domains and no downtime during transfer.
- 1.3. Since launch, the website has handled 43 uses of the 'Contact Us' form and had 72 sign ups to the digital newsletter; both were unavailable on the previous website. Further metrics are reported in **Annex A – Website Report**.
- 1.4. In October, the team submitted an entry for the Government Property Awards and were pleased to have won the Judges Choice Award - chosen and presented by Government Chief Property Officer Mark Chivers. This was a fantastic opportunity to launch promotions of this award on the new website.
- 1.5. This month, we have begun works to deliver an Ebbsfleet Sustainability Marketing toolkit, which will support the wider Sustainability Action Plan and guide how we work with the community to implement positive sustainable behaviours across Ebbsfleet. This work is being supported by specialists Cavendish Consulting.
- 1.6. At time of writing, initial stakeholder engagement has been undertaken to establish baseline data for sustainable practices and awareness before moving forward into the creative phase, due to take place throughout December.
- 1.7. A scope of works has been issued to a variety of creative marketing agencies to ascertain feasibility of proposed works for Ebbsfleet Central. The feedback and responses will help guide the procurement process for the Ebbsfleet Central branding project.
- 1.8. Extensive paid advertising has been undertaken to support the recruitment process across Directorates. Following the extensive recruitment period between February and July, 8 further roles have been advertised across our website and digital platforms in October.

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## 2. Website Report

- 2.1 The Ebbsfleet Garden City website now utilises Google Analytics 4, the latest analytics service that enables measurement of traffic and engagement across websites and apps.
- 2.2 The data captured within this Board report will provide baseline metrics from which to review growth and improvement opportunities across the site.
- 2.3 Further exploration of the website performance can be found in **Annex A**.

## 3. Press Report

- 3.1. The press report covers the months of September – first week of November.
- 3.2. A variety of news articles were covered during this time, focused on new housing developments and planning permissions, alongside the Eurostar service at Ebbsfleet.
- 3.3. Coverage overview, alongside performance metric and sentiment, is further covered in **Annex B**.

## 4. Social Media Report

- 4.1. Significant paid advertising took place over September and October to promote the Resident Satisfaction Survey and the Ebbsfleet Sustainability Survey across multiple platforms.
- 4.2. Paid advertising has also assisted with recruitment efforts over the summer, ensuring that we stay on top of digital trends to attract talent. The launch of the new website has supported how we ensure recruitment information is streamlined and easy to read, in line with industry insight on digital recruitment.
- 4.3. Meta has recently updated analytics which affects reporting on Facebook and Instagram. This has been further explored in **Annex C** – Social Media Report.
- 4.4. Board members will recall at last Board presentation, it was discussed how members could support our LinkedIn activity. A brief guide has been put together for Board, which can be viewed in **Annex D**.

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## **5. Recommendations**

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



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### EDC 023-097 Annex A: Website Report

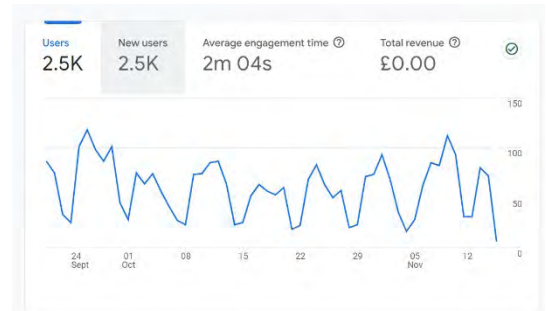
#### 1. Overview

1.1. The website performance report covers the period from launch (20<sup>th</sup> September) to 15<sup>th</sup> November 2023.

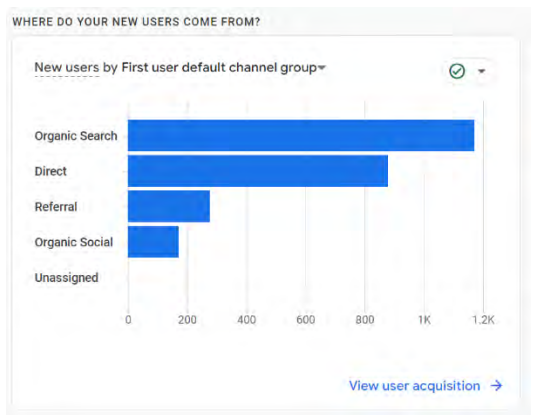
1.2. The metrics presented in this paper will provide valuable baseline insight into the performance of the website, with a view to enhance our understanding of what works well, and what can be improved.

1.3. There are, however, several metrics that can be reviewed against performance of the old website. For example, in March 2023, there were 1.2k users to the website, which has maintained each month since launch.

1.4. The average engagement time has increased from 1m 18s to 2m 4s. Whilst there are many variables to how long a user spends on the page, a higher time suggests users found the content valuable, informative and engaging.



1.5. New users continue to come from organic searches, demonstrating value in strong Search Engine Optimisation (SEO) which ensures that users looking for answers on search engines are directed i) to the Ebbsfleet website and ii) are directed to the right page on the site.



1.6. Of 2.5k users covering the above period, 1.2k were organic search, 880 were direct, 278 were referral, and 172 were via social media.

1.7. When reviewing the performance of pages, the Homepage has 2.4k views, with 'Planning & Design' receiving 1.4k views. 'Work for Us' has received 717 views, with 'About Ebbsfleet Garden City' receiving 647 views. The new data suggests we are retaining interest and signposting users to the information they need, and thus able to retain viewership across more pages.

1.8. Since launch, mobile visits to the site have increased 10% from 31% to 41%.

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EDC 023-097 Annex B: Press Report

## 1. Coverage

- 1.1. The press report covers the months September – first week November 2023.
- 1.2. The metrics below show the performance, sentiment and trends of coverage.
- 1.3. The following press was circulated in **September**:
  - 1.3.1. [Plans approved for multi-use park at Bellway London's Harbour Village in Northfleet](#) (Bdaily)
  - 1.3.2. [Multifunctional park approved in Ebbfleet Garden City development](#) (Pro Landscaper)
- 1.4. The following press was circulated in **October**:
  - 1.4.1. [Work starts on second phase of Homes at Ashmere, Ebbfleet Garden City](#) (Kent Online)
  - 1.4.2. The future of Eurostar at Ebbfleet (BBC Radio Kent with Simon Dudley appearance)
  - 1.4.3. [How greening our schools is boosting pupil wellbeing](#) (Schools Week)
- 1.5. The following press was circulated in **November**:
  - 1.5.1. [Plans for lettable workspaces in Northfleet Embankment East site as part of Ebbfleet Garden City regeneration scheme](#) (Kent Online)
  - 1.5.2. [Stainless steel artwork to mark heart of Ebbfleet Garden housing development](#) (Kent Online)
  - 1.5.3. [Kent's property market recovery reflects changing ways of working and living](#) (UKSPA)
  - 1.5.4. [Bellway plans for Bevan Park at Harbour Village, at former Northfleet Cement Works, approved](#) (Kent Online)

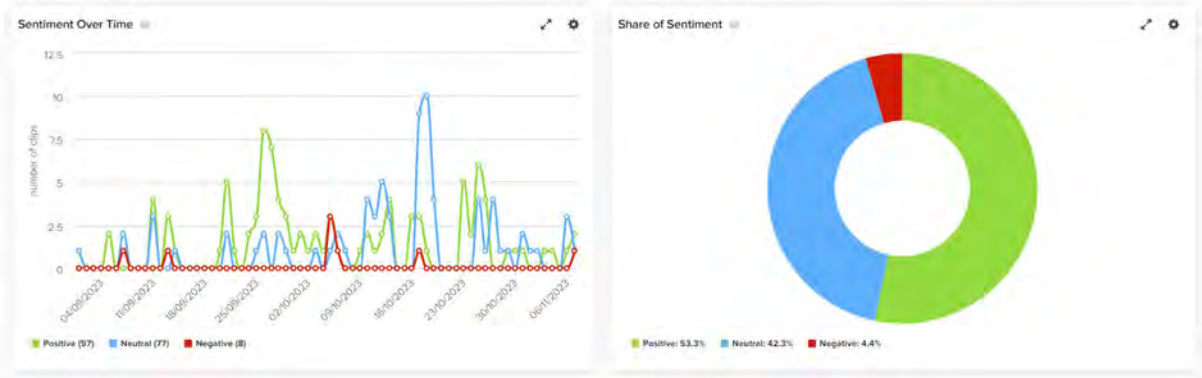
## 2. Metrics

- 2.1. The Sentiment Over Time calculates distribution of sentiment of all clips (press and social media). Sentiment is largely neutral to positive, with negative press featured around Eurostar's lack of service to Ebbfleet. (Graph 1 & 2)
- 2.2. The trend of Coverage by Media type shows the share of media distribution across broadcast, print and digital. Social media and online consumer outlets mention Ebbfleet (and variations of) the most. (Graph 3 & 4)
- 2.3. The mentions show distribution over the above period. (Graph 5)

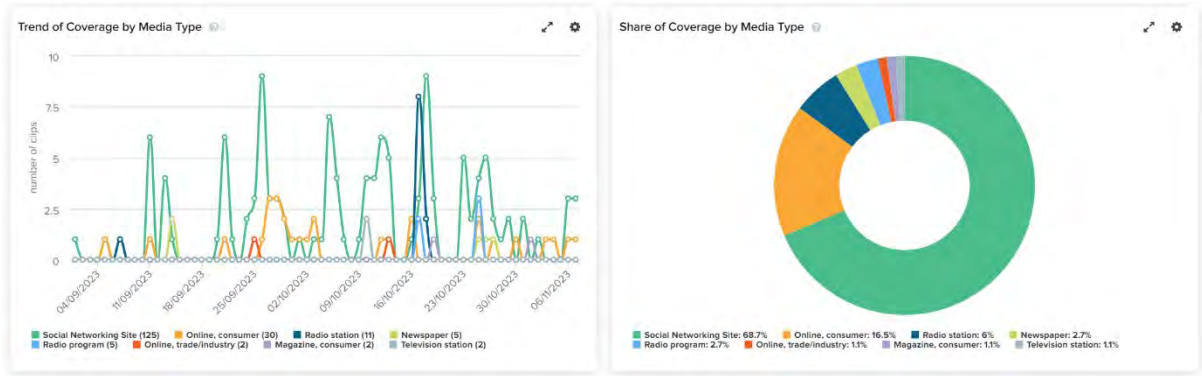
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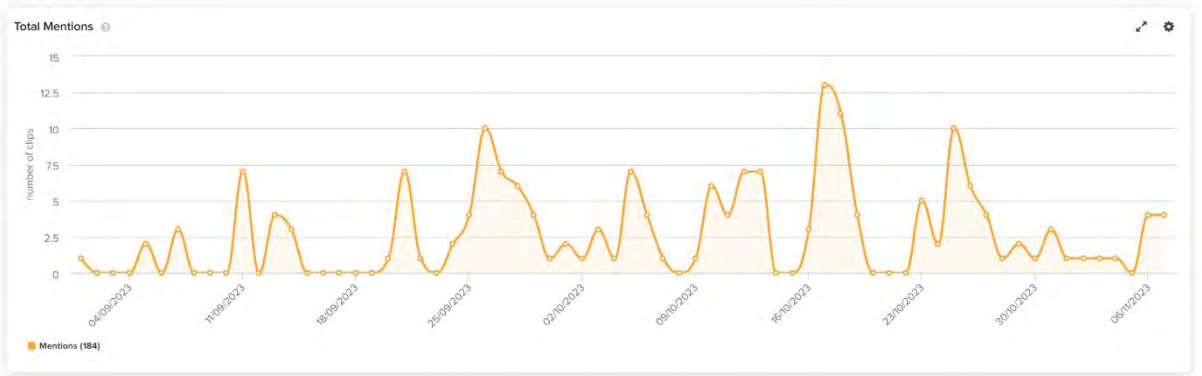
### EDC 023-097 Annex B: Press Report



Graph 1 & 2



Graph 3 & 4



Graph 5

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EDC 023-097 Annex C: Social Media Report

## 1. Facebook

- 1.1. Significant paid advertising took place over September and October to promote the Resident Satisfaction Survey and the Ebbfleet Sustainability Survey. Paid advertising allows for us to target audiences and ensure content appears to geographically or demographically defined Facebook accounts within a set time period.
- 1.2. Paid advertising ensures that we are able to reach social media users who may not necessarily engage with the Ebbfleet Garden City Facebook page on a regular basis and where residential participation is sought, we can advertise to as many individual accounts as possible.
- 1.3. The above paid adverts reached an average of 7,000 Facebook accounts, compared to a standard unpaid post only reaching an average of 800 Facebook accounts.

- 1.4. Facebook visits were in decline over September-October compared to the previous period of July-August. Facebook have recently updated their algorithm to filter out repeat visits from the same user. Moving forward we will continue to monitor performance but acknowledge that over the coming months we will begin to see clearer representation of accounts visiting the Facebook page, irrespective of how many times in one session they visit us.



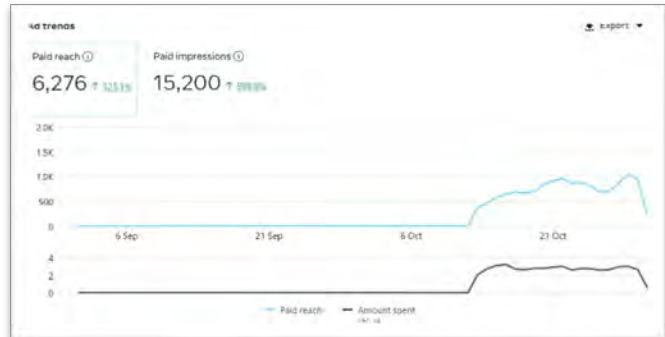
- 1.5. The benefit of paid advertising can be demonstrated via the below chart. For a minimal spend over the allocated period, there is significant improvement to reaching key audiences across our platform.
- 1.6. Paid reach calculates the accounts that saw the adverts at least one. Paid impressions show the number of times the adverts were seen on screens, irrespective of which account they came from.
- 1.7. For important surveys, events and consultations, paid advertising complements other forms of community engagement to continue to spread the word and

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### EDC 023-097 Annex C: Social Media Report

ensure feedback from as many community members within Ebbfleet and surrounding communities as possible.



## 2. Instagram

- 2.1 Instagram Reach was lower this period compared to July-August 2023, due to several factors. Content focus for this period largely targeted the Resident Satisfaction and Sustainability Surveys, with other content targeted at creative placemaking initiative and visual content that works better for the platform.
- 2.2 As Instagram has a much younger audience base than Facebook and the structure of the platform is feed based vs. group based, our content reflects the different demographic interests accordingly. As such, we continue to work to create content that is engaging for our younger audiences, and are utilising reels and video content more frequently to attract visitors to our profile.
- 2.3 Instagram continues to gain followers with momentum, with 43 new followers this period compared to 61 over the previous period.

## 3. X

- 3.1. Posts earned 6.8k impressions over the 61-day period of September – October.
- 3.2. X continues to fluctuate in performance as a viable platform since takeover and launch as 'X' (previously Twitter) with a reported 30% drop-in activity in both content and post and interaction.
- 3.3. LinkedIn is continuing to strengthen in preference to commercial, industry and professional engagement – where Twitter once held dominance. Meta's launch of Threads (a competitor to X) has continued to fluctuate. We are yet to launch our Thread account but will continue to monitor whether this is appropriate.

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EDC 023-097 Annex C: Social Media Report
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- 3.4. Our engagement rate on X averaged at 3% for the period, with industry standard anywhere between 1% and 5%.
- 3.5. Our highest performing post was the promotion of the Ebbsfleet Sustainability Survey.
- 3.6. Across September and October, we received 44 link clicks, predominantly for recruitment opportunities and the above Sustainability Survey.

## 4. LinkedIn

- 4.1. Paid advertising on LinkedIn focuses on recruitment opportunities within the Corporation, which does not affect the performance of posts on the page.
- 4.2. Highlights for LinkedIn include a 53.3% increase in Reactions and 500% increase in Comments.
- 4.3. Industry standard for LinkedIn posts with a call-to-action is at least 1% Click Through Rate (CTR). Our posts, advertising for roles on our page, frequently show a range of 3%-9% CTR.
- 4.4. Moving forward we will seek to add variety to our range of posts, utilising video and animations to further drive traffic and engagement to our posts.
- 4.5. Members may recall at the last Board meeting it was discussed how members could support and participate in our LinkedIn activity.
- 4.6. A brief guide on maximising engagement on LinkedIn and supporting the Corporation's efforts can be viewed in **Annex D**. This contains helpful guidance on engaging with your LinkedIn audiences and the value in aligning individual expertise with our work.

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**Board Meeting Part One**

**EDC 023-097 Annex C: Social Media Report**

# Ebbsfleet Development Corporation

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EDC 023-097 Annex D: Guide to LinkedIn
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## 1. Summary

- 1.1. Engaging with Ebbsfleet Development Corporation as Board Member via your professional LinkedIn accounts will help grow our follower base, strengthen advocacy and authority, showcase our content and widen audience reach.
- 1.2. There are several ways to engage with our content, such as tagging the EDC page, sharing and liking job roles, and adding commentary to industry articles on how EDC aligns with your work on the Board and champion of Ebbsfleet regeneration.
- 1.3. Despite LinkedIn being a professionals' network, people tend not to follow businesses so much as people. Sharing posts can therefore help broaden the reach of our page, letting people know we exist, and thus become aware of our work and opportunities.
- 1.4. Supporting in a mixture of ways will help continue to drive traffic on our LinkedIn page. For example, adding a comment when re-sharing the post offers an opportunity for you to share your thoughts and build on the content.
- 1.5. Company news and updates, particularly milestones, are posts worthy of sharing. Showcasing achievements and aligning with your individual expertise will help show your audience that you are part of this achievement. Your expertise and audiences are incredibly valuable, particularly when recruiting talent, which is a difficult and competitive market with our roles often bespoke and niche to our needs.

## 2. Using your LinkedIn to engage with EDC

- 2.1. You can engage with our content by **spotlighting**. This requires you to share relevant Corporation news directly to your LinkedIn feed.
- 2.2. This will mean expanding on the original post, and explaining to your followers why you're sharing it. You do not have to share or repeat every single line of post – be selective and pick your best content to highlight.
- 2.3. Choose high level articles that you think will resonate with your network. Topical and actionable articles are typically the most popular across LinkedIn. Even if the post doesn't come directly from EDC socials, linking back to work or



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## EDC 023-097 Annex D: Guide to LinkedIn

achievements, plans for the future or goals towards delivering the vision, will help generate conversation and strengthen performance.

- 2.4. You can also **like and reshare** content. This simply requires you to like and share some of the posts on EDC's page.
- 2.5. Although LinkedIn is a business network, people tend to follow other people rather than businesses, so helping to spread the word and letting your followers know the page exists is a great way to grow engagement.
- 2.6. Build on the message before sharing it out – add a comment before sharing to your network to ask for opinions, thoughts or actions on the matter.
- 2.7. Be sure to engage with posts that celebrate achievements of the team, or posts that are recruiting staff. Those who engage with LinkedIn recruitment posts will help entice the right talent to the team when hiring.

### 3. Bespoke content ideas

Industry and EDC insights	Inform followers of your network of key or insightful industry updates, or specifically how work is being achieved, particularly at notable times of industry change or challenges.
Your professional journey and impact whilst at EDC	This is a great opportunity to highlight your journey to CEO, share your experiences of working in the industry, and linking back to EDC achievements. This is a great opportunity to link in with recruitment and any openings that there may be within the Corporation.
Recruitment	Any content you can post directly about recruitment opportunities (from your perspective) will help strengthen our recruitment process and reach professionals via your network.
Highlight product/innovation/achievements	This is particularly useful around any milestones or achievements around planning, placemaking or design.
Reflections on organisation	Particularly valuable at the end of the year, posts reflecting on achievements and challenges of the organisation are valuable for reflection and providing a well-rounded post to encapsulate your experience.

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<b>Title of paper</b>	<b>Planning, Design and Delivery Report</b>
<b>Presented by</b>	<b>Mark Pullin, Director of Planning &amp; Place</b>
<b>Sub-committee</b>	<b>Planning Committee</b>

**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** – Ebbsfleet Delivery Dashboard

**Annex B** – Levelling Up and Regeneration Act – Summary Table

**Delegation**

Not applicable

**Financial impact**

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

**Legal impact**

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

**Equalities impact**

The public sector equalities duty is considered in reports on individual planning applications. There are no equalities impacts from the specifics of this paper.

**Stakeholder impact**

Stakeholder engagement takes place through the planning consultation process.

**Sponsor impact**

None

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## 1. Development Sites Update

1.1 Outlined below are the key areas of work currently being undertaken on the development sites across Ebbsfleet. It is evident that current market conditions are having an impact on the progress of live planning applications as well as delays to submission of new applications.

### Ebbsfleet Central

- Formal re-consultation on the outline planning application following submission of an updated Transport Assessment; response from KCC Highways being reviewed with focus on negotiating planning obligations.
- LPA awaiting a response from KCC re. their requests for provision of community services and are continuing discussions with NHS re. healthcare requirements. Applicant ongoing discussions with the EA re. flood modelling and post-development mitigation.

### Eastern Quarry

- Amended plans received for Alkerden 5B (162 dwellings) which are under consideration and expect to be reported to committee in December.
- Pre-app meeting arranged for Alkerden Market Centre RMA4, consisting of Alkerden Hub community building over 55 affordable units.
- Pre-app meeting for Redrow's next phase in Alkerden South for 160 apartments fronting Fastrack road.
- Non-material amendment application to amend the description of development of the outline planning permission to remove reference to the maximum housing number.

### Ebbsfleet Green

- Non-material amendment application for the Community Hub building under consideration, including discussions with Sport England.
- Allotment/Community Garden – condition discharge applications submitted.

### Northfleet Riverside

- Cable Wharf Primary School – Public consultation event took place on 20<sup>th</sup> November. Amended plans to be submitted by the end December and committee presentation planned for January.
- Cable Wharf Residential - Block A completion imminent (39 apartments), including affordable units. MVHR and roof garden details approved. Deed of Variation agreed to allow phased delivery of WT Henley Building.
- Northfleet Embankment East Employment – Full planning application submitted for c.3,600 sqm employment floorspace that is currently out to consultation.
- Northfleet Embankment West (residential land) – RMA applications for Phase 3A (273 dwellings, riverside plaza and community use) and 3B (40 dwellings) under consideration. All parties discussions taking place to agree final details of the Fastrack route through the site.

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## 2. Housing and Delivery

- 2.1 The Ebbsfleet Delivery Dashboard is attached in **Annex A**.
- 2.2 This month we are reporting 41 completions and 28 starts from the business plan paper presented in October. This brings the annual totals so far to 185 starts and 367 completions. Information from developers has been limited this month and if this continues a manual count will take place to support reporting to the next meeting.

## 3. Planning Committee Update

- 3.1 The Planning Committee met informally in September and had a presentation from Bellway on the last two residential reserved matters for Harbour Village (phase 3A and 3B). These phases are located to the north of the site either side of the Fastrack route and include a new riverfront promenade and community space. The applications have been submitted and will be reported to Committee in due course.
- 3.2 A Planning Committee is planned for December where the Committee will be considering a reserved matters application for Alkerden Phase 5B for 162 homes from Westerhill Homes/Chartway. The application was subject to pre-application discussions including a design forum and presentation to Committee. During the application period, the applicant opted to make additional changes to the scheme to respond to feedback from the market and so the Committee was moved from November to December. The Committee will also see the activity report from Q2 and updated planning validation checklist.
- 3.3 The current live applications which we anticipate will be reported to Planning Committee in due course include:
- Harbour Village Phase 3A
  - Harbour Village Phase 3B
  - Cable Wharf Primary School
  - Ebbsfleet Central East
  - Rectory Cottage
  - Vineyard Pit - Northfleet Embankment West Employment
  - Church Path Pit - Northfleet Embankment West Employment
- 3.4 Following interviews in October for the vacant Planning Committee Independent Member role, the panel report has been sent to DLUHC. We are now awaiting a decision from the Secretary of State.

# Ebbsfleet Development Corporation

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- 3.5 The nominations received from the local authorities following the local elections in May have been approved. Cllr David Mote (DBC) and Cllr Lee Croxton (GBC) have therefore been appointed to the Committee.
- 3.6 Following the resignation of Cllr Jordan Meade as the KCC nominee, KCC have nominated Cllr Alan Ridgers as a replacement. This nomination is also with the Secretary of State for approval.

## **4. Other Matters**

- 4.1 The EDC's planning validation checklist has been updated and subject to a recent 6-week public consultation that closed earlier this month. The document supplements national planning requirements and sets out additional information that should be submitted with planning applications to ensure the right information is available to enable robust and timely decisions to be made by the local planning authority. The updates are principally to the format of the document and to make minor revisions to update references to current legislation and local plan policies, but also to acknowledge current ways of working (i.e. electronic based planning submissions) and a strong emphasis on retaining design quality. 12no. written responses were received, primarily from statutory and non-statutory consultees, whose comments are being reviewed ahead of reporting a final updated version to EDC's Planning Committee in December. Once approved the document will replace the existing version and be published on the EDC's website.
- 4.2 This month we held the annual meeting of the Ebbsfleet Design Forum. The event was hosted in person at the Observatory where EDC officers provided an update on major sites and how the Forum's advice has been implemented within subsequent planning applications. A summary of recent EDC work on decarbonisation and the sustainable performance framework was also provided. Current delivery constraints and challenges within Ebbsfleet were discussed and the Forum provided a range of useful advice derived from their experiences on other major current construction projects. The Forum commended the progress made to date and highlighted a number of areas that needed further consideration through EDC support and guidance, including holding firm on the quality level that has been achieved and developing clear guidance on sustainable performance for non-EDC projects. Professor Sadie Morgan (Design Forum Chair) concluded the session with a very positive endorsement of the work of EDC to date and the briefing session itself, and re-affirmed the Forum's commitment to supporting the work of EDC and future planning applications going forward.
- 4.3 The planning liaison group met this month where we met representatives from Dartford, Gravesham and Kent to discuss strategic planning and development matters.

# Ebbsfleet Development Corporation

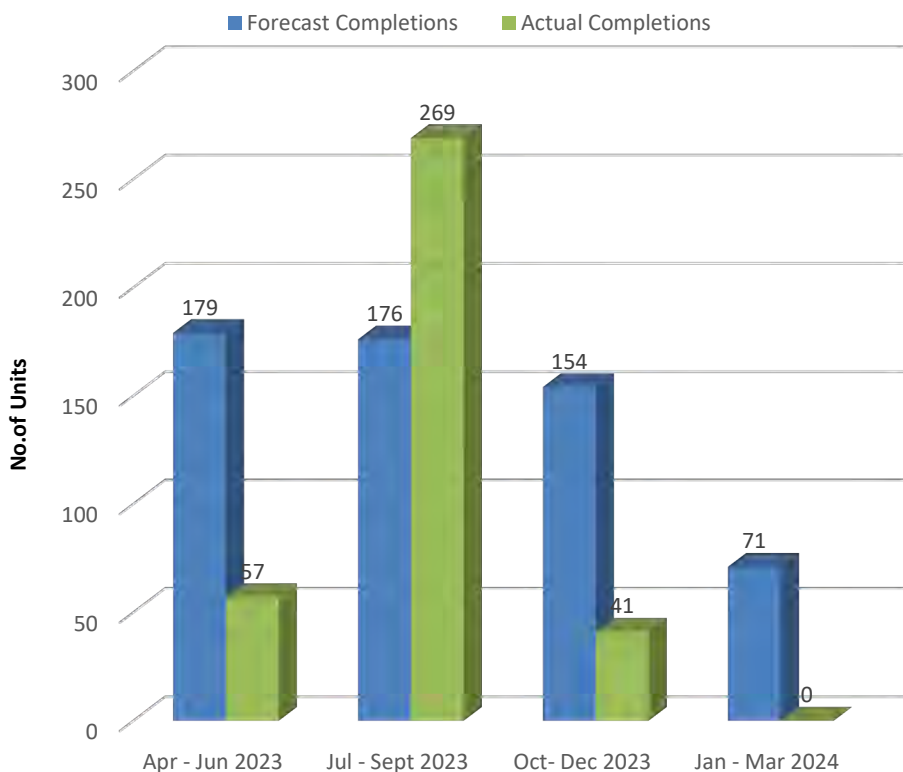
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- 4.4 The DBC Leader's Advisory Group on CIL met this month which included representation from health partners, National Highways, the Environment Agency and Kent County Council.
- 4.5 We are still awaiting a response from the Planning Inspectorate (PINS) in relation to the costs claim for the London Resort DCO.
- 4.6 The Levelling Up and Regeneration Act (LuRA) received Royal Assent on 26<sup>th</sup> October 2023. The overarching objective of the LuRA is to reduce geographic disparities across the UK through changes to existing local government, planning and compulsory purchase legislation. A table is provided in **Annex B** to highlight the key planning provisions alongside a brief summary and comment regarding its applicability to EDC. Notable provisions in respect of development management include introduction of national development management policies, new provisions to allow material variations to planning permissions and replacing Environmental Impact Assessments with Environmental Outcomes Reports. The LuRA also introduces a requirement for developers to issue commencement notices and submit annual progress reports for residential schemes alongside new and amended provisions covering planning enforcement. It also includes arrangements in respect of the planning functions of urban development corporations and compulsory purchase. It is relevant to note that the changes are expected to take place after associated regulations and changes to national policy are in place, and a number of sections in the Act will require secondary legislation.
- 4.9 In addition to the LuRA which does include provisions for planning fees, earlier this month the Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits) (England) (Amendment) Regulations 2023 were made. A principal change is to increase planning fees for major applications by 35% and all other applications by 25%. Other changes include annual fee increases in line with inflation, removal of the 'free go' for repeat applications and shortening of the planning guarantee (relating to fee refunds) for non-major applications from 26 to 16 weeks where an extension of time has not been agreed. These changes come into force on 6<sup>th</sup> December 2023.

# ANNEX A EBBSFLEET DELIVERY DASHBOARD – 29 NOVEMBER 2023

Housing Completions  
Forecast v Actual 2023 - 2024



## Ebbsfleet Housing Numbers

### Detailed Planning Consent

5,603

### Housing Completions

3,883

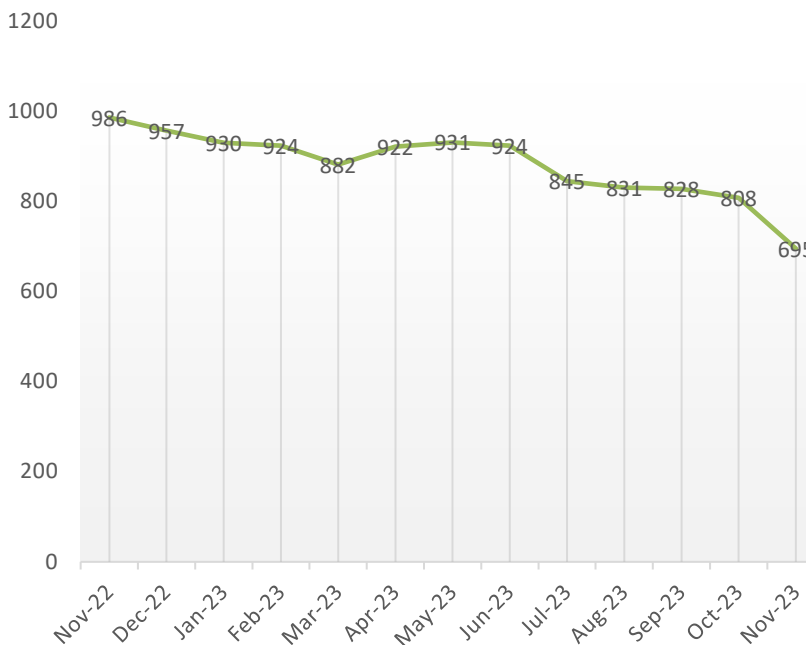
### Affordable Homes

1155

### EDC 2023/24 Business Plan Target

Completions – 580

Units Started Not Completed



## HOUSING STARTS AND COMPLETIONS

YEAR	STARTS	COMPLETIONS
2014-2020	2290	1719
2020-2021	282	347
2021-2022	657	533
2022-2023	817	619
2023-2024	185	367

## Completed Homes Per Site

Location	No. of Homes
Ebbsfleet Green (Weldon)	783
Castle Hill	1492
Springhead Park	799
Craylands Lane	100
Croxton	85
Cable Wharf	306
Ashmere (Western Cross)	211
Alkerden Village	67
Northfleet (Lawn Road)	7
Harbour Village (Northfleet West)	33

## Consented and Completed Affordable Homes Per Site

Location	Total No. of Consented Affordable Homes Per Site	Current No. of Completed Affordable Homes Per Site	Total % of Affordable Homes Per Site	Current % of Affordable Delivered Per Site
Ebbsfleet Green (Weldon)	241	154	38%	63.5%
Castle Hill - Whitecliffe	425	425	26%	100%
Alkerden	330	0	28%	0%
Ashmere	130	46	25%	35%
Springhead Park	288	288	27%	100%
Ebbsfleet Cross (Craylands Lane)	30	30	30%	100%
Ebbsfleet Cross (Croxtan)	70	53	33%	76%
Cable Wharf	224	159	32%	71%
<b>Totals</b>	<b>1738</b>	<b>1155</b>		

## Top Risks to Delivery

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

## Community Space, Schools, Retail & Employment Space 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 Green (Weldon)	Redrow Regional Office Building
Northfleet Embankment East Employment	Berkeley Modular Housing Factory

**EDC 023-098 ANNEX B - LEVELLING-UP AND REGENERATION ACT 2023**

**Summary of Key Planning Provisions**

<b>Act Provision</b>	<b>Description</b>	<b>Comment</b>
<u>Planning Data</u>		
ss84-91	Planning data	<p>Planning data regulations may make requirements to comply with any approved data standards when processing and making publicly available specified data in connection with applications. Regulations are required to provide detail.</p> <p>Potentially applicable to EDC depending on content of regulations.</p> <p>Commencement date TBA (not yet in force).</p>
<u>Development Plans</u>		
s93	Role of development plan and national policy in England	<p>Decisions on whether to grant or refuse permission must be made in accordance with the local plan and any National Development Management Policies unless material considerations <u>strongly</u> indicate otherwise. Accordingly if local and national policies do not support approval, the benefits of granting permission would have to strongly outweigh the harm in order to grant permission.</p> <p>Applicable to EDC in planning decision making.</p> <p>Commencement date TBA (not yet in force).</p>
s94	National development management policies	<p>A set of statutory policies to join the development plan in consideration and determination of planning applications (see above). NDMPs are to be distinct from the National Planning Policy Framework with the intention of covering issues of national importance.</p> <p>Applicable to EDC in planning decision making.</p> <p>Commencement date TBA (not yet in force).</p>
s100	Requirement to assist with certain plan making	<p>A plan-making authority may, by notice, require a "prescribed public body" to assist with the preparation or revision of a relevant plan. If so notified, the prescribed public body must do everything that the plan-making authority reasonably requires to assist. Regulations are awaited as to what public bodies may be prescribed and the requirements that may be put upon them.</p>



		<p>Potentially applicable to EDC if in a class prescribed by regulations.</p> <p>Commencement date TBA (not yet in force).</p>
<u>Heritage</u>		
s102	Regard to certain heritage assets in exercise of planning functions	<p>When considering whether to grant planning permission which affects a relevant heritage asset or its setting, the local planning authority must have special regard to the desirability of preserving <u>or enhancing</u> the asset or its setting.</p> <p>Applicable to EDC in planning decision making.</p> <p>Commencement date TBA (not yet in force).</p>
<u>Grant and Implementation of Planning Permission</u>		
s106	Street votes	<p>A Street Vote Development Order may be made by the Secretary of State to grant permission for specified classes of development without the need for an application for planning permission. The process is to be initiated by a qualifying group, anticipated to consist of local residents and is to operate akin to existing local development orders albeit with a more local focus.</p> <p>Of potential relevance to the EDC area depending on the content for forthcoming regulations.</p> <p>Commencement date TBA (not yet in force).</p>
s110	Material variations in planning permission	<p>Inserting a new s73B into the TCPA 1990, this allows for variations to an existing planning permission of a more material nature than s96A or changes beyond planning conditions under s73 – provided that the effect of those changes will not be "substantially different from that of the existing permission". What constitutes a substantial difference is not defined. Similar to s73, when determining such an application, the LPA must limit its consideration to those respects in which the permission would differ from the existing consent.</p> <p>Relevant to EDC in planning decision making.</p> <p>Commencement date TBA (not yet in force).</p>

s111	Development commencement notices	<p>A mandatory step for developers to undertake, notice is to be given to the LPA pre-implementation of a planning permission specifying the expected date of commencement. This requirement and the consequences of default should be notified to applicants at the time of granting permission and EDC should consider modifying decision notices or providing other notification accordingly.</p> <p>Commencement date TBA (not yet in force).</p>
s112	Completion notices	<p>If the LPA is of the opinion that development, having commenced, will not be completed in a reasonable period, a completion notice may be served stating that the planning permission will cease to have effect at a specified time (not less than 12 months from the date of the notice). Recipients have a right of appeal (details to be the subject of regulations).</p> <p>A tool of which EDC should be aware although anticipated to be little used in the EDC area.</p> <p>In force 26 December 2023 in respect of power to make regulations, otherwise commencement date TBA.</p>
s113	Power to decline to determine applications in cases of earlier non-implementation etc	<p>An LPA may decline to determine an application for planning permission for prescribed development (details TBC) if the application is made by a developer who has previously applied for permission in the LPA's area which has not commenced or which has not been substantially completed and the LPA is of the opinion that the carrying out of the earlier development is unreasonably slow.</p> <p>Of use to EDC upon receipt of planning applications.</p> <p>In force 26 December 2023 in respect of power to make regulations, otherwise commencement date TBA.</p>
s114	Condition relating to development progress reports	<p>In respect of relevant planning permissions for residential development, a planning condition must be imposed to require a development progress report to be submitted to the LPA annually until the development is completed. Regulations to provide detail as to content and process.</p> <p>EDC will be required to impose such conditions on planning permissions.</p> <p>In force 26 December 2023 in respect of power to make regulations, otherwise commencement date TBA.</p>

<u>Enforcement</u>		
s115	Time limits for enforcement	<p>Abolition of the 4 year rule. Immunity from enforcement in respect of all breaches of planning control may now only be acquired after 10 years, continuously, from the date of the breach.</p> <p>Relevant to EDC in respect of enforcement decisions.</p> <p>Commencement date TBA (not yet in force).</p>
s117	Enforcement warning notices	<p>Enforcement warning notices can be used to flag a breach of planning control and to state that a planning application is required to be made within a specified period in order to regularise the breach, or further enforcement action will be taken.</p> <p>Potentially useful where a planning application is likely to be approved. Query whether EDC will have the benefit of this power however as EDC's enforcement powers are tightly defined, with new statutory provisions unlikely to be captured.</p> <p>Commencement date TBA (not yet in force).</p>
<u>Fees</u>		
s126	Fees for certain services in relation to nationally significant infrastructure projects	<p>Regulations may permit the charging of fees by "prescribed public authorities" for the giving of any advice, information or other assistance (including a response to a consultation) in connection with an application for a Development Consent Order or any other matter relating to nationally significant infrastructure projects.</p> <p>To be confirmed if a UDC will be a prescribed public authority pursuant to forthcoming regulations.</p> <p>Power to make regulations in force 26 December 2023, otherwise commencement date TBA.</p>
s134	Power of certain bodies to charge fees for advice in relation to applications under the Planning Acts	<p>A "prescribed body" may charge fees for the provision of advice, information or assistance (including the provision of a response to a consultation) in connection with an application or proposed application for permission, approval or consent under the Planning Acts. The fees charged must be at cost.</p> <p>To be confirmed if a UDC will be a prescribed public authority pursuant to forthcoming regulations.</p> <p>Commencement date TBA (not yet in force).</p>

<u>Infrastructure Levy</u>		
ss137-140	Infrastructure Levy	<p>A levy on development with locally set rates pursuant to a charging schedule to fund development infrastructure. Imposition of the levy is mandatory (unlike CIL). A local planning authority is to be the charging authority for its area but a development corporation would only be a charging authority if it is the LPA for the whole of its area for all purposes of part 2 of the Planning and Compulsory Purchase Act 2004. This does not apply to EDC.</p> <p>Commencement date TBA (not yet in force).</p>
<u>Environmental Outcomes Reports</u>		
ss152-167	Environmental Outcomes Reports	<p>To replace Environmental Impact Assessments and to assess development proposals against environmental outcomes, alternatives and reasonable mitigation and compensation measures. Regulations are awaited to provide detail.</p> <p>Applicable to EDC in the context of considering and deciding planning applications.</p> <p>In force 26 December 2023.</p>
<u>Development Corporations</u>		
s174	Planning functions of urban development corporations	<p>Arrangements for the discharge of, or assistance with, planning functions of development corporations may be made with the council. This relates to functions of a UDC which it has by virtue of an order made under s149(1) (as is the case with EDC's planning functions). The corporation may make arrangements for the discharge of the function by the council which would have had the function but for the order.</p> <p>Potentially of relevance to EDC in the context of s106 enforcement where EDC is applicant/landowner/developer – to be reviewed further.</p> <p>Commencement date TBA (not yet in force).</p>

Compulsory Purchase

s183	Conditional confirmation	<p>CPOs may now be confirmed conditionally meaning the order does not become operative until the confirming authority has decided, on application by the acquiring authority, that the conditions have been met.</p> <p>Of potential relevance to EDC as CPO promoter.</p> <p>Commencement date TBA (not yet in force).</p>
s185	Time limits for implementation	<p>Time limits greater than 3 years may be imposed on CPOs.</p> <p>Of potential relevance to EDC as CPO promoter.</p> <p>Commencement date TBA (not yet in force).</p>

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<b>Title of paper</b>	<b>Ebbsfleet Living</b>
<b>Presented by</b>	<b>Kevin McGeough Head of Strategy and Placemaking</b>
<b>Sub-committee</b>	Not Applicable

## **Purpose of Paper and Executive Summary**

To update the EDC Board on progress and activities related to community building in Ebbsfleet during the Autumn period.

## **EDC Business Plan and KPIs**

Matters covered will impact on some or all the priorities within the EDC's Business Plan and associated KPIs, specifically KPI 12 'Sense of Community'.

## **Recommendation**

### **FOR INFORMATION**

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

## **Annexes**

Not Applicable

## **Delegation**

Not Applicable

## **Financial impact**

Activities funded by EDC are from within existing budgets.

## **Legal impact**

Not Applicable

## **Equalities impact**

EDC are committed to ensuring all events and activities which it supports are accessible to everyone. To achieve this, we work effectively with a wide range of community stakeholders, partners and with the local community, to ensure that equality and diversity are fully integrated into our assessment for funding.

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## **Stakeholder impact**

This report highlights how the EDC supports local communities in the delivery of our Corporate Plan objectives.

## **Sponsor impact**

This report highlights how the EDC supports DHLUC in delivering their Levelling Up ambitions.

## **1. Introduction**

- 1.1. This paper sets out community building activity across the Ebbsfleet area including our neighbouring communities during Autumn 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 met on 5<sup>th</sup> September 2023 at the Blue Bean Café. The next meeting of the Community Board is due to take place on Tuesday 21<sup>st</sup> November in Eastgate. The refreshed Community Board now includes eighteen resident members from across the garden city and surrounding neighbourhoods. The Community Board has been chaired by Cllr Jeremy Kite since its inception meeting on the 18<sup>th</sup> of February 2020, however he did ask that a resident member consider taking over this role during the September meeting. An election for a new chair is now scheduled for the November meeting.
- 2.2 EDC continue to work with the Ebbsfleet Garden City Trust to promote their Community Fund. The EGCT Community Fund is open to ideas from individuals and community groups which will help build a sense of community in Ebbsfleet. The Community Fund focuses on grants below £500, and applications are considered on a quarterly basis. Following an open window for proposals over the summer, the panel met on 11<sup>th</sup> September and approved three grants totalling

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£1500. Approved grants will help support the Castle Hill Christmas Fair and the travelling Christmas carol service. A further grant was awarded to No walls Garden in Northfleet. The next meeting of the EGCT Community Fund Awards Panel will take place on 27<sup>th</sup> November.

- 2.3 The team from the Blue Bean Café in Castle Hill Neighbourhood Centre were commended at this year's Dartford Business Awards which were hosted in Bluewater on 12<sup>th</sup> October 2023. Sam Bott was awarded under the Best Owner-Operated local business category, and cheered on by EDC staff who were in attendance. This is a particular achievement for Blue Bean to secure an award after its first year in business and reflects the strong community-friendly environment that has been created. Blue Bean is used to support many community events and activities and has sponsored numerous events in the garden city over the past year.





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- 2.4 EDC placemaking staff have been keeping our neighbouring communities updated with progress in the garden city, including presentations to Bean Residents Association, and the Stone Seniors Friday lunch club.
- 2.5 EDC have been successful in securing a grant for £79k from Innovate UK to support us in developing a range of tools that will enable and empower our residents to connect with each other, across neighbourhoods, and with adjacent communities to support a vibrant and inclusive garden city. Our successful bid was made together with two professors from Imperial College, London, who will work with, and for, residents and community stakeholders over the next seven months to identify their objectives for fostering connections in Ebbsfleet. The hypothesis that supported the bid was that busy residents are healthy residents and that tools developed to support a vibrant garden city could improve health outcomes. Tools identified may be useful to other emerging or regenerating communities to support community development. The first meeting with ten local stakeholders took place at the Observatory on the evening of xx x to help set the vision and objectives for the project. A number of further engagement sessions will take place with residents and established groups including the Ebbsfleet Community Board over the course of the project.



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### 3. Activities delivered in Ebbsfleet directly by the community and local stakeholders during autumn.

3.1. During the October half term holiday, Ebbsfleet Baptist Church offered families a variety of events and activities to keep them busy during the break. In partnership with the Blue Bean coffee shop, they delivered a craft day, where over fifty children attended the event, together with their parents, producing autumnal crafts such as wreaths. The church also held their first 'Light Party' for children and their families on 31<sup>st</sup> October in the Castle Hill community centre where once again over fifty children and their parents joined in to play games, create colourful jam jar lights, and decorate cakes. Whilst the church is encouraged by the growing number of attendees at events, they report that it is becoming increasingly difficult to deliver with limited indoor spaces available, and restrictive facilities and storage in the community centre that is available. Competition for use of the Castle Hill Community Centre is such that some users are having to compensate others to secure bookings.





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3.2. Cohesion Plus, who are a local arts and culture provider, and an Arts Council England NPO (national portfolio organisation) hosted an event in Castle Hill Community Centre on 12<sup>th</sup> October 2023 to mark Black History Month in Ebbsfleet. This was the first event to be held in the garden city specifically focusing on celebrating Black culture and the diverse population that is moving to Ebbsfleet. Recent census data highlights that over 40% of new residents in Ebbsfleet are non-white, and therefore this event gave our multi-cultural residents and businesses an opportunity both to meet each other, share their business ideas, learn what existing business are in the local area, and to plan their new lives and businesses in the garden city. EDC will work with Cohesion Plus to build on this successful event.



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- 3.3. Meet Up Monday, continues in Blue Bean Café giving an opportunity for people to meet, chat and get to know each other and continues to thrive. This is a venture in partnership with Ebbsfleet Baptist Church, St Peters, and St Paul's Swanscombe and The Blue Bean Coffee Company and has been in operation for over a year.
- 3.4. Working as part of the Dartford Council Walk Leaders community, the Ebbsfleet Salvation Army, and Ebbsfleet Baptist Church we offer a Tuesday lunch time health walk, allowing folk to get some fresh air, engage with neighbours and friends and enjoy the surroundings.
- 3.5. The Ebbsfleet Salvation Army have launched 'Starfish,' a mentoring programme working with children and young people in schools, aged 9-16 years. Starfish is offered to schools free of charge and provides support for emotional health and wellbeing. Working within a school's student wellbeing support, Starfish provides committed and trusted adults to work with young people who need some additional support, to help them reach their full potential.
- 3.6. A partnership between the Salvation Army and Ebbsfleet Baptist Church have collaborated with local resident and musician Tom Fletcher to bring together Ebbsfleet residents and their neighbours from surrounding communities to launch a community choir. The first rehearsal for the new choir took place on 12<sup>th</sup> November, where twenty-one new members joined together to plan the choir, to have a fun time, and of course to sing. There was significant enthusiasm to build on this event to have a regular choir, and expectations are that there is significant potential for it to grow, subject to having a location for it to regularly practice. The Ebbsfleet choir will make its debut performance at the Castle Hill Christmas fair on Sat 2<sup>nd</sup> Dec and then at the Pop-up Community carols planned for various locations across Ebbsfleet and surrounding neighbourhoods on 10<sup>th</sup> Dec. The choir meets every Sunday afternoon in November in the community centre at Castle Hill at 4pm, and new members are very welcome.



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4. **Community activity delivered in partnership with EDC for the benefit of local communities.**
  - 4.1. EDC hosted a stall as part of Clarion’s Community Day, where the Clarion Future’s communities team organized a fun afternoon of games, activities, food, and face painting in the Castle Hill Community centre. EDC had a stand where we were able to speak to residents about upcoming events, updates on progress and future plans for Ebbsfleet. Clarion is the largest social housing provider in Ebbsfleet and will have a continued role in the garden city beyond the life of the corporation. EDC is working closely with Clarion Futures, the community development and charitable arm of Clarion, both to support their community development work, and to identify joint learning and commissioning opportunities.
  - 4.2. EDC staff have taken part in Business Networking events in Gravesham and Ebbsfleet over the autumn period. Both events offered opportunities to hear from a varied range of organisations, particularly SMEs and new businesses in the local area. The inaugural Ebbsfleet Business Forum was held at the Blue Bean Café on 21<sup>st</sup> September where approximately twenty local entrepreneurs gathered to network. A considerable number of budding businesses are developing in the Ebbsfleet area specifically and there is considerable interest for future co-working space in the area. The next event is on Thursday 23<sup>rd</sup> November 2023.





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- 4.3. EDC continue to collaborate with our contractor and developer partners to stimulate and evaluate our social value activity across the garden city area for the benefit of local residents. We are delighted to report that in 2022 across EDC's own initiatives and interventions, and from existing housebuilders and developers over £20m of social value was generated. A report outlining how this social value was generated will be on the EDC website soon.
- 4.4. EDC and Ebbsfleet Garden City Trust collaborated with a number of local stakeholders to commemorate World Mental Health Day, on the 10<sup>th</sup> of October, with an event held at Ebbsfleet International station. The EDC Placemaking team were there to promote the BetterPoints app, distribute Ebbsfleet Welcome Packs and promote a range of regular events and activities that we support. We were joined by Gravesham Community Leisure Limited who ran opportunities to take part in short, gentle exercise sessions every half hour to encourage people to bring activity and movement into their daily life. Also in attendance was the Northfleet and Ebbsfleet Lions and Porchlight who provide a one-to-one service for early intervention mental health support. EDC are keen to build on this refreshed relationship with the station and have planned to have further community events in the station soon.



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- 4.5. EDC's partnership with the [This Must Be the Place](#), young person's placemaking programme culminated in a conference entitled 'Placemaking with young people' which celebrated the first three years of the programme, and which was held at Woodville Halls, Gravesend on 8<sup>th</sup> November 2023. The Programme is jointly funded by EDC and Arts Council England and delivered by arts organisation, Cement Fields, explores creative placemaking through the Ebbsfleet Design Group, by, and for young people. The programme offers young placemakers the opportunity to both understand what is being created in Ebbsfleet, to discover potential job roles in the built environment and to help shape some of the garden city projects. Over one hundred people joined the conference, learning from inspiring speakers and guests, including our own EDC Placemaking Officer, Harry Zimmerman. Lots of important issues were raised by young people and adults about why its fundamental to include young people in development, regeneration, planning and design, to create better places for the future.
- 4.6. Having launched just before the pandemic hit, This Must be the Place had a challenging beginning, however, seeing how much has been achieved over the past 3 years and hearing directly from young people involved, showed the positive impact the programme has had. We also heard from landscape designers and others working at Ebbsfleet about how the co-design process with young people is changing and enriching their plans for the better. An overview of the programme can be seen in this [short film](#). We are looking forward to a continued partnership with Cement Fields, looking at youth-led meanwhile opportunities and making it standard practice that young people are consulted in all projects moving forward.

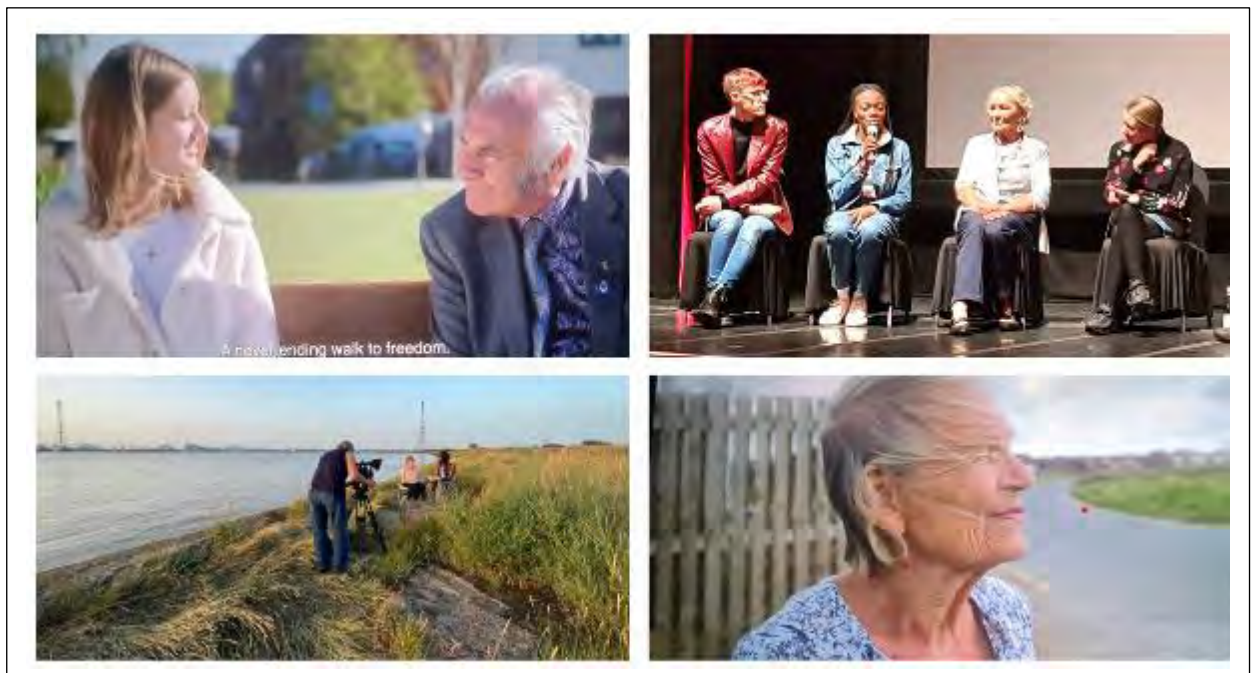


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- 4.7. On the same evening, and held at Woodville Halls, Gravesend saw the launch of a series of six films produced by artist Charlotte Ginsborg entitled ‘our future, our past, whisper it to me.’ The ambitious series of short new films were co-commissioned by EDC and Cement Fields and respond to the emotions and memories stimulated through the development of the new garden city in Ebbsfleet, as experienced by residents from the surrounding area. Each of the inspiring films combine spoken word poetry, performance, and documentary to create hybrid portraits investigating people’s sense of belonging, what home means to them, and their vision for the future of the area, with an emphasis on how they would like to use the developing ‘green’ spaces both physically and psychologically.
- 4.8. The films were funded through the This Must be the Place Programme and have taken inspiration from the title of Ebenezer Howard’s book, *Garden Cities of Tomorrow*, and Henry George’s utopian novel, *Looking Backwards*. Each film pairs a local young placemaker with an older resident and the films explore memories and future aspirations of both older residents and younger generations to meditate on the cultural history of the area and the impacts of the new development at a key moment of transition. The launch film premier attracted an audience of over two hundred guests, who also enjoyed an emotional discussion on what being involved in the production meant for the cast.





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- 4.9. The 'our future, our past, whisper it to me' films will be shown on a loop over the coming months at Ebbsfleet International Station, Eastgate Community Café, Gravesend Library and Maidstone Library, with potential to reach a wider audience, subject to interest. Production of the films has been one of the most ambitious cultural projects undertaken in Ebbsfleet to date, including a series of creative writing workshops where the cast got involved in writing poetry which became their script. Each of the films capture Ebbsfleet under construction, and the reaction that both the younger and older residents have to its evolution.
- 4.10. EDC are working with Cement Fields to deliver a heritage programme for the area with funding from the National Lottery Heritage Fund. Ebbsfleet Citizens Archive is a community-led project capturing and preserving the varied stories and histories of the people and places of Ebbsfleet, Greenhithe, Swanscombe, and Northfleet, as the area goes through a significant moment of change. Co-created by artists, historians and residents, the dual digital and physical archive will bring local people together to explore Ebbsfleet's unique historic and contemporary identity through objects, sounds, videos and photographs, collected by and from residents past, present and future. A number of activities have been taking place over the last few weeks including heritage walks led by local historian Christoph Bull, archive training and workshops to create the Ebbsfleet Citizen Handbook - a guide to the area made by local people.



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## 5. Community activities delivered directly by EDC during the autumn period.

5.1 EDC have been actively engaging with the Community Liaison Groups (CLGs) including for Whitcliffe, Cable Wharf and Harbour Village. The CLGs offer an opportunity for us to understand the issues and concerns of residents living in the new developments, concerns of those living nearby and gaining an understanding of how EDC might be able to support them. The CLG also help EDC to establish relationships with the marketing suites and how we can work together on future events and programmes.

5.2 EDC We are continuing our Drop in events around the area our latest one being in Redrow's new Marketing suite at Stonehaven Park, it was a wonderful opportunity to speak to the staff and highlight some of the great facilities and parks coming forward for prospective residents. As well as how they will connect into the wider area.

5.3 EDC continue to collaborate with residents to expand and refresh the Edible Ebbsfleet network of gardens and planters. On Along with twenty residents the Placemaking team refilled the planters with new soil and planted perennial herbs. The team were able to engage residents who have moved in since the planters had been installed establishing a new group of residents to take ownership and maintain them for their community going forward.



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- 5.4 EDC's first work experience of the new academic year was a week at the Observatory for a year 13 student from Gravesend Grammar School in October half term. With an interest in Planning as a career, he spent a week with the Planning, Placemaking and Design teams conducting projects on Levelling Up guidance for planning and on garden city principles, amongst other duties. In response to his learning, he shared that: *"It is not just about the environment and sustainability- there is a huge socio-economic impact too. Namely, the idea of building houses to huge scales like in Ebbsfleet, cannot come alone; schools, parks and community centres need to be built for the engagement of the community. Engaging the existing communities of Swanscombe and Northfleet highlights this attention shown by EDC to create a community amongst everyone, not just the new neighbourhoods."*
- 5.5 EDC staff also attended Stone Lodge School in September and Thamesview School in October to present careers in the built environment,
- 5.6 Five children from CAS Community Solution's Homework Heroes club came to the Observatory on 4<sup>th</sup> October to learn about Ebbsfleet and sustainability. The primary school-aged youngsters from The Brent, Manor Primary, Cherry Orchard and Craylands schools had tea, a tour of the Observatory and took part in interactive house building activities courtesy of Taylor Wimpey.





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5.7 As part of their social value commitments in their bid to redesign the EDC website, Cavendish Consultants have been attending Dartford Grammar School to deliver a website development project to students. The group have been set the task of creating a website for a small fictitious company in Ebbsfleet and have the whole academic year to develop the website. Cavendish have also given the students careers advice on the roles available within a multi-disciplinary media organisation and will judge the final website projects at the end of the year also.

5.8 EDC's on-going collaboration in local schools has helped us to practice what we preach through employing two new Level 4 planning apprentices, both of which has started over the past months. Both apprentices came to EDC from sixth form college and will continue their studies whilst also working for the corporation. EDC continue to support a family of apprentices in the garden city, including through our Aim a Little Higher Programme providing ongoing mentoring support. A third cohort of apprentices is being recruited for a Jan/Feb 24 induction programme.

5.9 EDC's Education Outreach Programme continued through our contract with Construction Youth Trust in local secondary schools and North Kent College. On 8<sup>th</sup>, 9<sup>th</sup> and 10<sup>th</sup> November, EDC hosted the Building Future Skills programme for sixth former students from local secondary schools. Nine students from St John's, North Kent College, Northfleet Technology College, and Stone Lodge Schools attended and enjoyed a site visit to Bellway's Harbour Village. Included a visit to Bellway's Harbour Village to look at how a community centre can drive community cohesion.



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5.10 EDC have also been engaging with the construction industry and hosted our first 'meet the buyer table at Kent Construction Expo' on 5<sup>th</sup> October at the Kent Showgrounds in Detling. EDC engaged with seventeen potential suppliers. The aim of attending was to garner whether smaller, local organisations experience any barriers when bidding for public contracts and how we might be able to assist them in working with EDC.

## 6.0 Forward Look

- EDC, together with volunteers acting as Ebbsfleet Hosts, will hold our second 'Welcome Event' on 22<sup>nd</sup> November at Cable Wharf to welcome new community members and share with them how they can get involved in the events and activities in and around Ebbsfleet.
- The Ebbsfleet Events Committee are organising a 2-day Winter Fair on the weekend of 2<sup>nd</sup> and 3<sup>rd</sup> December, which will include a visit from the Dartford Santa on 3<sup>rd</sup> December. EDC will have a stall at the event.
- Ebbsfleet Baptist Church are leading a roaming Pop-Up Christmas Carols event on Sunday 10<sup>th</sup> December. Recordings of carols will be presented via a mobile LED screen, which will include contributions from Cherry Orchard Primary, Ebbsfleet Green Primary and Manor Primary, plus a fun nativity produced by the church with twenty-five local children taking part. The new Ebbsfleet community choir will lead the singing. The carol service will visit, Swanscombe Park at 3pm, Ashmere at 4pm, Ebbsfleet Green at 5pm and finish in Castle Hill at 6pm with mulled wine and mince pies afterwards in the Blue Bean.
- The Ebbsfleet Baptist Church will also be holding a family carols and Christingle in the Castle Hill Community centre on Christmas eve at 4pm, and in the New Year, will host coffee shop craft days during the school holidays,
- Following the success of their Pop-Up Youth events in the summer, the Salvation Army shall be launching a Street Based Youth Work (SBYW) project. The aim of SBYW is to reach out and contact young people who have little access to provision in their local area, or for whatever reason choose not to be part of it. SBYW takes place in the park or on the street, meeting young people in the locations they choose to spend their time.
- A new 'couch to 5km' running group will meet from mid-January.

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<b>Title of paper</b>	<b>Social Value Update</b>
<b>Presented by</b>	<b>Lara Pool, Inclusive Growth Manager Kevin McGeough, Head of Strategy and Placemaking</b>
<b>Sub-committee</b>	<b>NOT APPLICABLE</b>

## **Purpose of Paper and Executive Summary**

This paper updates the Board on progress in implementing the Corporation's approach to Social Value, including the measurement and reporting on social value activity generated by EDC, suppliers, developers, contractors, and partners across Ebbsfleet during the period January 2022 to December 2022. It highlights the value generated so far, lessons learnt and next steps.

Our vision for social value is to '*maximise the positive impact of Ebbsfleet's development for local people.*'

The attached 'Ebbsfleet's Impact' report 2022 also details how we are working with local stakeholders, to drive our ambitions to maximise social value and its benefits for local people, in a 'place-based' approach.

## **EDC Business Plan and KPIs**

The paper relates to our Corporate Plan ambition to 'capture economic and social value for the long-term benefit of new and existing residents in the area'. It also contributes to our approach to delivering 'Inclusive Growth'.

Social value also supports the following KPIs:

KPI 10: Investment in Social and Community Infrastructure

KPI 12: Sense of Community

## **Recommendation**

### **FOR DECISION**

Board is asked to **NOTE** the progress made in implementing our approach to social value, and to **AGREE** to our proposed approach to continuing the measurement and reporting of social value using the Social Value Portal.

## **Annexes**

**Annex A** – Ebbsfleet's Impact Report 2022

## **Delegation**

Not Applicable.

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## **Financial impact**

EDC has committed £18,000 (including VAT) p.a. for access to and use of the Social Value Portal for the period ending 30<sup>th</sup> April 2024, which is within existing EDC budgets.

## **Legal impact**

Not Applicable.

## **Stakeholder impact**

Our social value activities, plus those of our suppliers, developers, housebuilders, and sub-contractors, has a positive impact on Ebbsfleet residents and a wide range of stakeholders across Dartford and Gravesham Boroughs including employees, education establishments and students, community groups, support networks, charities, and the voluntary sector.

## **Equalities Impact**

Social value in its definition is designed to improve the economic, social and environmental well-being of an area. Our social value approach directly addresses the inequalities in the local area as identified through our Outcomes Framework. 18 measures have been prioritised through the National TOMs framework to address these local needs and maximise positive benefits for local people.

## **Sponsor impact**

Our approach to social value directly responds to DLUHC priorities for Levelling-Up, specifically 'Raising living standards - tackling local inequalities and disparities,' and 'Restoring a sense of community, local pride and belonging.'

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## 1.0 Background

- 1.1 **The Public Services (Social Value) Act (2013)** requires all public sector organisations and their suppliers to look beyond the financial cost of a contract to consider how the services they commission and procure can improve the economic, social and environmental well-being of an area – the creation of ‘Social Value’.
- 1.2 In June 2018 Government announced it would go further and explicitly require its departments to evaluate social value when awarding major contracts and that they will be expected to report on the social impact of these.
- 1.3 In September 2020 the Government published **Procurement Policy Note 06/20 ‘Taking account of social value in the award of Government contracts’** (PPN 06/20), which requires the use of the Social Value Model (SVM) and its accompanying guidance notes to take account of social value in delivery of its contracts. PPN 06/20 clarifies that all central government departments, executive agencies, and non-departmental public bodies – referred to collectively as ‘in-scope’ organisations must comply with the guidance and use the SVM. Whilst technically EDC is classified (by ONS) as a ‘government-local’ organisation we have chosen to act as an ‘in-scope’ organisation for the purposes of social value and will therefore follow PPN 06/20 requirements.
- 1.4 The Social Value Model (SVM) is a framework which sets out government’s priorities for procurement and gives guidance for in-scope organisations to develop their social value approach, whilst allowing commercial teams to retain flexibility in deciding which of the outcomes to apply to their particular procurement, to ensure relevance and proportionality.
- 1.5 Under the SVM, a minimum overall evaluation weighting for social value of 10% of the overall score is mandated. This sends a message to the supply market that social value is important to the contracting authority.
- 1.6 The 2020 HM Treasury Green Book has been updated to state *‘The appraisal of social value, also known as public value, is based on the principles and ideas of welfare economics and concerns overall social welfare efficiency, not simply economic market efficiency. Social or public value therefore includes all significant costs and benefits that affect the welfare and wellbeing of the population, not just market effects.’* EDC will consider this in developing our business cases for consideration.

## 2.0 Our approach to implementing Social Value.

- 2.1 To meet the requirements set out in PPN / 60 and through the SVM, we have chosen to use the Social Value Portal (SVP) to evaluate, manage and monitor social value created across the garden city. The SVP provides EDC with a



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standardised framework based on nationally recognised TOMs (Themes, Outcomes, Measures) applied to EDC agreed priorities. The Board approved the appointment of the Social Value Portal as our preferred measurement and evaluation tool in July 2021.

- 2.2 We then published our [Social Value Ambitions](#) in Autumn 2022, which included our 18 priority TOMs, based on recognised local need.
- 2.3 In July 2021 Board also requested a review of our social value approach and activity before further investment was made to using the SVP tool.
- 2.4 We have adopted a '**place-based**' **social value approach** whereby we seek to capture and record the social value being delivered by a wide range of partners across the Ebbsfleet area and to include impact in the garden city and where applicable, across Dartford and Gravesham.
- 2.5 The SVP have reviewed the activity for the year 2022 in Ebbsfleet and have approved the 'additionality' recorded, as social value in our impact report.

### **3.0 Implementing Social Value**

3.1 Our social value priorities are balanced across three key areas of focus, aligning with the three key themes agreed in our Sustainable Development Framework:

- Vibrant Community
- Healthy Environment
- Inclusive Economy

3.2 Selecting from a basket of nationally recognised TOMs (Themes, Outcomes and Measures), we have identified 18 measures from the SVP to focus on, based on known local need and our own corporate priorities. These are:

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Theme	Outcome	Measure	NT Ref
Jobs: Promote Local Skills and Employment	More local people in employment	No. of full time equivalent local employees (FTE) hired or retained for the duration of the Contract	NT1
		Percentage of local employees (FTE) on contract	NT2
	More opportunities for disadvantaged people	No. of full time equivalent local employees (FTE) hired on the contract who are long-term unemployed (unemployed for a year or longer)	NT3
		No. of full time equivalent local employees (FTE) hired on the contract who are NOT in Employment, Education, or Training (NEETs).	NT4
		No. of full time equivalent employees (FTE) hired on the contract who are registered as unemployed	NT76
	Improved skills	No. of staff hours spent on local school and college visits e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	NT8
		No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation)	NT10
	Improved skills for disadvantaged people	No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	NT11
	Improved employability of young people	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	NT12
	Growth: Supporting Growth of Responsible Regional Business	More opportunities for local MSMEs and VCSEs	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)
Total amount (£) spent in LOCAL supply chain through the contract			NT18
Social: Healthier, Safer and more Resilient Communities	Creating a healthier community	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children	NT26
	More working with the Community	Donations or in-kind contributions to local community projects (£ & materials)	NT28
		No. of hours volunteering time provided to support local community projects	NT29
Environment: Decarbonising and Safeguarding our World	Safeguarding the natural environment	Donations or investments towards initiatives aimed at environmental and biodiversity conservations and sustainable management projects for both marine and terrestrial ecosystems	NT67
		Resources (on the contract) dedicated to creating green spaces, improving biodiversity or helping ecosystems	NT85
	Sustainable Procurement is promoted	Percentage of procurement contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer.)	NT35

3.3 'Local' is defined as Dartford and Gravesham Boroughs.

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- 3.4 We identified 3 models of capturing and reporting on social value activity across the place:
1. EDC's own activity (see Ebbsfleet's Impact Report 2022)
  2. From existing developers and housebuilders (see Ebbsfleet's Impact Report 2022)
  3. Through EDC's procured suppliers (not measured in 2022 report)
- 3.5 Existing developers were asked to return social value reports for 1<sup>st</sup> Jan - 31<sup>st</sup> Dec 2022.
- 3.6 Social value was embedded into our procurement process from April 2022 applying PPN 06/20 minimum of 10% weighting to bidders' social value offers for contracts over £30k.  
From September 2023, bidders input their social value offers directly into the SVP for contracts over £90k.

#### **4.0 12-month review – Ebbsfleet's social value in 2022**

- 4.1 SVP use a localised monetary 'proxy value' for many of the TOMs, which when activity is calculated across Ebbsfleet, gives a total social value monetised figure. The TOMs themselves give a nationally consistent, but localised measurement of social value activity, allowing annual review and comparisons.
- 4.2 Annex A - the Ebbsfleet's Impact Report 2022 – sets out the combination of EDC's activity and existing developer's activity in 2022. This has generated **£20,203,741** in social value across the Ebbsfleet development area.
- 4.3 The largest value was generated through a local workforce, with 561.65 local residents employed across the developments, equating to a social value of **£19,183,717**. It should be noted that not all developers submitted their local labour figures, so the actual impact is likely to be even higher.
- 4.4 EDC's own activity added **£1,020,024** of social value through activity and investment such as the cultural development programme; employability programmes; the Green Corridor grant to KCC of £220k; the Greening the City initiative and healthy school's capital investment of £105K toward outdoor classrooms and edible gardens.
- 4.5 The Impact Report 2022 acts as a benchmark and baseline figure on which to build and increase social value over our lifetime.
- 4.6 Despite the report not giving a complete picture (particularly without all developer's statistics), the report demonstrates how social value can be created through additionality.

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## 5.0 Lessons learnt.

- 5.1 Social value created through employment of local residents creates high impact and will hopefully motivate suppliers and developers in the area to recruit further from local neighbourhoods across Dartford and Gravesham.
- 5.2 Not all developers and partners contributed data during this reporting process, and it was difficult and time consuming for us to pursue developers for their data. We hope by publishing the significant impact achieved from those who did engage, will be encouraged to provide greater input in the next reporting period.
- 5.3 When opportunities arose for developers to get more involved in direct contributions to community and environmental projects, encouraging responses evolved. The Match My Project platform is designed to make engagement in social value as simple as possible by creating a register of opportunities available in the local area. We are therefore continuing to raise awareness of this platform.
- 5.4 Local people could have benefited further had social value been embedded into all contracts and procurements since the start of the development of Ebbsfleet. This would be a key recommendation to any future major developments, including those within the Government's Garden Communities programme.
- 5.5 Over the past year we have developed model processes for evaluating social value in our contracts and procurements, including through the Social Value Portal. Moving forward we will aim to be more consistent in our approach to incorporating social value requirements within our procurement processes with 10% weighting becoming the minimum expectation.
- 5.6 We will also work toward a consistent minimum social value delivery expectation of 10% of the contract value on procurements and construction contracts over £30k.
- 5.7 Working with partners to assist in delivery of activity is extremely important, especially any organisations who are already active in the local area such as Construction Youth Trust, training providers and local suppliers such as Provender Nurseries who supported the Greening the City initiative.
- 5.8 The implementation process has created a wealth of understanding of social value and its benefits across the organisation but does utilise scarce resource.

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## 6.0 Next steps:

6.1 The 'Ebbsfleet's Impact Report 2022' includes data from 2 of our identified models of capturing and reporting on social value activity across the place:

1. Our own activities
2. From existing developers, particularly regarding local workforce

6.2 During 2023, we will include social value captured through our procured suppliers' commitments. As the number of procured suppliers increases in the coming years, the social value created should therefore increase.

## 7. Recommendations:

7.1 Board is asked to **Note** progress against implementing our social value ambitions and to **Agree** to continue monitoring our progress using the Social Value Portal.